

# Controlling in the time of virtual industry revolution – Change · Impulse · Chances

May 19-20, 2016

The jubilee 10<sup>th</sup> International Controller Congress is behind us. In Narvil hotel in Serock near Warsaw finance and controlling practitioners met to exchange experiences, get to know what they can't miss in controlling development, discuss changes and chances that await controlling soon.

The world suffers from a shortage of true leaders nowadays – but only well understood leadership can build a competitive advantage. An inspiring lecture on this subject gave Dr. Rafał Mrówka from Warsaw School of Economics, who brought us closer to well-known leaders from the business world, in context of SMART leadership in controlling. Statements of great figures like Ricardo Semler, Jeff Bezos and Jimmy Wales embroidered his speech.

Touching in the topic on changes both – in controlling teams as well as in human capital departments in enterprises, we looked closer at the new generation Y who will constitute 75% of all economically active in the next decade. Building commitment which is one of the main controlling tasks, will change with the generation change what makes a great challenge for modern controlling. Flexible working model requires a new controlling approach to set goals, monitor the execution of the work and to trust.



The expectations of young people demand changes in the approach of employers - it also has great significance for controlling. Extremely valuable observation shared with us Dr. Walter Schmidt, ICV Board Executive Advisor, who said that “nowadays we often ask ourselves “How do we want to live and how will we finance this life?” and not, as it was before, “how will we make money?”.

Involvement of the new generation was also discussed during the discussion panel.

- Dr. Elżbieta Marszalec - Co-founder and Vice President for Development, JMC Sp. z o.o.
- Dr. Janusz Marszalec, MBA, Co-founder and President, JMC Sp. z o.o.
- Dr. Adrianna Lewandowska, MBA, President of the Family Business Institute and ICV Board Executive Advisor
- Jolanta Kamińska, bioMerieux Shared Service Center adviser

- Hans-Peter Sander, AMMERSEE DENKERHAUS (Coworking)

Given that everybody is motivated by something else, reporting closed in certain rigid information structures limits the opportunities to build engagement. Understanding young people and trusting them, based on the independence and freedom of managing their own time, can bring benefits to employers.



Prof. Karsten Oehler and Marco Wolfrum, Board Members of the Risk Management Association, presented during their lecture *Corridor planning* as a new approach to planning, based on advanced analytics, enabling perception of multi-variant scenarios, estimating results, analysis of risks and opportunities.

Last year, the ICV Association started an international advisory ICV work group, bringing the value of controlling into a Polish family company, GK NOMAX. After eight months Łukasz Janus, Vice-President of Queris Sp. o.o. from this capital group, together with Dr. Herwig Friedag, Head of the ICV international Work Group, presented the work that they done and the values that the ICV philosophy introduced to the management culture of the company.

At the event also Roman Petričević presented her project "*Controlling of administrative costs and general administrative COLAS Hrvatska*" that was chosen the best controlling project in Croatia in 2015. Also the Polish edition of the competition was announced.

During the Congress the work of the ICV Work Groups was also summarized – a relation form exchanging experiences:

- "Beyond Budgeting" at ICV Kraków/Katowice (moderated by Zbigniew Jaszczuk, Quantum Management Foundation and Chief Financial Officer STRABAG, relation: Piotr Kubajka, Financial Controller, Comarch)
- "Effective teams controlling" at ICV Toruń/Bydgoszcz and Warsaw ICV (moderated by Paweł Musiał, Board Member of the ICV Warsaw, the relation: Karol Sikora, Poczta Polska, Leader of the ICV Warsaw, Andrzej Derkowski, Neuca Group, Leader of the ICV Toruń / Bydgoszcz)
- Katarzyna Żuławska, Leader of the ICV Lublin, presented the work on the publication "Modern Budgeting"

Aleksander Szafranski, Financial Controller at Krystyna Janda's Foundation for Culture was welcome very enthusiastically. He shared with us the valuable professional experiences in specific artistic environment.

Invited policy-makers at the highest levels of different organizations, shared their insights in the next panel discussion. How should a model controller look like? The representatives of Nicolaus Copernicus *University (Toruń)* presented the results of their research on risk perception by controllers. Dr. Janusz Marszalec inspired participants on the subject of personal strategy. Meanwhile Günther Pichler presented Viennese ICV practices in the area of controlling implementation.

We hope that finding new contacts among controlling practitioners and decision-makers will result in the future with new ideas for controlling.

## **AGENDA**

### **Corridor Planning – how to deal with uncertainty**

- fallacies of deterministic planning
- how to integrate profit and risk by a corridor planning approach
- the role of maturity models as a starting point
- impressions of successful projects

*Prof. Dr. Karsten Oehler, VP Corporate Performance Management Solutions pmOne AG*

*Marco Wolfrum, Partner FutureValue Group AG, member of the board of the Risk Management Association e.V.*

### **Controlling 4.0 in connection to new kind of work**

- Trends: How do we want to live? How do we pay for it?
- Controlling 4.0: What remains, what will change?
- New kind of work: How can succeed Controlling?
- How do we want to lead: Hierarchy or participation?

*Dr. Walter Schmidt, Chemist (Diplom) and Economist (Dr. oec.), Delegate for the expert working groups in the ICV*

### **ICV gives values of controlling to Polish family business**

- What are international ICV projects?
- NOMAX experience and benefits of cooperation with ICV

*Dr. Herwig Friedag, Head of International WG of ICV*

*Łukasz Janus Wiceprezes Zarządu Queris Sp. z o.o. GK NOMAX*

## **New generation management: Has it impact on controlling image?**

### **Open Workforce and Y/Z generation – panel discussion**

#### **Head office cost control in COLAS Hrvatska**

- The best controlling project in Croatia 2015

*mag. oec. Romana Petričević - Financial Controller, COLAS Hrvatska d.d.*

#### **The Higher Martial Arts and Management - A Concept for High Performance Managers in a Global Business Environment**

- How to deal with growing challenges and increasing stress
- How to stay confident in difficult situations
- How to focus and concentrate on the important issues
- How to sustainably preserve power, energy and a strong mind

*Robert Beckenbauer Management Consultant, Trainer, Coach, Entrepreneur, Competitive Athlete Tae Kwon Do, Member of the Olympic Team for 1988 in Seoul*

#### **About leadership in controlling**

- How is the leadership changing in modern organization?
- How do leaders open company for cooperation with the environment?
- How do they promote a „culture of openness” at the whole organization?
- Do they stimulate employees involvement at all levels?
- What is the role of controlling departments and their leaders in this process?
- Who is SMART leader?

*Prof. Rafał Mrówka, Warsaw School of Economics*

#### **Financial controller challenges in dynamic business environment**

*Dr hab. Marlena Ciechan-Kujawa, UMK*

*Dr Katarzyna Goldmann, UMK*

#### **New role of controller – Top management expectations to perfect controller – panel discussion**

ICV Work Groups in Poland summary of work on three subjects:

- Controlling and people motivation: pros and cons from business reality
- Controlling Processes: Efficiency and Effectiveness
- Modern Budgeting and Beyond Budgeting

*Polish financial controllers*

## **ABOUT THE SPEAKERS:**

### **Prof. Dr. Karsten Oehler**

Professor of management accounting at Provadis School of International Management and Technology in Frankfurt and vice president for business development with pmOne, a leading corporate performance management consulting company based in Munich. With more than twenty five years working as a consultant for several international companies (IBM, Oracle, SAP, INFOR) he gained deepest insights in financial accounting processes and various tools. He published seven books on IT systems for financial applications and OLAP (e.g. with Wiley, McGrawHill), as well as other publications on software systems for managerial accounting. He is a frequent speaker at conferences and seminars.

### **Marco Wolfrum**

Partner at FutureValue Group AG, a leading risk management consulting company based in Stuttgart. His consulting work focuses in the areas of financial modeling, Risk management, rating, and (risk-adjusted) valuation. With nearly twenty years working as a consultant he gained deepest insights in risk management and the use of risk information for decision making. He published several publications on risk management and has teaching position at several universities. He is a frequent speaker at conferences and seminars. He is also member of the board of the Risk Management Association e.V.

### **Walter Schmidt, Chemist (Diplom) and Economist (Dr. oec.)**

As an expert for the development and realizing of strategies he has accompanied a lot of projects regarding takeover, founding or strategic alignment of companies. He is Executive Adviser of the board and Delegate for the expert working groups in the International Controller Association (ICV) and lecturer at the Controller Academy. Walter Schmidt published together with Herwig R. Friedag the bestseller „My Balanced Scorecard“ and the pocket-book „Balanced Scorecard“, which was translated in several languages.

### **Herwig Friedag, national economist (Dr. rer.pol.), Berlin**

As an expert for the development and realizing of strategies he has accompanied more than 200 projects regarding takeover, founding or strategic alignment of companies. He is lecturer at the Controller Academy and in universities all over Europe. Also he is head of the ICV-International work group with members from 6 european countries. Herwig R. Friedag published together with Walter Schmidt the nine books about strategy development and implementation, so „My Balanced Scorecard“ and the pocket-guide „Balanced Scorecard“, which was translated in several languages. Both books have been translated into Polish language. The pocket-guide „Balanced Scorecard“ just now has been published also in English (look at amazon).

### **Robert Beckenbauer**

Management Consultant, Trainer, Coach, Entrepreneur, Managing Director at beckenbauer + partner. Competitive Athlete Tae Kwon Do and member of the Olympic Team for 1988 in Seoul, European Vice Champion in 1986 and 3rd Place World Cup in 1987.

### **Dr hab. Rafał Mrówka**

Professor in the Department of Management Theory, Warsaw School of Economics (analysis of modern models of organization, leadership, HR satisfaction surveys and engagement). Chief of MBA program (one of two best MBA programs in CEE Region) and chief of Postgraduate Studies in PR and Strategic Communication. Active in market advisory and training with 18 years of experience in business projects.

### **Dr hab. Marlena Ciechan-Kujawa**

Lecturer in the Department of Economics and Management at Nicolaus Copernicus University in Torun (management, finance and accounting). Auditor, business consultant, expert for business model and management efficiency improvement by controlling solution and auditing. The author of several publications on these subjects. Chief of postgraduate studies Business Controlling realized in cooperation with the ICV, were awarded with the quality sign "Studies with Future" in the 1st edition of the Polish Accreditation Program.

### **Dr Katarzyna Goldmann**

Specialist in financial analysis and liquidity and profitability management. Lecturer at Nicolaus Copernicus University, the National Chamber of Statutory Auditors, Association of Accountants in Poland. The member of Examination Committee of the National Council of Statutory Auditors. Practices in e-commerce projects.