



**International  
Group of  
Controlling**

[www.igc-controlling.org](http://www.igc-controlling.org)

Dear IGC-Members,

As the year 2017 comes to a close it is a good opportunity to take stock of the year gone by and to look forward to the next. It has been a great year. We would like to thank you for your commitment and wish you Merry Christmas and a Happy New Year.

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

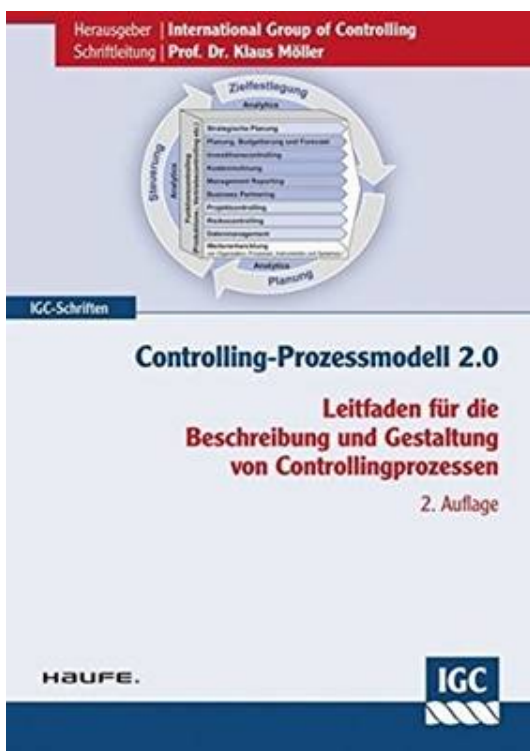
## 1.) IGC Inside

### Members

We are very proud to announce SAP AG, Walldorf will become a new member in 2018 and would like to welcome Reinhard Taucher and Jürgen Daum.

### Controlling Process Model 2.0

The "IGC Controlling Process Model 2.0" was published in November; the translation of the English version is in progress and will be available in early 2018.



## NPO-Controlling

The translation of the IGC standard for effective controlling in not-for-profit organizations is in progress and will be available in spring 2018.

### IGC EduCamp Jan 17, 2018, Vienna – Innovative Learning and Development Platform in Controlling

Do not miss the opportunity to discuss, listen to and proactively participate in our very first BarCamp Event. Please register as soon as possible!

**Lead topic:** Digital Learning - Competence Development, Learning Architecture in Transition, New Business Models

**When:** 17.01.2018, 9am – 17pm

**Where:** 25hours Hotel Wien at MuseumsQuartier, Lerchenfelder Straße 1-3, 1070 Vienna, Austria

**What's it about:** As a user generated event created around open, participatory workshops with content provided by participants, EduCamp offers the perfect platform for highlighting and discussing the newest trends and developments concerning the Future of Learning together with other experts and practitioners.

**Contribute:** You are also welcome to invite practitioners from partner companies and organizations you work with who already have insights into this complex and exciting topic. Contributions are highly appreciated and you can send in your abstracts or papers by the 05.01.2018 to [clemens.nachbauer@controller-institut.at](mailto:clemens.nachbauer@controller-institut.at). The active participation in break-out sessions and workshops is what creates this event and its unique and productive atmosphere!

**Participation for IGC-Members is free!** On our website you can book tickets and stay up-to-date: <https://barcamptools.eu/educamp-2018?l=en>

Do you have further **questions** or would you like to contribute your ideas? Please contact us at any given time: [clemens.nachbauer@controller-institut.at](mailto:clemens.nachbauer@controller-institut.at)

**Warm-up:** We also invite you to join us in the evening before the event for a first Get-together on the 16.01.2018, at 7pm at Wein & Co, Jasomirgottstraße 3-5, 1010 Vienna, Austria.

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## 2.) Interview

Artificial intelligence is considered to be a disruptive technology with a significant impact on controlling, in some cases replacing human efforts. However, it does not replace human intelligence. Controllers need to understand the strengths and limitations of AI and how to utilize the power of AI. Please read the interview with Lars Thomsen, founder and chief futurist of „future matters“. (IGC members only)

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## 3.) Trends and Studies

OKRs, Objectives and Key Results, are an operational management system that was introduced early at Google and has been an essential driver of Google's successful growth story. The effectiveness of OKRs at large technology companies has led to new management trend at startups and growth firms. The article by Phillip Engelhard and IGC board member Klaus Möller explains OKRs, analyzes the system critically and considers contextual factors for the applicability of OKRs. (IGC members only)

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## 4.) Literature Review

In this issue, we wish to draw your attention to five books about digital transformation

- a) Transform: A rebel's guide for digital transformation by Gerry McGovern, 2016
- b) The Digital Transformation Playbook: Rethink Your Business for the Digital Age by David Rogers, 2016
- c) Driving Digital: The Leader's Guide to Business Transformation Through Technology by Isaac Sacolick, 2017
- d) Digital Transformation: A Model to master Digital Disruption (2nd Edition) by Jo Caudron and Dado Van Petegem, 2016

e) Building the Agile Business through Digital Transformation: How to Lead Digital Transformation in Your Workplace by Neil Perkin and Peter Abraham, 2017

The literature review is provided by Prof. Ronald Gleich from the European Business School and you can find it in the attachment.

Complementing Ronald Gleich's literature, we would like to recommend one of IMA's books, Management Accounting – An Integrative Approach, published by C.J. McNair-Connolly and Kenneth A. Merchant.

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## 5.) Articles

What controllers really do and what competencies they actually need – for the sixth time the University of Applied Sciences Upper Austria (FH OÖ) conducted a study based on the analysis of all job ads that were placed in major Austrian newspapers in 2016. Thus, the study gives a complete overview of the competencies requested by employers in Austria and the tasks controllers are supposed to do. In our last newsletter we provided you with a short preview of the study. Today, we can provide the English version of an article published in Controller Magazin. (IGC members only)

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## 5.) Important dates

### IGC-Meetings:

Jan 16<sup>th</sup> 2018: Board Meeting, Vienna  
June 9<sup>th</sup> 2018: General Assembly, Gdansk, Poland

Conferences offered by our members  
(please let us know your most important conferences for the next newsletter)

### 2018

Feb. 01: 1st Controlling Conference International Standards in Controlling – Implementation in Practice, Holiday Inn, Skopje, Macedonia  
<http://ibmhs.eu/first-controlling-conference-international-standards-in-controlling-implementation-in-practice/>  
Mar 01-02: Österreichischer Controllertag, ÖCI, Wien  
<http://www.controller-institut.at/de/bildungsprogramm/kongresse/detail/38-oesterreichischer-controllertag-272/#/?tab=0>  
Apr 23-24: Controller Congress, ICV, Munich <https://www.icv-controlling.com/en/events/controller-congress-munich-ger.html>  
Jun 16-20: ACE Annual Conference, IMA, Indianapolis <http://www.imaconference.org/>

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