



Dear IGC-Members,

after another busy year of case activity we wish you a well-deserved break over the holiday period and every happiness and success in 2022!

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

1.) IGC Inside

Final Call - IGC Publication Controlling & Agility

In the last newsletter, we invited all members to submit contributions for the planned publication Controlling & Agility. Despite the sparse feedback, our project is taking shape. There are already numerous commitments from companies that will describe their approach to agile management. Once again, we extend the invitation to you to contribute to the publication. Otherwise, we will keep you informed.

IGC-Study: Opportunities for digitization in the planning and budgeting process

Prof. Rieg and Prof. Ulrich have integrated the discussion results of our general assembly and submitted a draft for the final report of the study. Based on the interesting results, we have decided to have another round of finalization and to publish the study in 2022 and not, as planned, with this newsletter. We are looking forward to the result.

Digital Platform

The development of a prototype for our digital platform based on Totara has to be postponed until February due to resource constraints. Thanks in advance to Rita Niedermayr for her commitment.

2.) Interview

In this newsletter we are proud to present two interviews. The first interview was conducted by Prof. Klaus Möller with **Rodolfo J. Savitzky, CFO of the Swiss Lonza Group AG** and deals with the issue of financial leadership. The second interview was conducted by Prof. Ronald Gleich with **Dr. Stefan Hofmann, Senior Vice President & CFO Voith Turbo Mobility, Voith Group** and deals with the issue of financial leadership. In the interview, the question of controlling organization is discussed. The main aspects are the cooperation between centralized and decentralized controlling, successful organizational changes and the role of the controller. (members only).

3.) Trends and Studies

Reporting is one of the major tasks of controllers. In the age of big data report design is essential for effective and efficient information absorption from financial reports. While design principles have already been established in science, practitioners wonder if redesigning existing reports is worthwhile. Michael Weiser, M.A. and Prof. Klaus Möller give an answer in their article **"Design Principles in Reporting"** (members only).

4.) Article

Today, innovations are seen as key to the future competitiveness of companies. Controllers have to distinguish between poor investments and future cash cows under high uncertainty. Basic principles for the innovation process can resolve this tension to a certain extent and make innovation efforts more successful. **Siggi Gänßlen, former CEO of Hansgrohe**, describes his experiences and principles for success.

(members only)

5.) Literature Review

Controlling as promoted by IGC is clearly more than just financial controlling. As a partner to management, controllers must support the managers of all operational functions, such as purchasing, production, marketing, etc. In this issue, we therefore present books that deal with the controlling of corporate functions and processes.

a) Funktions-Controlling: Praxishandbuch für Unternehmen, Non-Profit-Organisationen und die öffentliche Verwaltung by Rolf Eschenbach, Josef Baumüller, Helmut Siller; 2021

b) Grundkurs Geschäftsprozess-Management: Analyse, Modellierung, Optimierung und Controlling von Prozessen by Andreas Gadatsch, 2020

c) Marketing Metrics: The Manager's Guide to Measuring Marketing Performance by Neil T. Bendle, Paul W. Farris, Philip E. Pfeifer, David J. Reibstein, 2021

d) Management Accounting in Supply Chains by Andreas Taschner, Michel Charifzadeh, 2020

The literature review is provided by Prof. Dr. Ronald Gleich and his colleagues from Frankfurt School of Finance & Management and you can find it in the attachment.

6.) Important dates

IGC-Meetings:

2022

Jan 20th 2022

Board Meeting, Vienna

May 21st 2022

General Assembly Vienna

(please let us know your most important conferences for the next newsletter)

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