

# ICV Bulletin for our Members | June 2021

Come together! Work together! Grow together!

Dear Readers,

a successful premiere behind us - the 45th Congress of Controllers, for the first time ONLINE, gathered more than 400 people from the controlling community who could not only watch speeches but also discuss in chat, meet in the networking area and participate in the interactive Controllers' Beer Garden in the evening. More on the next pages. If possible, the next Congress takes place as usual on-site in Munich - on May 9/10, 2022.

Who misses the on-site events this year already, can visit Poland - the ICV Poland invites to Warsaw for the 15th CIA - Controlling Intelligence Adventure. The Congress under the title NEW REALITY OF FINANCE AND CONTROLLING - UNCERTAIN BUSINESS, DIGITAL FUTURE takes place as an on-site event (with necessary restrictions) on October 11/12. Language in Polish and English - all speeches will be translated for Polish and foreign guests.

At the 45th Congress of Controllers an important award was presented - the winner of the ICV Controlling Excellence Award is Robert Bosch GmbH who presented the concept "Controller of the Future - People make the Difference!" in front of the participants. Congratulations once again! Who wants to participate in the competition can submit best controlling solutions by January 31, 2022. And before that you can submit best "green projects" for the Green Controlling Award - deadline is July 31, 2021. More in this Bulletin.

As always we also share with you a solid controlling know-how - this time an interview by Dr. Rita Niedermayr with Sonja Wallner, Nicolas Longin and Gerald Mitterer on transformation in the controlling departments and whole companies.

Much pleasure while reading!

Yours  
Bulletin Team

Please note that the **ICV General Meeting** takes place **online** also this year on **June 24** - as a member you received an invitation per e-mail!



## Important topics:

- The biggest controlling event in Europe this time online - report from the Congress of Controllers
- New Normal in the work of the future



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# ICV Congress of Controllers – more than a successful online premiere



**“More than a successful online premiere” – that’s how the Chairman of the ICV International Association of Controllers, Prof. Dr. Heimo Losbichler, summarized the 45th Congress of Controllers on April 26/27 organized as an online event for the first time. With live streams, live chat questions and varied live talks; with online meetings that go beyond the usual chatting; and with a Controllers’ Beer Garden quiz about the almost 50-year history of the ICV, the feedback from more than 400 participants during and after the event was consistently positive. The ICV followed the opening words of the Chairman of the Board, Prof. Dr. Heimo Losbichler: “We want to set standards again”.**

Live from the Congress studio in Etterschlag, Bavaria, he and the organization team of the 45th Congress spent a day and a half through current topics such as digital change, transformation and disruption, artificial intelligence, sustainability, the future of work and performance management. Leading companies such as DHL, Deutsche Bahn, BASF, A1 Telekom Austria, Wilhelm Gienger KG and Zeppelin GmbH provided insights into their work.

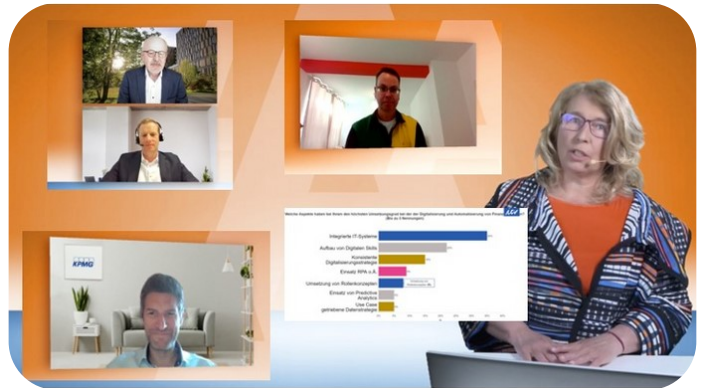
In order to hold this largest controlling conference in Europe online, but not as “another online event like there are many others”, the ICV has invested a lot of money in organization and technology. In harmony with first-class topics and speakers, it was possible to organize a highly professional and also entertaining 2-day Congress.

## Long-term trends and challenges of the post-covid era in focus

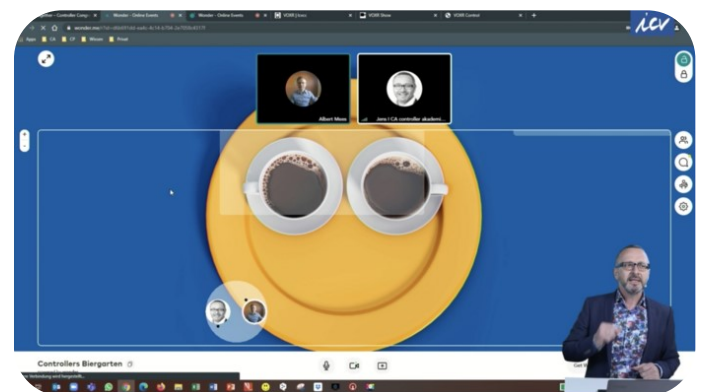
In his opening speech, Losbichler referred to a “historic upswing” expected by economic researchers after the pandemic: “Managers and controllers ask themselves what measures they can take to master the crisis and emerge stronger from it. Parallel to the immediate crisis management, it is important to prepare for the time afterwards and to develop strategies for the upturn,” said the ICV Chairman. “With our Congress program we are clearly looking ahead and providing impetus for corporate practice.”

Losbichler added: “We are concerned more than ever with the question of how to proceed and how the restart

will look like. The planning security required on all sides will not be there.” Now, after the “brief tunnel vision of crisis management”, the focus is on long-term trends and challenges of the post-covid era, “with the central issues of digital transformation and sustainability.”



In the 45th edition of the Controller Congress, the digital event platform offered the controlling experts and managers the opportunity to exchange ideas with the tried and tested intensity. “Exchanging experiences is particularly important in uncertain times like today,” emphasized the ICV Chairman and expressed his great pleasure at the large number of participants. The more than 400 participants could only look enjoy a successful online Congress with a lot of variety and input. They could watch all the content of this year’s Congress “on demand” up to and including May 15 - for the first time, they could experience all of the parallel topic clusters.



## After the Congress is before the Congress

Preparations for the next big meeting of the European controlling community are already under way. The 46th Congress of Controllers takes place on May 9/10, 2022, if possible again in Munich.

More: <https://www.icv-controlling.com/en/events/congress-of-controllers-munich-ger.html>

# ICV Controlling Excellence Award 2021 for Robert Bosch GmbH

27. April 2021

Congress der Controller 2021 | Online

For a better performance



out a signal of how important it is for the ICV to open up to analytics.

The prestigious ICV Controlling Excellence Award goes in 2021 to Robert Bosch GmbH for the concept "Controller of the Future - People make the Difference!". The technology and service company impressed with the development of new controller roles to support its own transformation. The ICV also recognizes a project by A1 Telekom Austria, "Finance Analytics @ A1 Austria", a process for the introduction of advanced analytics, as well as the project "Introduction of a Product Lifecycle Controlling in the KUKA Robotics Segment" by KUKA Deutschland GmbH. The Award was presented on April 26, 2021 at the Europe's leading controlling conference, the 45th Congress of Controllers.

Every year, the ICV International Association of Controllers honors exemplary, practical controlling solutions with the prestigious Award. The expert Jury, made up of both practitioners and professors, is headed by the Chairman of the ICV Board of Trustees, Prof. Dr. Utz Schäffer, from the WHU Otto Beisheim School of Management, Institute for Management and Controlling, Vallendar. "Despite the tense corona situation, we were pleased to receive many high-quality applications again," said the Chairman of the Jury.

First prize goes to Bosch for a "very convincing solution for deriving and introducing new controller roles". The Jury did not want to differentiate between second and third place in the solutions from KUKA with its product lifecycle controlling and from A1 Telekom Austria with a process for the introduction of advanced analytics. The solution from KUKA is recognized as an industry-specific, rather traditional, but all the more as a very convincing "passion" project. With the award for the A1 Telekom solution from Austria, the Jury is sending

## ICV Controlling Excellence Award 2021 for Bosch

The starting point for the winning project of the technology and service company Bosch was the fact that the company also develops its controlling with advancing digitization. The controllers support the operational business units with new management concepts, methods, systems and tools in the process of becoming the leading provider in the Internet of Things and for mobility solutions. Since the digital transformation also leads to new business models for Bosch, it is an urgent task for the controllers to support them in their development and expansion with appropriate and adapted as well as new management instruments. This also includes effectively managing and mapping the increasingly cross-unit business. At the same time, controllers increase their efficiency in their own functional area through process automation with Robotic Process Automation (RPA), the creation of machine forecasts with predictive analytics, e.g. for sales, and through the use of highly integrated reporting systems with customer-oriented dashboards.

As part of the concept, Bosch developed five new roles for the company's 4,000 controllers and has implemented them since the beginning of 2021. In addition to the well-known "business partner" profile, there is also the business analyst, subject matter expert, governor and data scientist. For each of these roles, a specific competence profile and a matching training curriculum was created.

Particularly noteworthy for the Jury was:

- Bosch is thus proactively facing up to the upcoming role change and the differentiation of the traditional controller role, which is required especially in large companies;



- The role and competence profiles have been derived very well; Last but not least, the results of internal customer surveys, the exchange with other companies, the collection of internal best practices and scientific studies were incorporated. The concept was also well anchored internally: in particular the Finance Transformation Working Group, the Finance Controlling Academy Network and the Finance Transformation Board were intensively involved in the creation, so that various perspectives were incorporated early on and topics critical to the project could be addressed;
- The solution is not limited to new role and competence profiles, but also includes a comprehensive implementation concept. In addition to face-to-face training and webinars, the training portfolio also includes numerous self-taught offers such as web-based training, impulse talks and videos. In addition, extensive communication material was developed and systematic tracking of the implementation steps including lessons learned workshops was planned.



According to the Jury, this last point is decisive: "The successful implementation is the A&O of corresponding concepts; The gap between cheap Sunday rhetoric about the role of the controller and what actually happens in everyday business life is often too big."

The Jury Chairman, Prof. Dr. Utz Schäffer, explains: "All in all, a very convincing solution that addresses the upcoming role change in an exemplary manner." The ICV members - whether in a large or in a smaller company - could either take on the entire implementation concept or individual modules. Or quoting a Jury member: "If only I would have had that last year when I was on the topic in our company."

The core project Team of the Bosch Group, headed by Sven Grandi, CFO of the Bosch Global Services Solutions division, included: Stefanie Florian, expert for competence management in Controlling, Finance and Controlling Academy; Dieter Kirschmann, Head of Finance and Controlling Academy; Moritz Möbus, Commercial Advisor in the Bosch Global Service Solutions division.

#### **A1 Telekom: "Exemplary procedure with rolled up sleeves"**

According to the Jury's verdict, the A1 Telekom Austria solution also addresses a highly topical topic: "How do I bring my controlling closer to the topic of advanced analytics?" It's worth emphasizing that Telekom Austria's approach is a "hands-on" approach which aims to get into "learning by doing" as quickly as possible, even with manageable on-board resources and without the use of external staff, and thus to establish advanced analytics and the necessary skills in Controlling and in the A1 Finance Area.

Specifically, in 2019 a small team of controllers, data scientists and data engineers was put together. The team identified the first use cases in the areas of credit checks for contract customers, forecasting demand for device types and sales, early detection of incorrect values in the sales base and monthly deviation analysis and implemented it E2E itself. The A1 Telekom Austria project team worked according to the basic principles of the agile scrum method, which, however, was individually adapted to the needs of the project.

This with a view to the know-how sharing required to the objective was carried out pragmatically and purposefully through sharing of successful use cases in addition to information events. And this is exactly where the circle closed, according to the Jury: "The remarkable thing about Telekom Austria's solution approach is not one or the other particularly impressive use case, you can now find some comparable elsewhere. But it's the exemplary procedure with rolled up sleeves, your own on-board resources and intensive learning by doing."

In total, a positive cash flow effect of 3.5 million euros is expected by 2023 from the five initially implemented advanced analytics use cases. Sonja Wallner, CFO A1 Austria, praises the "Finance Analytics @ A1 Austria" project as a great success: "Data centering is an essential part of the A1 and finance strategy. With the 'Finance Analytics @ A1 Austria' project, we have taken important steps in this direction and made it our goal to promote advanced analytics in the finance unit and establish it as an essential part of 'finance work'. We have deliberately chosen a cross-functional team approach and given the team great freedom in terms of prioritization and working methods. The qualitative and quantitative added value of the project has by far exceeded my expectations."

Gerhard Partl, Head of Collection & Fraud A1 Austria, is also satisfied: "By working with the Finance Analytics team, we were able to achieve significant improvements in the Solvency Check in my area of responsibility. As part of ESA ("Enhanced Solvency Analytics"), state-of-the-art machine learning algorithms (Log. Regression, XG Boost) have been established, which enable us to better assess and target customers with regard to acceptance / rejection. As a result, we as A1 can sustainably optimize bad debt."

The project team headed by Michael Haselmayer, Finance Controlling, A1 Telekom Austria AG, Vienna, included Martin Faber, Adrian Maksymowicz, Georg Kern, Harald Gamper, Lukas Drescher and Christian Rezek.

#### KUKA project: "Controlling needs this kind of initiative!"

The solution from KUKA Deutschland GmbH includes the establishment of product lifecycle controlling in

KUKA's Robotics segment. It generates information that, together with the technical infrastructure from the implemented data model, enables automated reporting across the product lifecycle and functional silos. The corresponding data support sales, production and investment planning and enable fact-based decisions to be made in the management of R&D and the existing product portfolio. The tools and methods of the approach are meanwhile also being adopted by other corporate divisions.

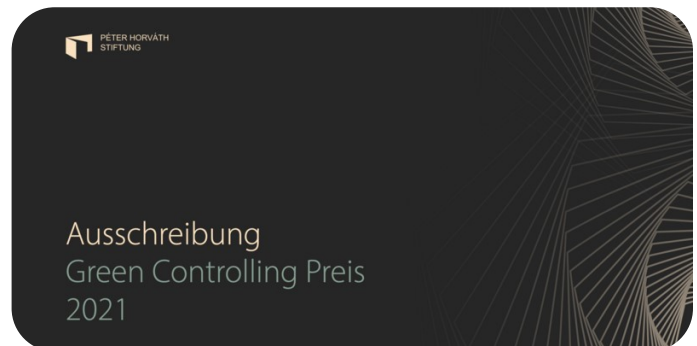
What particularly impressed the Jury: "In 2016 and 2018, two corresponding projects started and each had to be stopped without any results. As a result, a core team from the two applicants for the Award, both employees of the 'Portfolio and R&D Controlling Team', redesigned the topic as an agile project under their own responsibility, pushed it forward and thus made it a success. This kind of initiative is needed in controlling!"

After the extremely successful pilot introduction in 2019, the organization was quickly convinced of the need for product lifecycle controlling. This made it easier for the team to roll out the project further. The tools developed are widely accepted and used, and the data they contain is made available in an automated reporting system. Wolfgang Mayer, CTO of KUKA Robotics, explains: "The business cases help prioritize R&D projects and use the (always scarce) resources. With the transparency generated from the business cases, we can represent all R&D projects according to products and customer requirements. In addition, we now understand which costs are incurred for cash flow generating products and which are required for supporting products. The greatest added value, however, comes from the 'sign-off' to Gate 2 (start of development): at this point, all stakeholders sit down together and decide to start product development together."

The excellent project by KUKA Deutschland GmbH implemented Andreas Wolferseder and Reinoud van der Vliet.

The Jury of the ICV Controlling Excellence Award is also ready for new applications. The closing date for applications for the 3,000-euro award is January 31, 2022.

Check on: <https://www.icv-controlling.com/en/association/awards/icv-controlling-excellence-award.html>



## Compete for the Green Controlling Award of the Péter Horváth Foundation in cooperation with the ICV

Controllers as business partners are required to actively support the implementation of sustainability targets. The ICV supports its members and the entire controlling community with experience from this area. For example, the ICV expert work group "Green Controlling for Responsible Business" has worked on this topic for over ten years.

In cooperation with the International Association of Controllers (ICV), the most innovative and effective "green" controlling solution for the design and management of ecological strategies, programs, projects and measures in companies and public institutions is awarded each year in order to promote the work of controlling on the "green challenge".

**The best solutions will be awarded with 10.000 euro.**

To participate in the selection procedure, a maximum of ten pages of the solution must be submitted, in which the following questions are answered:

- What was the problem to solve?
- What was the idea of the green controlling solution?
- What was innovative in the project?
- How was the green controlling solution implemented?
- What was the role of controllers?
- *What was the economic and ecologic result (the effect)?*

Compete at: <https://www.icv-controlling.com/en/association/awards/green-controlling-award.html>

#### Application information at a glance Deadline for 2021: July 31, 2021

- All solutions that have been **implemented since 2019** can be submitted.
- The application for the Green Controlling Award 2021 must be received **by July 31, 2021**.
- Applications must be **submitted to**: Péter Horváth-Stiftung c/o Horváth & Partners Königstraße 5 70173 Stuttgart [phorvath@horvath-partners.com](mailto:phorvath@horvath-partners.com)
- The award will be **presented** at the 32nd Stuttgart **Controlling & Management Forum 2021** in Stuttgart





## Transformations to next:normal mean changing paradigms

An interview by Dr. Rita Niedermayr with Sonja Wallner, Nicolas Longin and Gerald Mitterer  
From the CFO aktuell

In the course of the “CFO aktuell” Annual Conference 2020, there was a panel discussion on the subject “Fit for the next normal? – Why transformation starts at the top?” chaired by Dr. Rita Niedermayr. On this occasion, the CFOs Nicolas Longin, MSc (Welser Profile) and Mag. Sonja Wallner (A1 Telekom Austria) spoke about their personal experience with the transformation of their organisations. Dr. Gerald Mitterer (dwarfs and Giants) provided the necessary background. In an interview with CFO-aktuell, Dr. Rita Niedermayr asked them about changing paradigms in the world of work and their own role in this process.

**CFO aktuell:** Mr. Longin, Welser is currently undergoing a cultural transformation, what was the reason for this and what does it involve?

**Nicolas Longin:** Like many companies, Welser operates in a volatile market with a high degree of uncertainty. We realized that we have to focus on our uniqueness again in order to be successful in this VUCA word. We wanted to provide orientation both for ourselves as managers and for our staff. We then started an intensive process with a high degree of employee participation to rediscover Welser's backbone. This consists of our purpose, our strategy, our values, our brands and our history. It was not only a question of

has to deal with but also incredibly important that everybody became more deeply and personally involved in the matter of the company's backbone. I too asked myself whether I could identify with that backbone and whether I could work authentically every day to bring our purpose to life. The process has given us much orientation with regard to how we need and want to make difficult decisions and enabled us to explain our decisions openly to our staff to make them comprehensible.

**CFO aktuell:** What does this transformation mean in concrete terms for a financial division? What is your vision of the future here?

**Nicolas Longin:** After completion of the backbone, every division within the Welser organisation was invited to think about how we could adapt our processes and organisation to breathe life into our backbone and our purpose. In the financial division, we see that complexity is increasing exponentially, due, for instance, to the internationalisation beyond Europe in which Welser engages intensively. Together, we have understood that we have to reposition ourselves to master this complexity.

Our vision is a modern, adaptable financial division with value added for all stakeholders in an organisation that gives employees the opportunity to grow continuously. In concrete terms, that means for example, less power-hierarchy, more dynamic roles, more employee responsibility and authority to make decisions. I believe that organisation in the VUCA world will never be finished and that we must implement processes that help us to ask ourselves constantly and in a structured way, which adaptations are necessary to do the work that needs to be done in the best possible way.

**CFO aktuell:** *Ms Wallner, how does that work at A1 Telekom Austria? Various strategies for the development of a flexible financial division have been pursued there for some time now. What is your experience of agile organisation forms?*

**Sonja Wallner:** Agility has been an important matter at A1 since 2017, which is why the “Agile Transition Team”, which plays a pioneering role in facilitating cultural transition and the new mind-set within the company was formed. Around 200 employees have participated in training for the roles of Scrum Master and Product Owner. Additionally, there have also been numerous training measures in Agile Basics, Kanban and Agile Leadership.

In the financial division, our Business Intelligence Competence Center – a very data-driven organisation, responsible for data preparation, analytics and artificial intelligence among other things, has established itself as agile, and implemented strategic purchasing accordingly in a network organisation. The Process Automation Center, part of the financial division, which is responsible for the digitalisation and automation of enterprise-wide processes, is also agile in its operations. Furthermore, a

belief that one has only achieved something if one reaches a leadership position must change and the company has also provided the structure for this. The employees’ results orientation must also be rewarded, whether monetarily, in the form of special training measures or recognition and being involved in matters of strategic importance.

**CFO aktuell:** *How can stability and flexibility be balanced out in a financial division?*

**Sonja Wallner:** Some parts of a financial division need continuity and flexibility – for example in reporting or in the preparation of a financial statement. This also applies to thematic areas such as compliance and governance. On the other hand, a financial organization has to be flexible in important areas where customer centricity is significant to enable it to react to the rapidly changing demands of customers and markets. We have also given our special attention to this factor in our organisational changes. Here, for example, we reinforced the roles of business partners that proactively support and challenge the division to create value added with a clear focus. This flexible or agile orientation is strongly results oriented and thus driven by key metrics. In future, the necessary resources will also be allocated to those areas in which the greatest value added is generated.

**CFO aktuell:** *Mr. Mitterer, we have now heard about two exciting approaches from companies but what is the situation in general? Everybody is talking about a radical change in contexts for organisations. What is radically different today? What does next:normal mean to you?*

**Gerald Mitterer:** We live in an age of digital knowledge with global markets. While in the industrial age of the

**„The benefits of agile organisation structures are flat hierarchies, direct communication and result orientation, a fact that expresses itself in a reduction in the number of line managers and faster decisions and results.”**

reorganization of our accounting was only recently carried out. Flat hierarchies, process simplification, self-organisation and E2E customer servicing are central to all of these reorganisation measures.

The benefits of agile organisation structures are flat hierarchies, direct communication and result orientation, a fact that expresses itself in a reduction in the number of line managers and faster decisions and results. We set ourselves short-term goals, providing first MVPs, collecting swift feedback from our customers and implementing that feedback, which certainly promotes efficiency. Our leadership style has also been reconfigured, away from command and control towards result orientation, individual responsibility and transparency. The ability of service functions to adapt to changing customers and markets is another positive factor, also due to the fact that the new organisation has put its focus on the customer. Of course, these new ways of working have also changed career paths, the

previous century, competitive advantages arose from specialisation, standardisation and the creation of economies of scale, today, competitive advantages are much more a question of innovation and adaptability. It is clear that many jobs are being replaced by robotics and artificial intelligence. It is all the more necessary for organisations to learn to make use of the uniqueness of human potential: the creativity, empathy and collaborative ability of human beings. They must also learn to be adaptable to retain their ability to perform in a permanent VUCA context. All this will have an effect on the ways in which we think about organisations, leadership, and dealing with power in organisations and that is what next:normal means to me.

**CFO aktuell:** *How can organisations prepare themselves for a transformation to next:normal? Which organisational concept does this require?*



**Gerald Mitterer:** I am convinced that it is a matter of a paradigm shift in conceptions of organisations and human beings that is the basis of new organisation forms. The management approaches that still predominate today have their origins in a time in which organisations were regarded as machines. It was a question of optimising all the cogwheels, often combined with the idea that people need to be pushed and motivated by incentives in order to perform. To me, designing organisations of the future means consciously analysing these assumptions.

What is my concept of people and organisations? What do I think drives people? How does a fundamentally trusting attitude manifest itself in our systems? What does it mean when we regard organisations as living organisms that are complex and cannot be controlled in a linear way? Without fundamental reflection on our own attitude, new methods mostly remain only superficial cosmetics in the hope of getting even more out of organisations.

**CFO aktuell:** *How do you determine whether financial divisions or entire companies are fit for the transformation to next:normal?*

**Gerald Mitterer:** To me it is a quite fundamental question of being prepared to get involved in an uncertain adventure. Transformations into a next:normal mean shifting paradigms. For example the question, what is a more suitable model for dealing with complexity and dynamics than classic management hierarchies that are geared towards stability and scaling. Thinking something new requires us to confront the unknown. If somebody had asked a hundred years ago, how exactly management hierarchy works, how resource control, prioritising, salary models and so on work, there would

mean that employees sometimes develop solutions that do not directly correspond with my thinking. Then it is necessary to retain my trust in the knowledge and skills of the employees and discuss the result together. The aim is to actually experience every project and every decision as an opportunity to learn for all those involved. In my experience, this usually works well.

Personally, I have also learnt that the most beautiful moments for me as CFO are those in which we, as a finance team, manage to develop solutions together as equal sparring partners.

**Sonja Wallner:** For me, it is important in an autonomous and solution-oriented organisation, that employees are also given the scope to make decisions themselves and be able to take responsibility. We know from the past that management makes the decisions and the organisation acts in accordance with those decisions. In flexible or agile organisations this right to make decisions must be passed on, that was a challenge for me and my colleagues in management at first and still is, to some extent, now. It is therefore all the more important to control strictly in accordance with key metrics and to deploy resources where the most value added can be generated.

Another thing I learnt was to work sequentially in an agile environment. From the past, we have been accustomed to implementing the entire scope and evaluating this alone. With the agile approach, dividing projects up into small slices and putting them into practice gradually with a focus on the greatest benefit was new for me too. Now I am happy that we have implemented that as the squads are generating great achievements.

**CFO aktuell:** *What do you recommend to other CFOs?*

**„Personally, I have also learnt that the most beautiful moments for me as CFO are those in which we, as a finance team, manage to develop solutions together as equal sparring partners.“**

have been just as little certainty and clarity as there is for new organisation forms today. In spite of many examples of success, we are still very much at the beginning and need pioneers to embark on the journey.

**CFO aktuell:** *What have been your personal lessons learned so far?*

**Nicolas Longin:** I have personally learned that extreme changes of principles take a long time to be understood, accepted and implemented. The transformation can also, only be successful if I also take a lot of time myself to understand the concepts and their backgrounds. I must embrace the consequences for myself both as a person and as CFO and then never tire of communicating this conviction in exchange with staff in order to pass on this enthusiasm. One consequence for me was letting go and trusting even more. I have moved on, for example, from “delegating authority” to “distributing authority”. This

**Nicolas Longin:** I advise CFOs to simply ask themselves whether the existing organisation provides the opportunities to master constant changes efficiently and effectively. If the answer is no, then it is necessary to understand what I can personally change as CFO and what the employees need to be successful. By being authentic and acting as a human being, one can build a basis of trust with the employees and thus obtain genuine answers. As soon as one has embarked on this journey, I think that one only needs the courage to keep going and not fall back into old ways of thinking at some point. In summary, it means that one only has to dare to take the first steps and then I am sure that one will be surprised later at how much potential the organisation and its employees have.





**Sonja Wallner:** Initially, I recommend really taking a close look at the theory behind the matter. I also think that, one does not need to be a pioneer in a support section and that this transformation can only be successful if the intention is part of a company-wide strategy. Unfortunately, there is no blueprint for this change, it has to be adapted to each company and its respective culture but I certainly recommend communicating with other companies that have already lived through the transformation or at least already have some experience of it. I am convinced that agile organisation forms are the future and I am glad that we have made this move. It is important to approach it gradually and not to be afraid to try things out, obtain feedback and make fine adjustments again and again in certain areas.

**CFO aktuell:** *Mr. Mitterer, which options to CFOs have in your view to shape the shift to a next:normal?*

**Gerald Mitterer:** I am convinced that every change has to begin with myself. I believe that thinking in depth about one's own concept of people and organisations is central to this, to develop clarity for oneself on WHY changes are made and reflect on which fundamental assumptions influence me here. To consciously decide to do it and take the risk of taking a step into uncertainty. This also requires confronting one's own, often heroic, idea of leadership of "having everything in one's grip and under control". And taking one step at a time, allowing and shaping experiments that allow trust in something new to grow. Ultimately, it is a question of being prepared to embark on a learning journey together for which there is no clear recipe.

**CFO aktuell:** *Thank you for this interview.*

Dr. Rita Niedermayr conducted the interview.

**Mag Sonja Wallner** is CFO of A1 Telekom Austria AG, where she was initially responsible for developing CAPEX controlling throughout the company and, after holding several managerial and project positions, took over the management of the entire corporate finances of Telekom Austria TA AG. She has developed important strategic projects successfully in the past years. She has been CFO of A1 since 2015.

**Nicolas Longin, MSc** is CFO of the Welser Profile Group. After studying industrial engineering in Brussels and finance in Marseille, he held various positions in the financial sector, including positions at Takeda and Mondli.

**Dr. Gerald Mitterer** is a founding member of dwarfs and Giants and an organisational consultant specialising in Agile System Transformation and New Work



## Controlling Intelligence Adventure - the ICV Congress in Poland on October 11/12 language: English and Polish

### An invitation from the ICV Poland Team

**We invite you to the largest controlling event in Central and Eastern Europe this year! October 11-12, we see you in Warsaw and online at the 15th Congress of the ICV POLSKA (CIA 2021).**

#### The best experts and world authorities

The topic of the 15th ICV POLAND Congress is:

#### **NEW REALITY OF FINANCE AND CONTROLLING - UNCERTAIN BUSINESS, DIGITAL FUTURE**

ICV POLAND guarantees the highest substantive level and the participation of many industry leaders who will share their **extensive practical knowledge** and **inspiring experience** in their speeches. During the 15th ICV POLAND Congress, representatives of the International Association of Controllers (ICV) and Polish and foreign companies (PKN **ORLEN**, **CCC**, **Akademia Controllingu**, **Polpharma** Group, Frankfurt School of Finance & Management, **Volkswagen** and many others) will perform.

You will also meet international ICV experts, including the Member of the ICV Think Tank Board, an outstanding specialist and visionary - **Prof. Dr. Ronald Gleich**, who will tell us about **controlling and cost management in times of crisis**.

We invite controllers from all over Europe to exchange experiences from different countries. Thanks to **bilateral, simultaneous Polish-English interpretation**, you will easily understand foreign speakers.

#### Now it is time to take action!

Hundreds of companies around the world are fighting to survive, as they are faced with very peculiar challenges that affect the global economy. The pandemic has mostly shown us that our economy, with its global networks, is quickly reaching its limits, and its configuration, even after many years of optimization, is constantly changing. Moreover, the scale of shock and changes is so big that it is impossible to absorb them, regardless of how flexible our organizations are. The collapse of different industries is too severe and enduring to ignore or neutralize it.





So now it is time to take action! In view of the global challenges, during the 15th ICV POLAND Congress (CIA 2021) we will take up the challenge of discussing the new reality of finance and controlling and share our experience.

During CIA 2021 we will combine two topics: on the one hand, we will discuss the new reality, management and controlling and, on the other hand, we will tackle modern IT technologies (BI, AI, ML, RPA, BD, AA) which improve the work of financiers and controllers around the world.

World-famous speakers (from reputable European universities and consulting firms), representatives of companies that implement innovative technologies, inspirations, exchange of experiences, integration and networking - are the aspects we are focusing on.

Check the Congress agenda >> <https://bit.ly/3hO1lJO>

### **The latest trends and technological solutions for financiers and controllers**

Over 250 participants of the congress will have the opportunity to listen to practical speeches on controlling and finance in the areas of:

- Controlling and Crisis,
- Business Partnering,
- Digital Future,
- Uncertainty,
- Competence models,
- Business Intelligence (BI),

- Artificial Intelligence,
- Future of work,
- Robotic Process Automation (RPA) ),
- Machine learning,
- Big Data.

During the 15th Congress of ICV Poland (CIA 2021) there will also be a thematic session for the best students in the area of controlling and finance - ICV Young Controllers Barcamp. Take part and meet your future interns and employees.

Register here >> <https://bit.ly/3hO1lJO>

### **Networking and practical exchange of experiences**

We know that a competitive advantage is also built thanks to a wide network of contacts. We attach great importance to the networking and integration of participants. During the afternoon integration, we provide attractions and the possibility of informal exchange of experiences. Come to the XV ICV POLAND Congress and meet professionals from various industries, hierarchy levels and positions. Open up to the global exchange of experiences.

This largest controlling event in Central and Eastern Europe will not be short of anyone who wants to meet the new reality of finance and controlling!

Register on the Congress website:  
[controllingintelligenceadventure.pl/](https://controllingintelligenceadventure.pl/)



# The Future of Controlling with Prof. Dr. Utz Schäffer



On May 12 the ICV Poland organized the UNDER CONTROL by Malgosia I Tomek webinar (LANGUAGE: ENGLISH) with the participation of a special guest - Prof. Dr. Utz Schäffer.

The main topic of the meeting was The Future of Controlling. In front of the audience of over 160 participants, we talked with Professor Schäffer about the competences necessary for controllers, the roles of controllers, digitization, as well as standardization and automation of controlling processes. Professor Schäffer discussed for us the results of the research he worked on at WHU - Otto Beisheim School of Management.

During the webinar, we also conducted 3 surveys. We learned how the participants assess the level of their current state of standardization and automation of the

main controlling processes. In addition, the participants showed their expectations regarding the degree of standardization, automation and the use of SSC in the implementation of controlling processes in five years. Soon we will prepare a summary with the results of the surveys.

We thank Prof. Dr. Utz Schäffer for his commitment and time - it was an honor to host such an expert on our webinar.

It was the first international webinar organized by ICV POLAND - but certainly not the last one. See you at the next meetings!

Check more ICV Live Webinars: <https://www.icv-controlling.com/en/events.html>



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