



**International  
Association of  
Controllers**

**(IAC - ICV)**



**International Work Group  
2024**

- **Idea**
- **Offer**
- **Results**
- **Members**

**come together,  
work together,  
learn together,  
develop together**

## ICV international work group

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**Europe is more than an idea. Europe is more than a huge market. Europe is our future!**



European companies have a great advantage: they act inside the biggest market of the western world. This market consists of more than 500 million people, therefore companies need to know the different cultures of Europe, cultures of different customers, as well as different cultures of management. Finally we, as controllers, have to learn to live with these different cultures as well. It is part of our business.

Within the European ICV organisation we have built an international, English speaking ICV-work group that is open to experienced controllers and consultants from all countries.

Head of the work group are

Axel Ehberger, Consultant in Barcelona (ES); mail: [axel.e@elexa-controlling.com](mailto:axel.e@elexa-controlling.com) and

Mariusz Rzeźnikiewicz, Consultant in Frankfurt/Oder (D); mail: [mr@mr-con.com](mailto:mr@mr-con.com).

They are supported by the work group's leadership team:

Anita Lazovic (SRB), Jana Štelcer (HR) and Dr. Herwig Friedag (D)

(mail: [consult@friedag.com](mailto:consult@friedag.com)).

Below is some information about our intentions, our work in the last years, our learnings and the potential advantages for our target companies:

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### Work group members:

We are ICV members (exclusively) with at least 5 years of professional experience as controllers or consultants, by both groups seen as (internal) advisors in the company. Controllers should increasingly work as internal consultants in the company. This is to be professionalized in the work group.

Actually the work group members are coming from those countries:

Croatia (3), Germany (3), Poland (4), Slovenia (3), The Netherlands (2), Serbia (1), Spain (1) and Ukraine (1).

Work group participants are responsible for their own travel costs.

### Area of focus:

Every year one company will be analysed in order to provide the target company with ideas, suggestions and proposals (but not end-to-end management consultancy) for modern management in all areas of the company.

### Target company:

Companies from all countries within Europe may apply to be considered for this ICV support. Besides hotel, meeting rooms and meals, the company will not incur costs (<20k€).

If several applications are submitted, ICV corporate members will have priority.

The work group's leaders team will make the final decision about the target company.

Employees from competitive companies may not participate in the workshops.

Participants in the work group will have a duty of confidentiality about its work.

Participants in the workshops must agree to obtain the consent of the work group's leaders prior to accepting paid work as consultants for the target company.

A brief summary of the work group's results – in agreement with the target company – will be published on the ICV's home page.

### Advantages for the target company:

Companies from all countries within Europe may apply to be considered for this ICV support and will enjoy normally very expensive advantages:

- + “opening the sight” for new solutions and new markets
- + learning from the experience of an international team, consisting of experienced experts in controlling / consulting
- + possibility of inner-teambuilding - time spent together with international experts opens new mind set of employees. This new attitude of employees stays after the project
- + valuable, customised ideas for problem solving and making business decisions
- + practical tips and tricks useful for daily work, for example in Excel or IBCS

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**The sequence of our work is based on three personal and many remote (digital) meetings;  
The suggested dates for 2024:**

## **1. Get-to-know-workshop**

2024 April 12<sup>th</sup> (Friday) and 13<sup>th</sup> (Saturday):

On the Friday the participants will take a guided tour through the target company. When doing so, the company's management will request assistance with up to four subject areas.

Afterwards and on Saturday morning work group-teams (each consisting of between 4 and 6 participants, at least one manager from the target-company in each team) will be formed to address these subject areas.

## **2. Preparation time (nearly 6 months):**

The 3 – 4 work group-teams will work independently to address their respective subject area. Internal communication will take place via Teams / Zoom, telephone conference calls, etc., although personal meetings are also possible.

## **3. Exchange-meeting**

2024 September 28<sup>th</sup> 2024 , only ICV-members:

On this Saturday we will go on further with the team-work and in the afternoon we will present and discuss the results of our team-works.

For those who do not know the selected city we will organise a tourist-program on Sunday. The meeting will occur in a central European city so the travel will not be too expensive in terms of time and money. For this exchange-meeting all team-members of the ICV international work group must be present.

## **4. Results-workshop**

2024 November 8<sup>th</sup> (Friday) and 9<sup>th</sup> (Saturday):

The teams will present their respective solutions internally, then discuss them in the overall group in order to obtain feedback and additional considerations.

On the second day the results will be presented to the company's top-management (Owner, CEO).

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## Examples for our work:

The members of the international work group can help you to find solutions or at least information to answer for instance the following questions:

### Country knowledge

- What should we do to start production in a new country XYZ?
- What is the best way to open a (sales) company in XYZ?
- What kind of taxes we have to pay in XYZ?
- With which kind of products we should start in XYZ?

### Reporting / Controlling

- Which are the most important figures (KPI) for our company?
- How should we organise controlling without spending too much?
- We need a smart reporting system – how to manage it?
- Employees engagement improvement with reporting philosophy
- Controlling processes optimisation by professional controlling concept (better quality of management information reporting, analysis, communication)
- How to get efficiently and up to date Management Reporting?
- Do you have proposals for the improvement of our sales-force?

### Processes

- Could you give help to save costs in our processes?
- How to install an easy system for liquidity?
- Are our processes reliable and effective or can we improve by reviewing our core processes?
- How to improve a modern project management?

### Financial resources

- Working Capital Management
- How to get more liquidity for my company?

### IT-support

- Can you assist and recommend implementing a new ERP System to automatize processes and workflow?
- Are there any IT projects that we need to implement to improve efficiency, transparency and to be prepared for the future advantages?

### Human resources

- What changes in our organisation are needed to provide a work area that enables us to successfully face future opportunities?
- How can we use public media for our business?

### Strategy

- What are your recommendations to initiate a strategy-process?
- What is the best way to start a Balanced Scorecard?
- Set of KPI for achieving strategic goals
- Modern profitability analysis for strategic decisions (products, customers, regions etc.)
- How could we pay more attention for innovation?
- How to implement new product ideas? - R&D-Controlling

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### Experiences:

In the last years we have been working for these target companies:

#### 2015: NOMAXtrading, Piekary Śląskie, Poland

We discussed the following topics in three teams:



1. How to enter European markets of meat packaging?
2. Sales controlling as motivation and assessment tool
3. Revision of management KPI's dashboard

We also organized a strategy-workshop for the management.

By the way: as a result NOMAXtrading has been nominated for the 2017 Polish controller price.

The owner of NOMAXtrading wrote the following summary of the experience:

*"We would like to say thank you to all of the ICV team as we are highly impressed with their engagement, dedication and hard work. They are wonderful, open and cheerful group of people whose ambition leaves a strong lasting impression.*

*The team was able to quickly ascertain our strengths and weaknesses which we hadn't seen or didn't want to see. Through this joint cooperation the ICV team had a very positive input on our business.*

*Thank you one more time!"*

Łukasz Janus, Wiceprezes Zarządu, CEO and owner

#### 2016: LUG Light Factory, Zielona Góra, Poland

We discussed the following topics:

1. Integration of customers' needs in sales and production processes, ways to reduce the portfolio, the number of products (if & how).
2. Market design for LUG in 2020: questions to be discussed.
3. One motivation system for all LUG-people + Ideas and ways to improve reputation and internal communication.
4. New organisation with better information / controlling.



*„We know: you don't solve our problems. But you gave us a new view how to manage our company. And this is very important for us. And what is the most important: That we change our company from an executor strategy to a responsibility strategy..."*

Ryszard Wtorkowski, CEO and owner

*„I strongly believe that these days with ICV will have a big impact on our organization in the future“*

Eryk Wtorkowski, Managing Director

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### 2017: MDM, Ljubljana, Slovenia

We are discussing the following topics:

1. Ideas to change company's culture
2. Bring awareness to the people  
(cleanliness, speed, working-capital, client-orientation)
3. Excellence in performance / processes
4. Cross-communication inside the company



*"The purpose to connect with ICV was mainly control the departments financially, in a mathematical way. But immediately we figured out importance of traditional values, leadership, relationship and emotional intelligence - so figures became as a consequences due to a proper execution of mentioned four facts. Thank you all the ICV team."*

Rok Drašler, CEO and owner

### 2018: AutoDOC, Berlin, Germany

We discussed the following ideas for improving processes:

1. Ideas and recommendations to start B2B-business
2. How to improve logistics
3. the needs of a modern controlling system for AutoDOC
4. Purchasing as a very important factor



*"It was an inspiring and extremely collegial collaboration with the ICV's international work group, which resulted in numerous valuable pointers for the further development of our strategy, processes and our controlling systems."*

Alexej Erdle, CEO and Executive Partner

### 2019: TUSGSAL, Badalona near Barcelona, Spain

Our project with these topics for the mixed teams of ICV and TUSGsal:

1. Clearing responsibilities
2. Improving project management
3. Winning tenders
4. Learning by "One-Page-Only" reporting for the future



*"In conclusion, the project itself has been a great experience that gives us value in its proposals and its subsequent implementation, but the great lesson has been an effective and efficient teamwork, united by common sense and consensus on proposals. simple but enormously useful despite distance, culture, etc.."*

Carlos Fabregas, CEO of TUSGsal

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**2020:** Due to Corona we managed internal learnings for four teams with the following topics:

1. Liquidity simulation based on Monte Carlo
2. Changing the business model in Corona-times
3. Impact of new technologies on our life / work
4. How to measure CSR

The results of the teams “Monte Carlo”, “New technologies” and “CSR measurement” were published on the ICV-homepage as well as in some specialised magazines and during international controlling congresses.

**2021:** Still Corona -

we started a presentation programm for our members: from us for us:

- |                              |   |
|------------------------------|---|
| Jan 21 <sup>st</sup> , 2021. | 1. Working with MS-TEAMS (Dragana Mujanović)  |
|                              | 2. Some tricks for sales sensitivity analysis in Excel (Edyta Szarska)  |
| Feb 18 <sup>th</sup> , 2021  | 3. Company-change: how to form a change-team and how to start the process (Herwig Friedag)  |
| Mar 18 <sup>th</sup> , 2021  | 4. Tricks in training and consulting company's owner: How to sell trainings/services? (Valentin Usenkov)  |
| Apr 15 <sup>th</sup> , 2021  | 5. Inventory Replenishment Policies - How much to order and when to minimize costs? (Luiza Arcab)   |
|                              | 6. Working Capital Management (Anna Wieloch)  |
| May 20 <sup>th</sup> , 2021  | 7. Using AI (artificial intelligence) algorithm to find potential customer (Peter Janžekovič)   |
|                              | 8. Controlling in SME (small medium enterprises); How to find the right information? How to deal with information...as a controller (Mariusz Rzeźnikiewicz) |
| June 17 <sup>th</sup> , 2021 | 9. How to automate work with excel - Macros for beginners (Borut Kadunc)  |
|                              | 10. Sales Controlling (Jasmina Očko)  |
| Oct 28 <sup>th</sup> , 2021  | Starting a three sessions workshop about SCRUM  |
| Nov 18 <sup>th</sup> , 2021  | Subteams present their results  |
| Dec 9 <sup>th</sup> , 2021   | End of the three days SCRUM-workshop  |

**2022:** War in the Ukraine

We started a three sessions workshop about the Business Model Canvas (BMC), consisting of nine elements: Customer Segments, Value Proposition, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships and Cost Structure

**2023:** YORK PL Sp. zo. o. sp. k. nearby Poznan, Poland

Our latest project with these topics for the mixed teams of ICV and target company:

1. Profitability analysis for (operational as well as strategic) projects
2. Setting up a responsibility-oriented budget process
3. Developing a contribution margin system for decision making
4. Successful strategy implementation to increase staff motivation





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### Learnings

Statements of some members



Edyta: „I am really proud of being a member of such projects.”



Anna: „It always brings smile on my face when reminding the projects we went through...”



Jana: „I always feel a pleasure to work with our team“

### Contact

For more information please have a look at our internet-homepage:

<https://www.icv-controlling.com/de/arbeitskreise/international-work-group.html>,



or contact the ICV international work group leaders

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