

Controllers as Business Partners

- Controlling practice in German-speaking countries

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Most new German CEOs are former CFOs and Heads of Controlling



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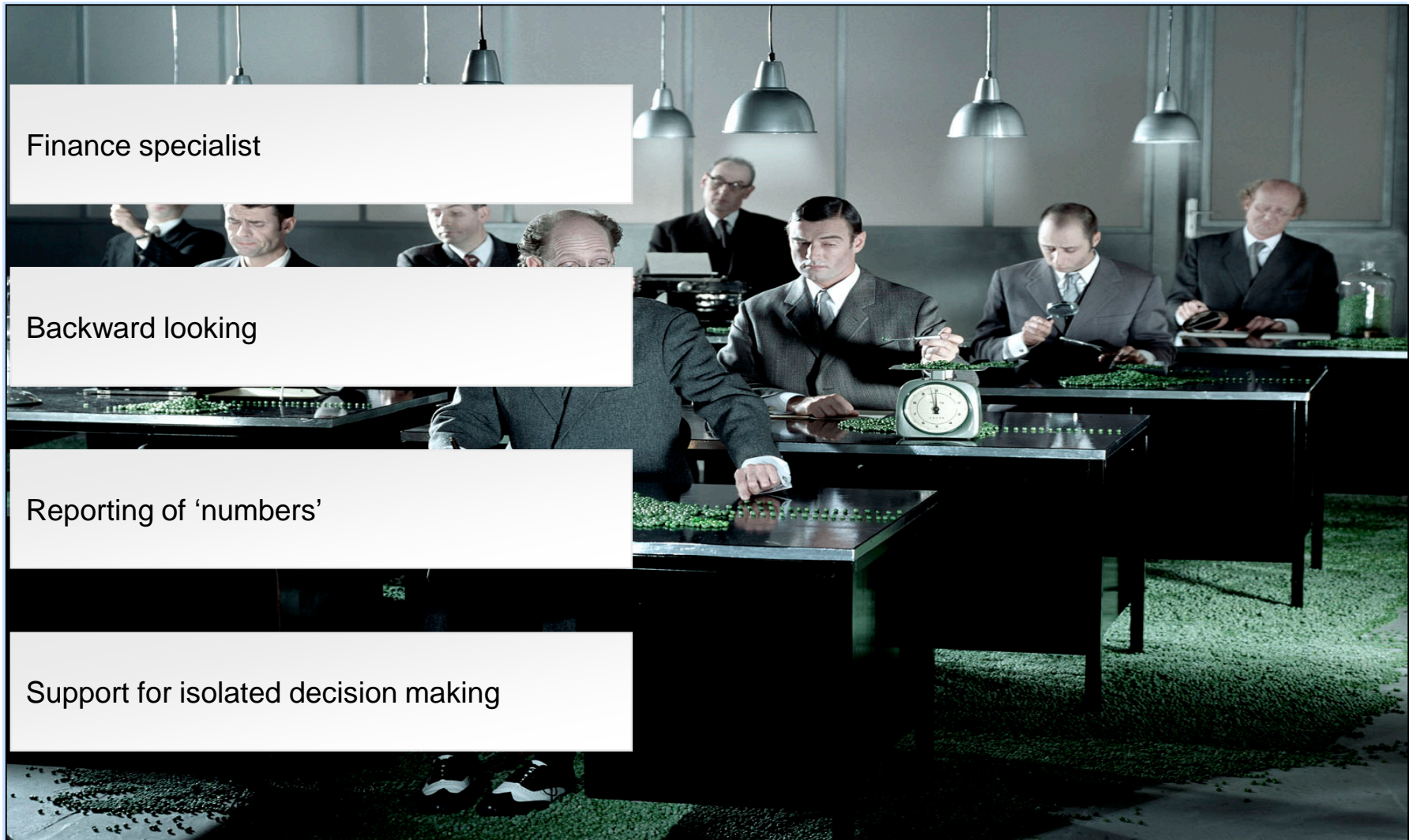


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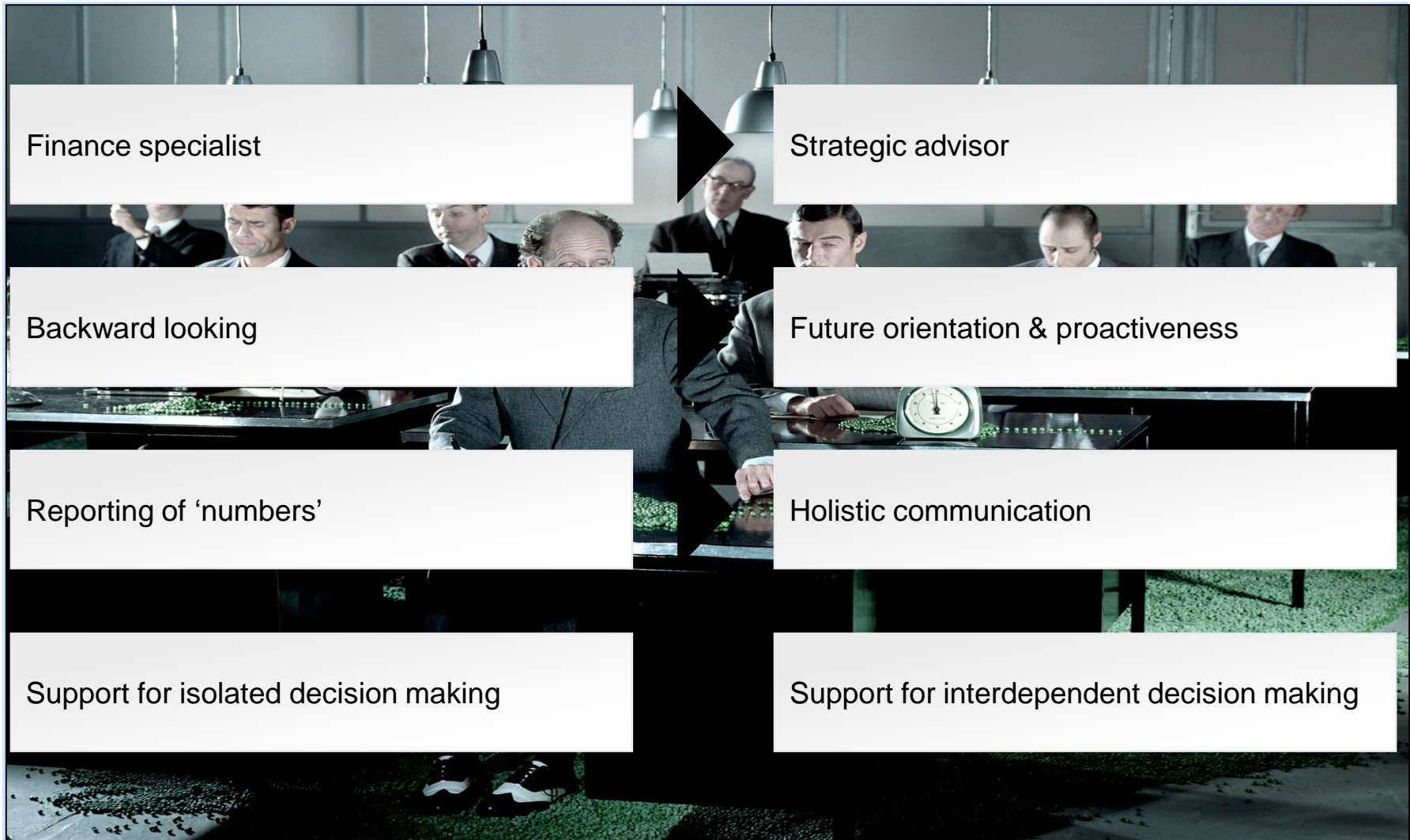


Why?

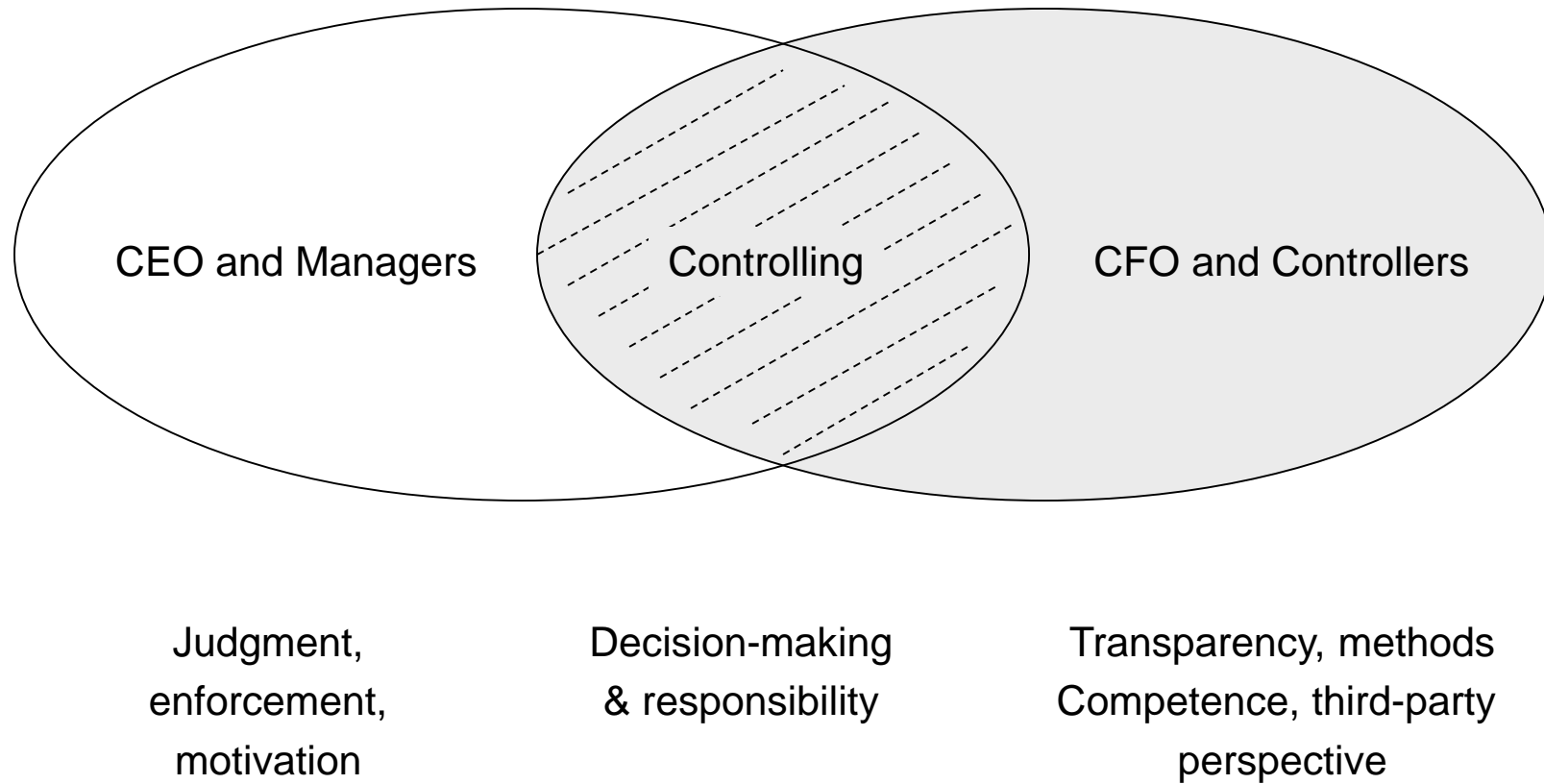
The traditional profile: controllers (and sometimes also CFOs) as scorekeepers



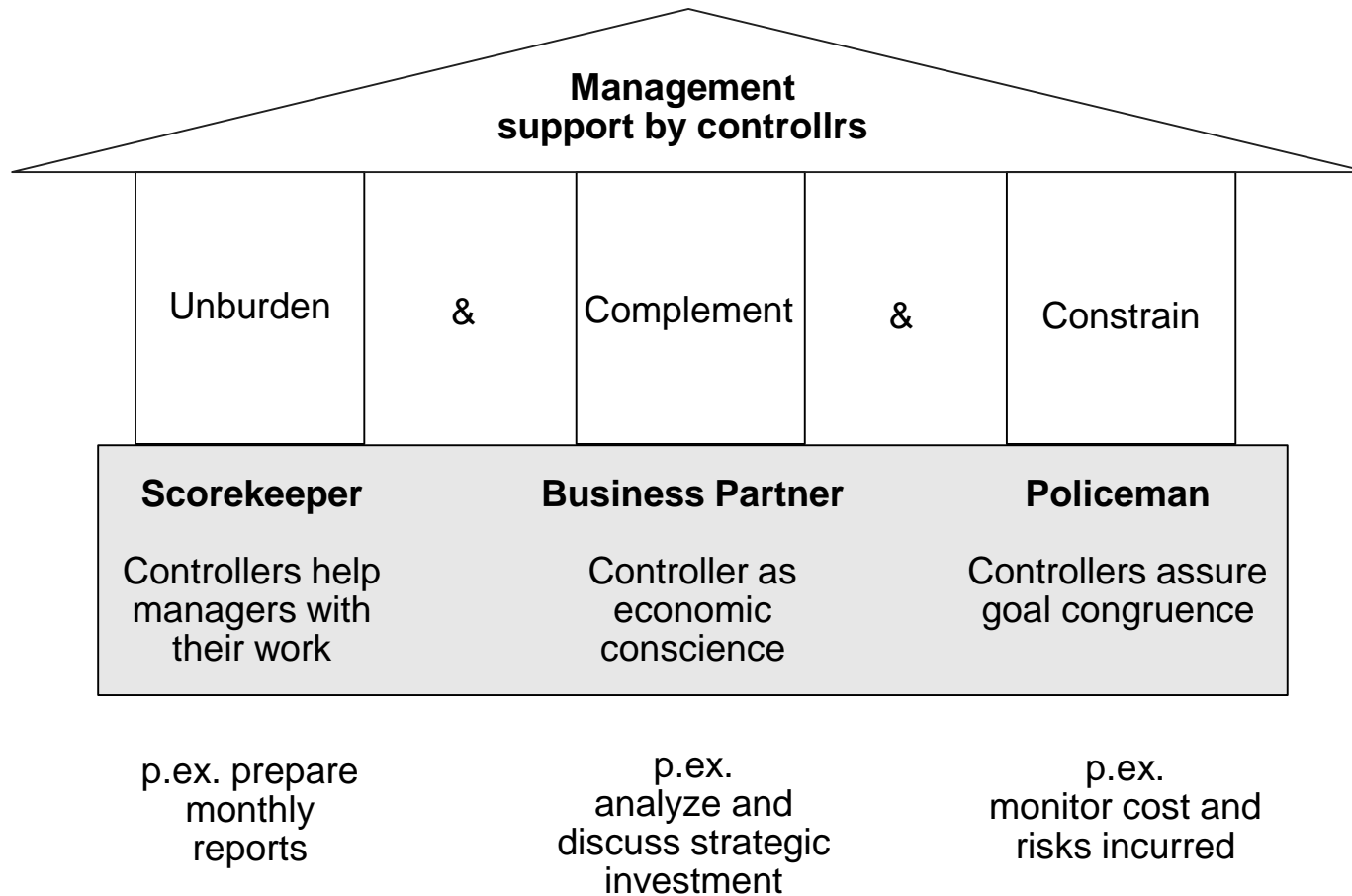
... and the new profile: CFO and controller as business partners



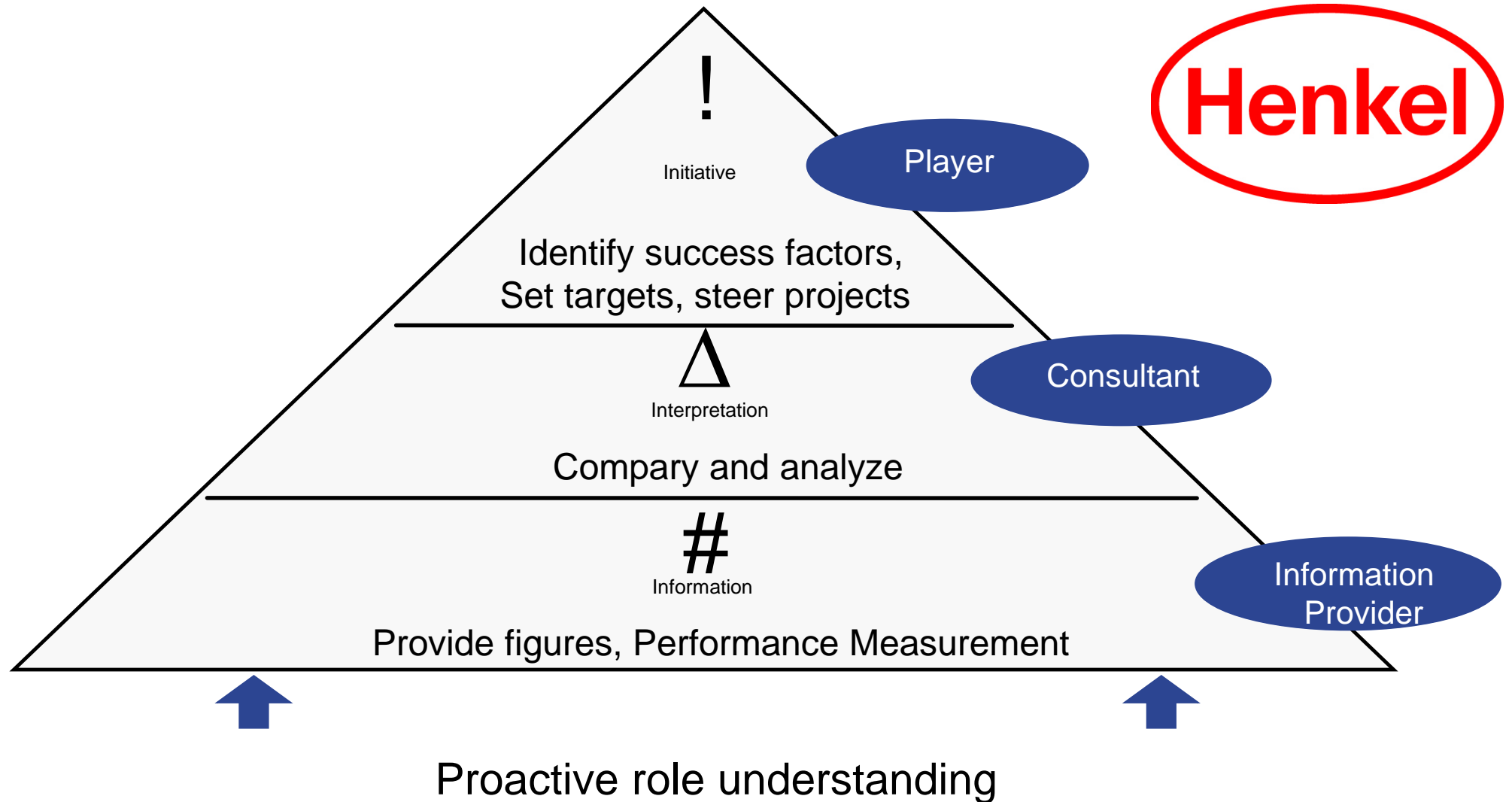
... and the new profile: CFO and controller as business partners



Source: Deyhle 1997; ICV and IGC (2012)



Henkel as an example: controller roles have changed ...



Source: Henkel (2012)

.. and Shared Service Centers play an increasingly important role



Source: Henkel (2012)

Self-service

- Direct access to data
- Offers a new information channel for management

Mobility

- Data access from mobile devices, such as smartphones and tablet PCs
- Increases the flexibility of managers

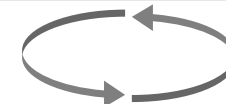
Real-time

- Provision of real-time data
- Enables processing of more up-to-date and larger-volume data



Interaction with management

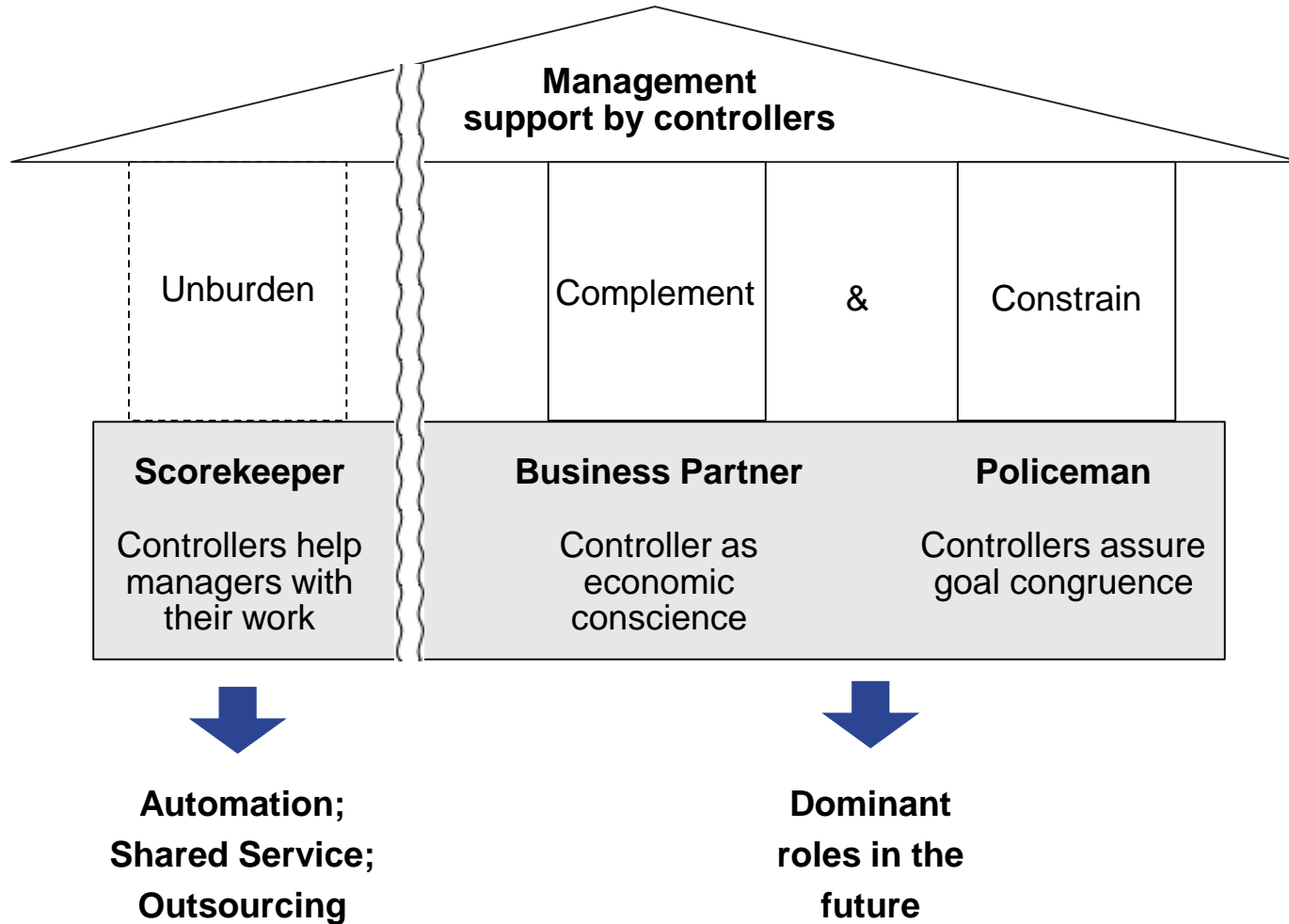
- Access to data independent of Controlling
- “Information democracy”



Data availability for analyses

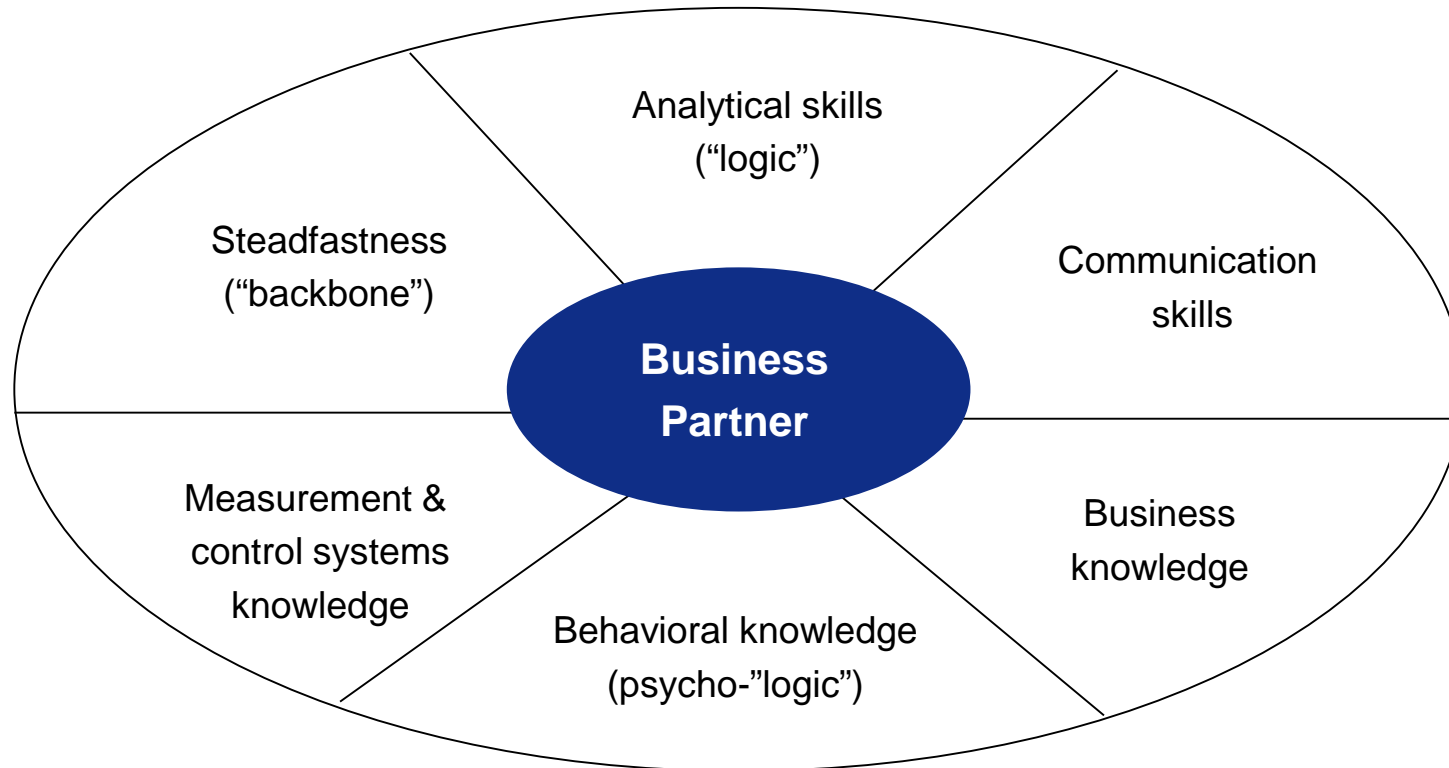
- More and more up-to-date data
- Improved support for decision-making

Overall, the controller role is subject to an immense transformation



Source: Weber/Schäffer (1999); ICV and IGC (2012)

The business partner needs a wide range of skills



Source: ICV and IGC (2012)

Given the business partner profile of German CFOs and Heads of Controlling, it is not surprising that they tend to be the new CEOs



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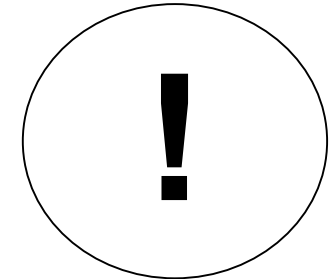
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