

**IGC**www.igc-controlling.org**International
Group of
Controlling****Dear IGC-Friends,**

We hope this newsletter finds you well and we wish you a great summer. Take care while you are on vacation and enjoy the most recent information from IGC.

Klaus Eiselmayer, Ronald Gleich, Heimo Losbichler, Klaus Möller, Rita Niedermayr
Management Board of IGC

1.) IGC Inside

General Assembly, May 21st, Vienna

On May 21st, IGC held its general assembly in Vienna. Our warm thanks go to Rita Niedermayr, who organized an absolutely great meeting. 39 participants - representing 25 member organizations – enjoyed the hospitality in Vienna. The agenda included inspiring presentations, in particular the recognition and adoption of the IGC standards. The annual meeting gave attendees a great opportunity to discuss current challenges and the future of controlling.

The meeting brought great presentations that addressed current challenges, such as rising commodity and energy prices, as well as long-term challenges, such as sustainable management or mastering uncertainty through an agile controlling organization. We would especially like to thank Mladen Meter (Business Effectiveness Ltd.), Tomasz Zieliński (Akademia Controllingu Sp. z o.o.), Lisa M. Beaudoin (IMA) and Frederic Doche (DFCG International) who gave insights into the current state of controllers' tasks and controlling processes in their regions/countries.

Finally, we were very proud of the presentation of the new IGC book "Controlling & Agility", presented by Jasmin Schmid and Klaus Möller from the University of St. Gallen. The book can be downloaded at IGC's website -> [IGC Controlling Agility May 2022.pdf \(igc-controlling.org\)](http://www.igc-controlling.org).



CEN Norm Controlling Profession

At the annual meeting, Giorgio Cinciripini and Alain Mulder proposed starting the process of a CEN norm for the controlling profession in collaboration with UNI. Giorgio Cinciripini explained the necessary steps and cost. IGC's management board discussed the proposal at its board meeting on July 10. The board decided to ask IGC members if they will engage because the idea was already presented at the General Assembly in Gdansk. At that time there was no support from the members. Therefore, we ask again who would get involved and work on the project. If there is enough support we would start the project. You can find the details in the attachment.

If you are interested, please contact Elke by the end of August!

2.) Interview

We are happy to provide two interviews. The first interview is **Alfred Biel's** 100th interview in the Controller Magazine. He interviews IGC **chairman Heimo Losbichler** about the impact of ICV on Controlling. The second interview was conducted by IGC board member **Rita Niedermayr**. She interviews **Gunther Reimoser**, Country Managing Partner of EY Austria, who has been advising national and international companies on holistic transformation projects for more than 20 years, and em.o. **Univ.-Prof. Dr. Christoph Badelt**, long-time Rector of the Vienna University of Economics and Business Administration and Director of the Austrian Institute of Economic Research (WIFO) until 2021 about fundamental change, sustainability, the status quo of digitalization and how the world of work can keep up with it.

3.) Trends and Studies – Internal Carbon Pricing

Apart from the sharp increase in the cost of raw materials and energy, the climate crisis and thus the question of sustainable management is currently THE topic in controlling. An essential question that controllers have to answer is the consideration of environmental costs, especially carbon emissions. The white paper "**Internal Carbon Pricing - How to Operationalize, Measure and Control Carbon Emissions**" by IGC board member **Prof. Klaus Möller, Jan Schatzmann and Jasmin Schmid** provides a comprehensive framework for designing ICP by analyzing, understanding, and applying ICP contingent to the company specific environment. (members only).

4.) Articles

In today's uncertain and fast changing environment agility is key. The article "**Agility: The underestimated Enabler in the Transformation of the Controller Role**" by **Jochen Fellhauer and Andreas Ziegler**, SAP shows that agile concepts can be an important success factor for controlling organizations for digitalization and the associated change in the controller's role. The authors use the example of the transformation of Controlling at SAP to describe how agile principles added value in controlling. (members only)

5.) Literature Review

This time, the literature review does not deal with a specific topic, but provides an overview of several current controlling topics. It covers the following books:

- a) Scenario-based Strategic Planning – Developing Strategies in an Uncertain World by Burkhard Schwenker and Torsten Wulf, 2013
- b) Strategische Personalplanung: Aktuelle Trends und Entwicklungen by Jutta Rump and Silke Eilers, 2020
- c) Einführung in die Budgetierung und integrierte Planungsrechnung by Sonja Prell-Leopoldseder, 2021
- d) Planung und Reporting im BI-gestützten Controlling by Dietmar Schön, 2022
- e) Agile Strategieumsetzung by Walter Zornek, 2021

The literature review is provided by Prof. Dr. Ronald Gleich from Frankfurt School of Finance & Management and his Scientific Associate Laura Schlecht.

6.) Important Dates

IGC-Meetings:

2022

September 9th, 2022

Board Meeting online

November 28th, 2022

Board Meeting online

2023

January 19th, 2023

Board Meeting, Vienna

June 17th, 2023

General Assembly, Frankfurt

Upcoming events from ICV – please have a look at <https://www.icv-controlling.com/en/events.html>

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