



**International  
Association  
of Controllers**

# Controlling Competence

Come together

Work together

Grow together

[www.icv-controlling.com](http://www.icv-controlling.com)



Controlling – Creating the future

# International Association of Controllers

## ■ The Pioneer. The Original. The Brand.

The story begins in 1975. Another course draws to a close at the Controller Academy with a host of enthusiastic graduates. Lastingly impressed by the subject matter and expertise imparted to them, along with Dr. Dr. h.c. Albrecht Deyhle the class of 1975 makes a decision: We want more! A “Controller Association” is founded. It sets standards. Today it is international – represented in more than 30 countries – and with more than 6,000 members, it is one of the largest controller organisations of its kind.

## ■ Trends. Teamwork. Community.

The ICV is there for everyone involved in controlling. Controllers and academics, students, professors, managers and CFOs: we bring together people who belong together, but do not normally come together – and together they get even better. Theory and practice, thinking and acting. Our strength lies in exchanging ideas. Brainstorming, talking, discussing. Improving on proven methods and developing alternatives. Addressing current topics, creating new impulses. Our aim for our association and members is to forge ahead, not stand still. As a non-profit association we do not pursue a commercial purpose. Our focus is on your personal career development and that of your company.

## ■ Solid foundation and expertise

The CA controller akademie fosters your skills and career development through high quality seminars. Many CA students have learned to identify good controlling and what it can achieve, while the ICV provides continued professional and personal support to keep graduates on the ball. ICV is a platform for exchanging experiences, specialist publications, innovation, solutions, congresses and much more. We aim for good and continuous improvement. Getting ahead and achieving what is important: sustainable value enhancement for you and your company.

The ICV is there for you: become part of our successful community.



## Good controlling ensures success

Proper controlling enables companies to make well-thought-out and purposeful decisions and thus to be able to act more quickly – with more ‘agility’ – in dynamic market situations and to build up competitive advantages. It is a key to economic success.

The ICV is THE competence address for modern controlling. Controllers, CFOs, CEOs and managers alike benefit from our range of services. The successful development of the association, with more than 6,000 individual and over 150 corporate memberships, testify to the benefits we offer our members in over 30 countries. We support you in your work and in your personal development with practice-oriented knowledge and the opportunity to exchange experiences. In addition, we provide orientation in current questions of corporate management and offer our members an information advantage.

The ICV membership has also been very important to my development. The opportunity to exchange experiences with members worldwide, provides me with important impulses for my work which are founded on a broad basis enables me to access to the latest know-how. In addition, I have received important contacts and formed friendships. I warmly invite you to participate in the community of the association and would be happy to meet you.

A handwritten signature in blue ink, appearing to read 'Heimo Losbichler'. The signature is fluid and cursive, written on a white background.

Prof. Dr. Heimo Losbichler  
Chairman International Association of Controllers  
Chairman International Group of Controlling, IGC  
University of Applied Sciences Upper Austria, School of Management, Steyr Campus,  
Accounting, Controlling and Financial Management





The Congress of Controllers:  
Europe's leading professional  
controlling congress



Prof. Dr. Dr. h.c. Jürgen Weber, Member of the Board of Trustees, ICV,  
Director of the IMC, WHU – Otto Beisheim School of Management,  
ICV member since 2007

*“Membership in the Association of Controllers means a lot more than being  
part of a community: it demonstrates and creates opportunities for turning  
a controller career into a corporate career.”*



# Information, events and international community:

## All-in-one package for controllers

### Member benefits

- Comprehensive information and opportunities provided by the ICV to exchange ideas and participate, including professional events, work groups, print media, website, blog, ControllingWiki and social media that give members a leading edge in controlling. Expertise and qualification enhancement.
- Communication with other controllers from all management levels and industries: access to trends and developments to gain a wider picture.
- Insight into future-focused trends and developments in controlling.
- Specialised information like ICV publication series at special members' rates. Useful practical know-how based on established theory and first-hand experience.

The association's work revolves around the work groups. Around 60 regional or sector-related work groups meet regularly several times a year and serve as a communication forum for our members. In another 19 expert work groups, leading practitioners, consultants and academics develop new, practically focused controlling solutions for current issues. The Think Tank under the aegis of Prof. Dr. Ronald Gleich and Prof. Dr. Heimo Losbichler leads the way, focusing on the challenges of the future and developing the "dream cars" of controlling.

With a circulation of more than 10,000 copies, the bi-monthly "Controller Magazine" is the most widely spread magazine about controlling. The magazine subscription is included in the membership fee.

In our work groups at regional, sector or specialist level, we develop sound expertise and ensure that it is shared among our members. The "ICV Controller Statements" and new "ICV publication series" provide reliable guidelines for controller work. White papers keep abreast of current discussion on the latest developments. ICV is represented in the Internet with a wide-ranging portfolio.

At [www.controlling-wiki.com](http://www.controlling-wiki.com) a comprehensive and continuously growing online reference work has developed with currently around 700 professional contributions, which serve both as a guideline and blueprint for targeted implementation. A professional committee regularly reviews entries and awards a seal of approval. The free newsletter "Controlling eNews" provides a regular source of information.

The annual Congress of Controllers in Munich organised by the ICV is the largest – now bilingual German-English – controlling congress in Central Europe. Its attendance list reads like the who's who of the international controlling community. For more than 40 years the ICV has presented topics on the pulse of the time. So it is little wonder that the congress enjoys an unrivalled reputation as the platform for all the hot topics in the controlling world. Newcomers and old hands mingle and exchange views, either in the coffee breaks between lectures and workshops or relaxing in the evening between jazz music and the culinary buffet. Aside from sound professional insights, the Congress of Controllers offers participants the chance to build their own personal networks.

The work groups also regularly invite members to regional and controlling conferences with specific specialist or sector focuses.

Credit where credit is due: once a year at the Congress of Controllers the ICV awards its "ICV Controlling Excellence Award" worth € 3,000 for an exemplary controlling solution as well as a ICV Newcomer Award at the CIB Controlling Innovation in Berlin.



Dorothee Deyhle, board member, CA Akademie AG, ICV member since 2015  
*"Thanks to ICV alumni, for many years now we have been able to offer our CA members an attractive community in which they can exchange ideas at international level and actively participate in work groups on controlling developments."*





## Expert work groups – “Building Solutions”

The formation of expert work groups has been a strategic focus of the ICV now for some years and, in time, has become a flagship of our controlling expertise. Teams of leading practitioners, consultants and academics combine the latest research findings with practical experience. Their aim is to develop new, practical controlling solutions for current challenges, which are made available to our members in the form of the ICV publication series. We consciously distinguish between short-lived management methods and genuine challenges in real life situations. One of many examples is the first feasible bridge between contribution accounting and IFRS reporting by segment that was co-developed by controllers, accountants, professors and consultants. There are currently sixteen expert groups.

### ICV publication series

Previously published editions:

English:

- Working Capital Management
- Always remaining on track
- Controlling of start-ups & start-up initiatives
- Excellence in Reporting Design

Only in German:

- Auf dem Weg zum Controlling 4.0
- Controlling & Qualität
- Green Controlling
- Entscheidungsvorlagen für die Unternehmensführung
- Integrative Unternehmenssteuerung
- Kommunikationscontrolling
- Moderne Wertorientierung
- Working Capital Management



- Agile Controlling
- Accounting and Controlling
- BI/Big Data und Controlling
- Compliance Management and Controlling
- Controlling & Future of Work
- Controlling and Quality
- Controlling and Risk Management
- Digital CFO Agenda
- Digital Controlling Competence
- Digital Transformation
- Future of Work
- Green Controlling for Responsible Business
- Innovation Management
- Communication Controlling
- Project Controlling
- Start-up Controlling
- Transfer Pricing Management - Controlling/Taxes Interface
- Valuation
- Working Capital Management



Dr. Walter Schmidt,  
ICV member since 1993, executive advisor of the ICV Board

*“In controlling, managers and controllers each need to see the other’s viewpoint. ICV expert groups devise practical solutions, offer interesting assignments and an independent forum that helps shape controlling trends. Coordinating this forum is a pleasure, education and honour for me.”*

## ICV Think Tank

ICV Think Tank is dedicated to consistently monitoring the controlling environment and identifying key trends.

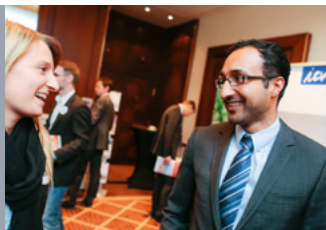
In line with its remit, the Think Tank develops ICV “dream cars”, thus contributing significantly to ICV’s reputation as a leading light in the financial and controller community. Ideas and findings are translated into practical viable products in ICV expert or project groups. Think Tank members include eminent controlling figures in prestigious companies and academic circles.

### Member benefits

- Insight into future-focused trends and developments in controlling
- Contact to controllers and CFOs in Europe
- Work group meetings as free practical further training
- Participation in shaping future-focused controlling concepts and tools



6,000 members across Europe – that adds up to broad-based specialist know-how



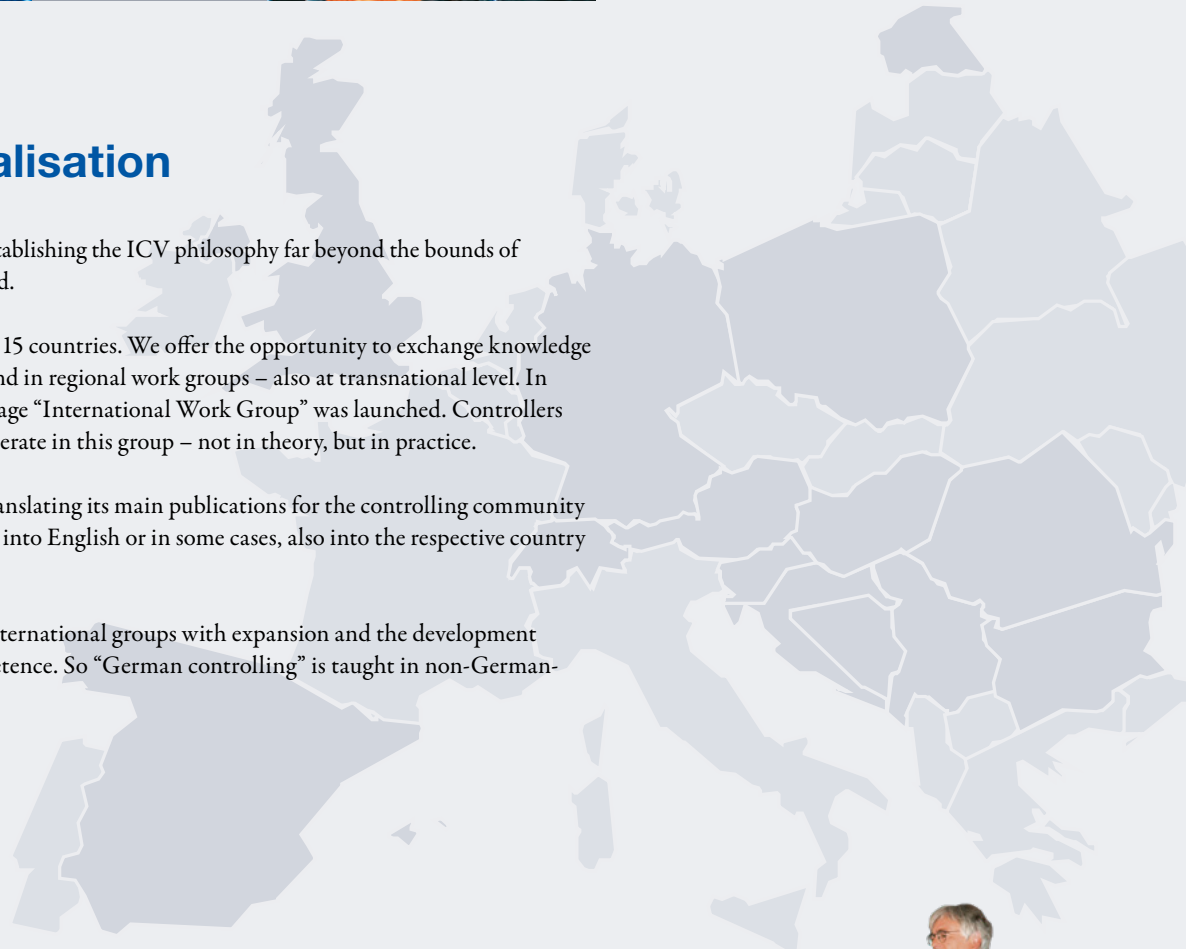
## Internationalisation

Our strategy is aimed at establishing the ICV philosophy far beyond the bounds of the German-speaking world.

So far, the ICV is active in 15 countries. We offer the opportunity to exchange knowledge and ideas at conferences and in regional work groups – also at transnational level. In 2014 ICV’s English-language “International Work Group” was launched. Controllers from many countries cooperate in this group – not in theory, but in practice.

The ICV is increasingly translating its main publications for the controlling community outside the DACH region into English or in some cases, also into the respective country language.

In doing so, we support international groups with expansion and the development of local controlling competence. So “German controlling” is taught in non-German-speaking countries.



Dr. Herwig Friedag, ICV member since 1984

*“Our motto ‘Come together, work together, learn together, develop together’ is being successfully implemented. Topics from selected companies are jointly addressed by work group members and company staff.”*





## Individual membership

Any individual person can acquire individual membership. Membership comes with entitlement to vote at the general meeting and access to our international controlling community: with comprehensive further training opportunities on current topics, know-how exchange at our events or via our print and online media and personal contact in the regional work groups. Many of our offers are greatly discounted or included in the membership fee.

## Corporate membership

In addition to all services, ICV's corporate membership offers companies further discounts at ICV events and free ICV surveys and new publications. A corporate membership can include up to four controllers from a company.

Depending on the number of their controllers, companies can take out several corporate memberships. An associated membership for large companies and groups offers further tailor-made benefits and services.

### What ICV offers

- Free ICV Bulletin for non-German speaking members
- Free "Controller Magazine" subscription (in German)
- Free download of the "ICV Statements" as PDF file
- Possibility of making new contacts at all corporate levels
- Discount on all ICV and ICV coop events
- Discount on print version of the ICV publication series
- Free download of the ICV publication series as PDF file
- Free active participation in work groups
- Free participation in ICV webinars
- Advanced user rights and download options on the ICV website [www.icv-controlling.com](http://www.icv-controlling.com)
- Current information via Controlling eNews in German and English
- Free download of surveys on various subjects
- Free download of the ICV Think Tank's future-focused "dream cars" in German and English

### Additional offers for corporate members:

- Exclusive company logo presentation at ICV events (e.g. Congress of Controllers)
- Company presentation in the "Controller Magazine" and Controlling eNews

### Member benefits

- Exchange of ideas with other controllers and managers at national and international level
- Insight into future-focused trends and developments in controlling
- Access to controller know-how at international level
- Work group meetings as free practical further training
- Participation in shaping future-focused controlling concepts and tools
- Access to current know-how in the ControllingWiki, controlling blog, ICV statements and publication series
- Enjoy the synergies generated by a national and international business controlling community
- Active shaping of your own long-term business career
- Perception of daily controlling work from all corporate perspectives
- Support of personal professional skills
- Springboard for your career

### Additional benefits for corporate members

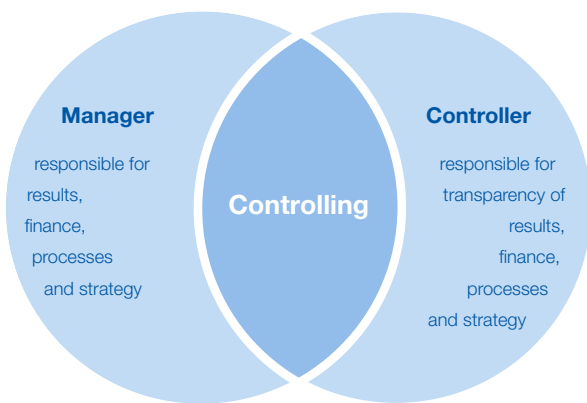
- Discounts on ICV events for further persons
- Free ICV surveys and new publications



Matthias von Daacke, BLANCO GmbH + Co. KG, ICV corporate membership, ICV Vice Chairman of the Board

*"The combination of a future-focused approach to the role of the controller, an international focus and opportunities of continuous further training via events, publications and work groups make ICV corporate membership such a valuable asset."*





## Controlling is teamwork

*“Setting and pursuing goals constitutes the essence of the leadership remit held by managers. Controlling is thus the task of every manager. Controllers do not do the controlling, but support managers in setting goals, planning and steering within the management process. The idea that they have nothing to do with controlling and that it is a task to be delegated to controllers is still firmly fixed in the minds of many managers, even now more than 40 years after the founding of the CA controller akademie.”*

*Good controlling means teamwork where the remits of managers and controllers overlap. If the manager runs the company, as partner to the management, it is the controller’s job to ensure business transparency and rationality in the management process. So controllers and managers alike benefit from ICV’s concerted controlling expertise.”*

*Dr. Dr. h.c. Albrecht Deyhle*

The pioneer of controlling: Dr. Dr. h.c. Albrecht Deyhle, founder of the CA controller akademie and founder and honorary president of the ICV  
[www.controllerakademie.de](http://www.controllerakademie.de)



Małgorzata Podskarbi, VW POZNAŃ,  
 ICV corporate member, ICV member of the board since 2015  
*“Marketing and corporate management is conducted across the company - and this also applies to controller work.”*





## Philosophy of the ICV

### Member benefits

- Use of synergies generated by an international business controlling community
- Active shaping of your own long-term business career
- Perception of daily controlling work from all corporate perspectives

We consider controlling to be a target-focused control process that can only develop its full potential when controllers and managers work together. Economic sustainability is our guiding principle.

The goal of controlling is therefore the company's enduring value enhancement and not short-term profit maximisation. What counts is to strike the right balance between the development and preservation of success potential and ongoing profit-making. We take a holistic view of controlling. We don't just see the costs, but first and foremost, the market as well. We believe that planning as a conscious approach to the future can enable companies to identify opportunities, create competitive edges and react flexibly to market changes. Action rather than a fashionable grouping of figures takes precedence here.

This attitude turns the controller into a "positive troublemaker", progressive thinker and, in this role, a partner to management. Controllers reveal development and improvement possibilities, adopt an independent attitude and assume co-responsibility for the company's success. They are not satisfied with drawing up the figures, but focus to an equal degree on their deployment. Controllers see the people behind the figures. They act apolitically for they are committed to the good of the company and not to particular interests. Controllers are the business conscience of the company. They display strength of character and assume the role of "spoilsport" in a positive manner.



Siegfried Gänßlen, Member of the Board of Trustees, former Chairman, Hansgrohe SE

*"Controller tasks will shift, simple tasks will be automated or are already done in Shared Service Centers today. The increasing self-controlling of executives leads to an increased need for coordination. As a result, controllers will continue to be in demand as service providers."*

## ICV and IGC

Given an ever more densely networked business world, the value of an internationally acknowledged professional profile with standard controlling tools cannot be overestimated – in particular from a corporate point of view. This is why the ICV is the founder member of the IGC, the International Group of Controlling, and also furnishes its chairman.

The IGC is a cooperation of international institutions active in the controlling field, with the aim of creating a jointly advocated interpretation of controlling in terms of professional profile, terminology and training. One key result of cooperation within the IGC up to the present is the Controller Guideline, which is also intended as a reference for ICV members.

Economic sustainability,  
i.e. sustainable financial  
corporate success is  
our guiding principle



## Controller Guideline

**As partners of management, controllers make a significant contribution to the sustainable success of the organisation.**

Controllers ...

- shape and support the management process of defining goals, planning and management control so that every decision-maker can act in accordance with agreed objectives.
- ensure a conscious focus on the future and thus make it possible to take advantage of opportunities and manage risks.
- integrate an organisation's goals and plans into a cohesive whole.
- develop and maintain all management control systems. They ensure data quality and provide pertinent information for decision-making.
- are an organisation's business conscience and thus committed to the good of an organisation as a whole.

[IGC Controller Guideline – International Group of Controlling](http://www.igc-controlling.org)  
[www.igc-controlling.org](http://www.igc-controlling.org)





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Münchner Straße 8  
D-82237 Wörthsee

Telefon +49 (0) 8153 88974 - 20  
Telefax +49 (0) 8153 88974 - 31  
verein@icv-controlling.com

**[www.icv-controlling.com](http://www.icv-controlling.com)**

[www.controlling-wiki.com](http://www.controlling-wiki.com)  
[blog.icv-controlling.com](http://blog.icv-controlling.com)

