



Controlling 2025

Exploring the future of controlling

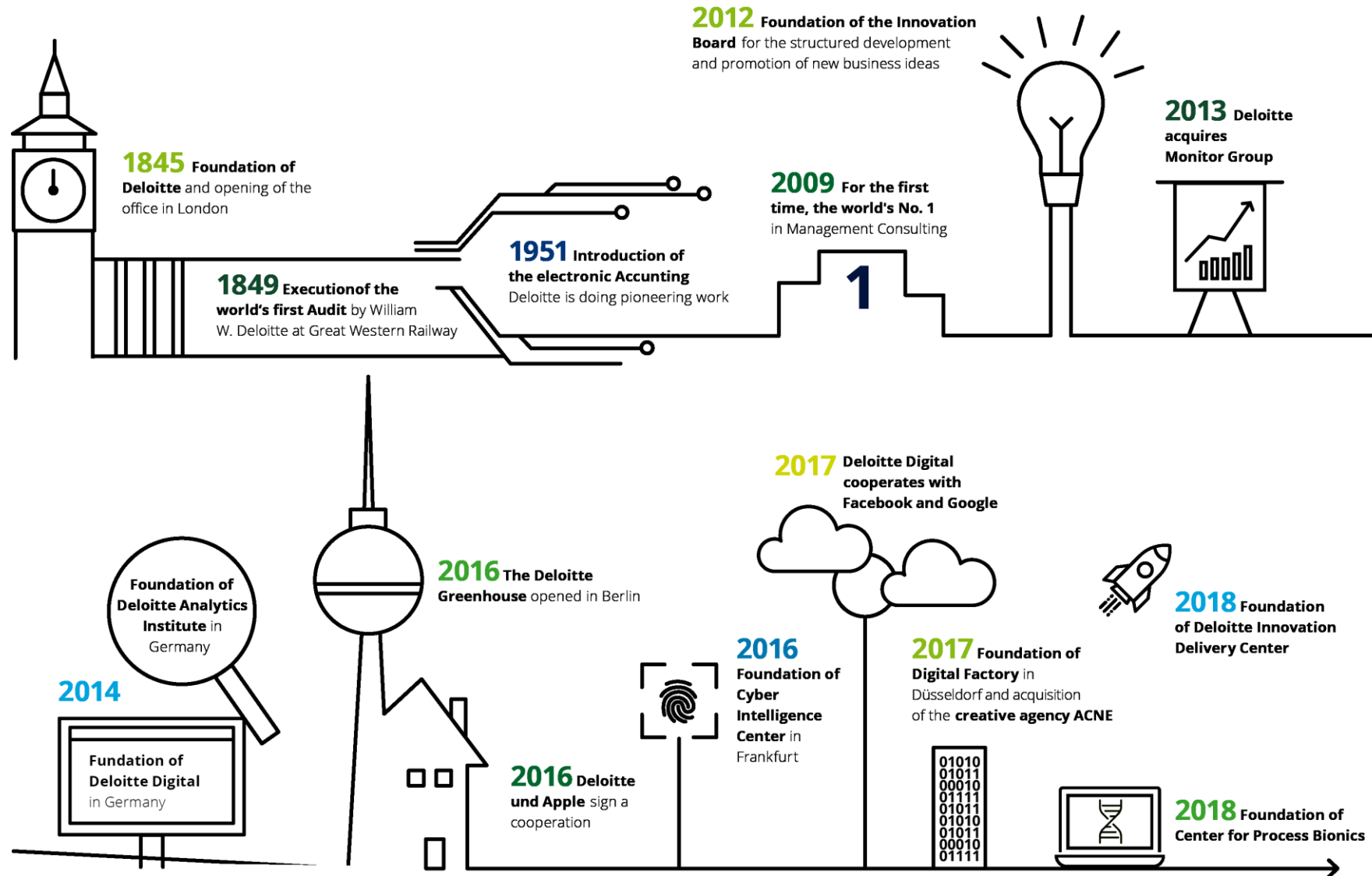
Björn Schröckhaas, Marcel Köhler – Deloitte Consulting GmbH
Webinar, 21st April 2020



**MAKING AN
IMPACT THAT
MATTERS**
since 1845

Trailblazing – since 1845

Our way as Global Player



We are different - that makes us the perfect partner for your Finance transformation



Combination of Finance, Technology & Innovation skills through early investments in digital capabilities



Deloitte Digital – to support your digital transformation



Deloitte Analytics institute – to provide you with data modelling & big data analytics solutions



Deloitte Neuroscience Institute – to provide you with insights on the right design of your service



The Deloitte global network – to provide you with the right expert at any location

Why CFOs seek our help



Digital roadmap



New business requirements



Aging systems and data issues



Process inefficiencies



Major acquisition

With our broad range of offerings we provide tailored support ...

FINANCE STRATEGY

- Vision, strategy and transformation-roadmap
- (Re)organization
- Cost reduction and lean administration
- Finance health check

SERVICE DELIVERY MODEL

- Shared Services and Center of Expertise (CoE)
- Business partnering and finance talent management
- Outsourcing advisory

BUSINESS FINANCE

- Corporate steering models
- Planning, forecasting & reporting
- Functional controlling
- Analytics for controlling

OPERATIONAL FINANCE

- Digitization and automation of finance processes
- Closing and consolidation processes
- Standardization, harmonization and consolidation of financial systems

M&A FINANCE

- Carve-in/-out of finance functions
- IPO readiness
- Post merger integration (day one readiness & integration after closing)

... applying agile methods & latest technology solutions

Future of Finance

What are possible scenarios in 2025?

D. Digital Finance - Finanzfunktion in der digitalen Welt
Deloitte.

Später ans... Teilen

Digital Finance
Finanzfunktion
in der digitalen
Welt

A top-down view of a meeting table. A man in a blue shirt is holding a white 3D printed sphere. A woman is pointing at it. Another person is using a tablet that displays a 3D model of the sphere. There are other people's hands and arms visible around the table. A play button icon is overlaid on the image.

[Click on the picture or use this link to the Youtube video: https://www.youtube.com/watch?v=TRKxWGGGwa4](https://www.youtube.com/watch?v=TRKxWGGGwa4)

Agenda

Questions from finance executives on the future of controlling

Key questions on the future of controlling



Why is a **change necessary** for controlling?



What is the future **role** of controlling?



What are relevant controlling **tasks & services** in the future?



What **capabilities** must controlling have to meet future needs?



How will the **organizational setup** of controlling look like?



What **needs to be done** to be ready for the future of controlling?

Why is a change necessary for controlling?

Controlling is facing various aspects in a world of VUCA and digitalization

Major impacts on controlling



What is the future role of controlling?

The future role of controlling concentrates even more on value-adding activities

Major aspects of the future role of controlling



What are relevant controlling tasks & services in the future?

Today, controlling covers a broad range of activities such as cost accounting, planning, reporting and forecasting

Tasks today

Strategic planning	Conduct strategic analysis & derive strategic orientation	Adapt vision, mission, values & strategic objectives	Define specific strategic targets, measures & financial valuation	Present & approve strategy with relevant stakeholders	Communicate strategy & monitor strategy implementation
Planning, budgeting & forecasting	Define & communicate planning premises & targets	Prepare & consolidate plans/ budgets & verify results	Present & approve plan/ budgets (incl. further detailing)	Derive forecast database	Analyze deviations & prepare counter-measures
Management reporting	Define controlling dimensions, KPIs, responsibilities, addressees	Provide/ manage data basis & reporting system	Analyze data & deviations, prepare key takeaways for management	Draw up & conduct standard & ad hoc reports	Assess reports by management & initiate measures
Investment controlling	Plan investments & prepare investment requests	Prepare investment program & support decision processes	Monitor investments incl. regular forecasts & reports	Prepare countermeasures & recommended actions	Conduct post calculation
Product & project controlling	Plan products & projects	Support approval processes for products & projects	Prepare project reports incl. deviation analysis & forecasts	Prepare decision proposals & recommended actions	Prepare final project reports & conduct reviews
Functional controlling	Prepare functional strategic planning	Prepare functional planning & forecasting	Conduct functional cost accounting	Perform function-specific reporting	Steer & monitor functional risks
Cost accounting	Define & maintain master data	Perform periodic income statement & closing of cost acc.	Conduct cost object & cost center accounting	Perform tender/ offer/ plan calculations (incl. pre-calc)	Conduct continuous costing & post-calculation
Risk controlling	Prepare risk report	Identify, quantify and classify risks	Analyze & evaluate risks	Aggregate single risks to overall risk position	Derive & track risk measures, include risk information

Source: Process classification based on controlling process model 2.0 (International Group of Controlling, 2018)

What are relevant controlling tasks & services in the future?

Future controlling processes will be reasonably automated and complemented by new tasks

Tasks today

Strategic planning	Conduct strategic analysis & derive strategic orientation	Adapt vision, mission, values & strategic objectives	Define specific strategic targets, measures & financial valuation	Present & approve strategy with relevant stakeholders	Communicate strategy & monitor strategy implementation
Planning, budgeting & forecasting	Define & communicate planning premises & targets	Prepare & consolidate plans/ budgets & verify results	Present & approve plan/ budgets (incl. further detailing)	Derive forecast database	Analyze deviations & prepare counter-measures
Management reporting	Define controlling dimensions, KPIs, responsibilities, addressees	Provide/ manage data basis & reporting system	Analyze data & deviations, prepare key takeaways for management	Draw up & conduct standard & ad hoc reports	Assess reports by management & initiate measures
Investment controlling	Plan investments & prepare investment requests	Prepare investment program & support decision processes	Monitor investments incl. regular forecasts & reports	Prepare countermeasures & recommended actions	Conduct post calculation
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New tasks (*selected*)

Manage cross-functional big data governance

Develop, build, maintain & modify digital controlling services (e.g. virtual assistants)

Ensure business-related self-services (skill / coaching perspective)

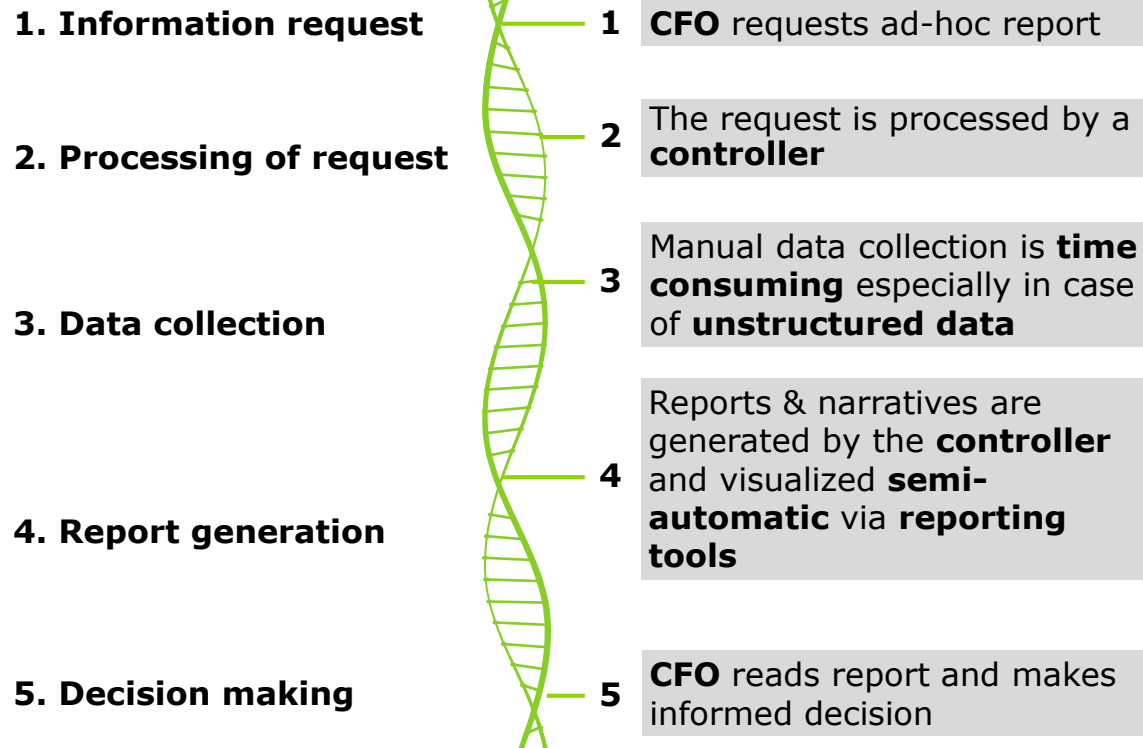
Set-up, execute and control agile projects/units

Source: Process classification based on controlling process model 2.0 (International Group of Controlling, 2018)

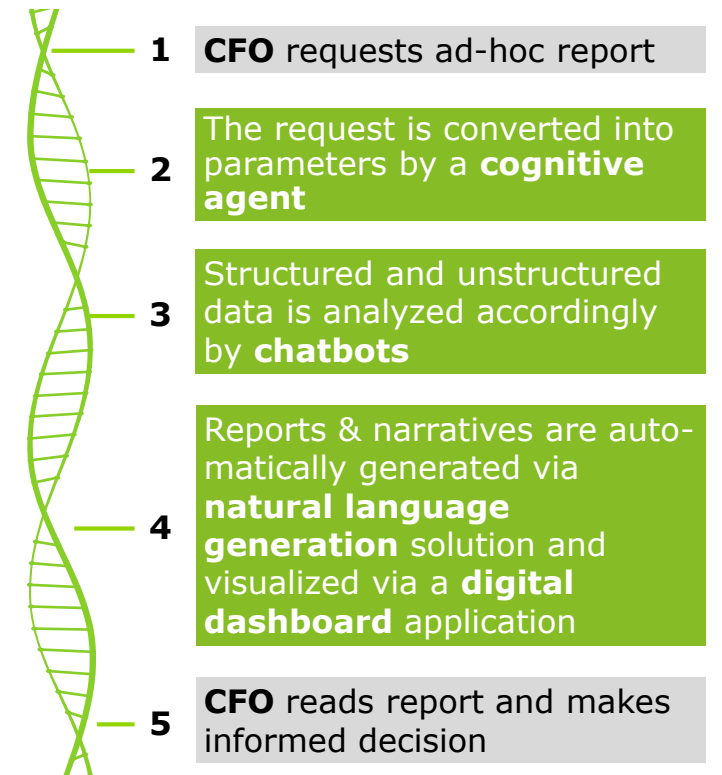
What are relevant controlling tasks & services in the future?

New technologies automate reporting enabling a symbiosis of humans and machines

Reporting today



Reporting tomorrow



Activities Human Machine



What are relevant controlling tasks & services in the future?

Future reporting is mainly automated with the help of natural language generation and chatbots

1

Natural Language Generation (NLG) and Chatbot Demo

2

Drag the data into the Web application

3

The tool will automatically generate the text

4

The buttons allow you to choose a specific period

5

You can also ask Wilson for specific reports and dates

6

Wilson can also return specific information from the report

What capabilities must controlling have to meet future needs?

The qualification profile within controlling is rewritten

Job postings for a FP&A1 senior analyst

Global telecommunication group (today)

Minimum qualifications

- BA/ BS degree
- Two or more years of relevant work experience
- Experience with **Microsoft Office Suite** with proven **focus on Excel**

Preferred qualifications

- A Master's degree in **Accounting, Finance, or Economics**
- Understanding of **corporate financial planning, reporting & analysis**, and **costing/ profitability** methods and processes
- Knowledge of **common business and cost drivers** as well as **financial statement analysis**
- Excellent communication skills and ability to **focus on the details**

Google (today)

Minimum qualifications

- BA/ BS degree in a related **quantitative field** (e.g. computer science or math) or equivalent practical experience, or 4 years relevant of **experience in financial/ quantitative analysis**
- Experience in **SQL coding** across relational environments (e.g. Oracle, Teradata)
- Database experience

Preferred qualifications

- Experience **utilizing financial and other data** to develop insights and recommendations
- Proficiency with **statistical or scientific software packages** (R/ SPLUS, Mathematica, MATLAB, or similar)
- Specific expertise with **time series analysis** and **large scale data systems**
- Excellent **problem solving, analytical and project management skills**, coordinating with **cross-functional teams**
- Impeccable **business judgment** in ambiguous environment
- Solid written and verbal communication skills, including **presentation skills to audiences**

Future

Minimum qualifications

- BA/ BS degree in a **quantitative field** (e.g. computer science or math) and equivalent practical experience
- Experience with **advanced visualization tools** (e.g. Tableau, Qlik, PowerBI)
- Proficiency with **statistical or scientific software packages** (R/ SPLUS, Mathematica, MATLAB, or similar)
- Experience in **SQL coding** across relational environments (e.g. Oracle, Teradata)
- Database experience

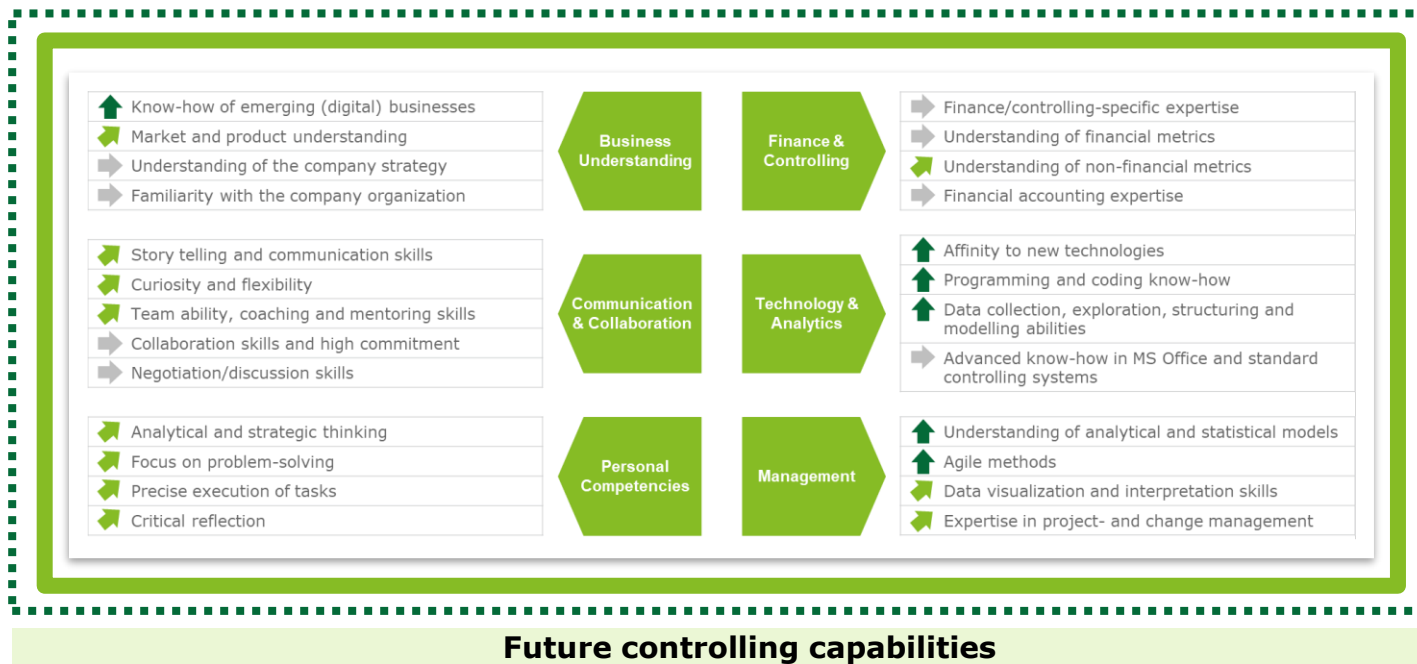
Preferred qualifications

- Excellent **problem solving, analytical and project management skills**, coordinating with **cross-functional teams**
- Solid written and verbal communication skills, including **presentation skills to audiences**
- Skilled at **integrating internal and external data** and turning findings or raw data into meaningful information
- Experience **deploying and adapting to new and emerging tools** (e.g. artificial intelligence, natural language processing)

What capabilities must controlling have to meet future needs?

Traditional controlling skills will be complemented by new capabilities in the areas of technology & analytics, collaboration methods and business understanding

Controlling capabilities with increasing importance



How will the organizational setup of controlling look like?

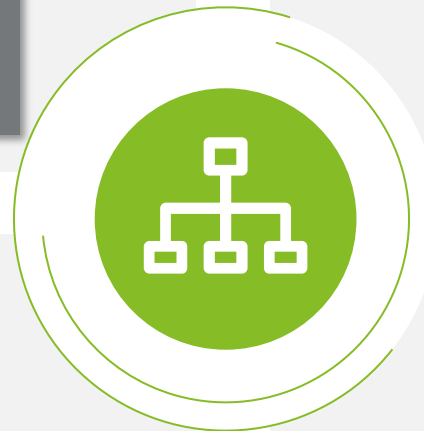
The future organization emphasizes the importance of specialized and bundled units

Market observations on setup of controlling organizations

Role-based organization



End-to-end process orientation



Bundled service delivery



Dedicated and agile business partners

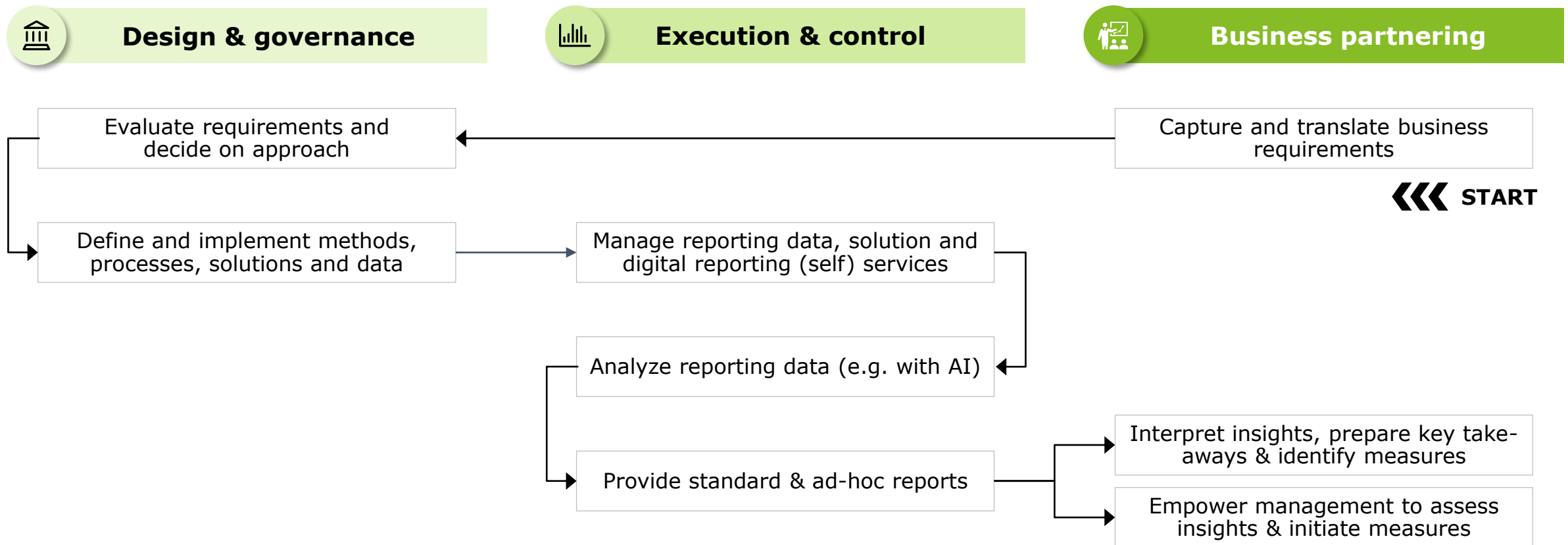


How will controlling deliver services in the future?

Each controlling role contributes to a seamless delivery of services

Role collaboration for 'management reporting' services

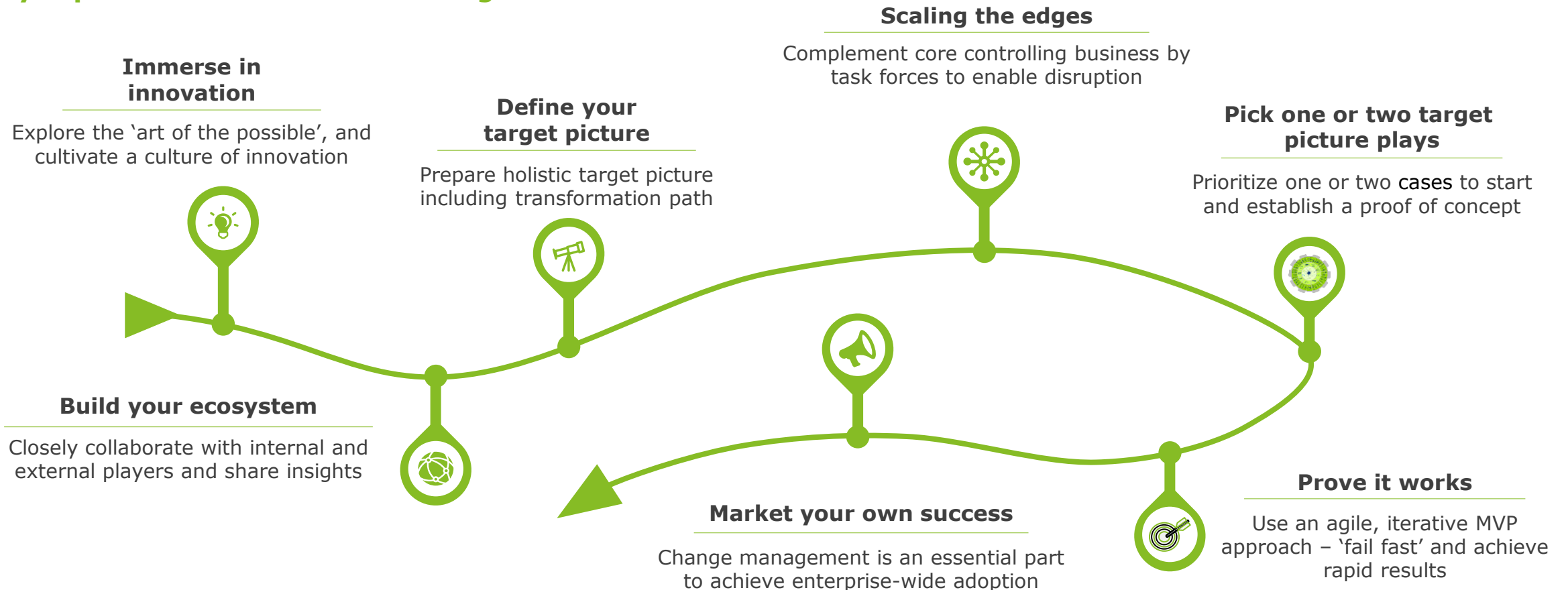
Practice example



What needs to be done to be ready for the future of controlling?

To start your journey versatile activities have to be tackled as soon as possible

Key aspects to transform controlling



Summary

We expect several trends and developments impacting the future role, tasks and services, capabilities as well as organizational setup of controlling



Controlling faces various **challenges and opportunities** in a world of **VUCA and digitalization** and has to change



The **future role** of controlling concentrates even more on **value-adding activities** in daily business



Controlling processes will be **reasonably automated** and **complemented** by **new tasks** and **services**



Traditional skills will be **complemented** by **new capabilities** to serve the purpose of value-adding activities

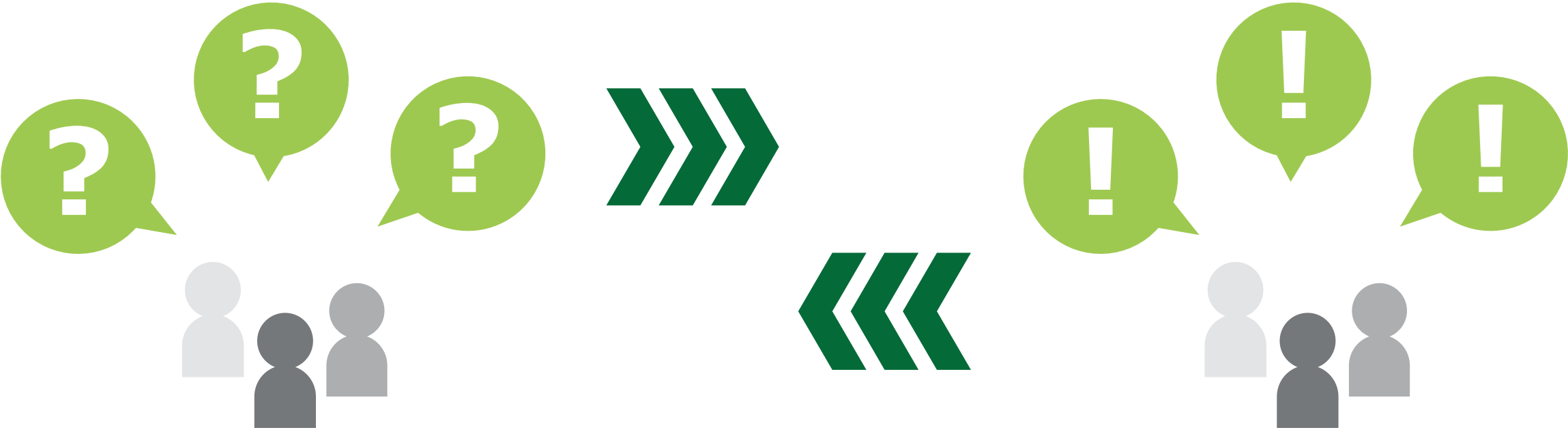


The future **organizational setup** emphasizes the importance of **specialized** and **bundled units**



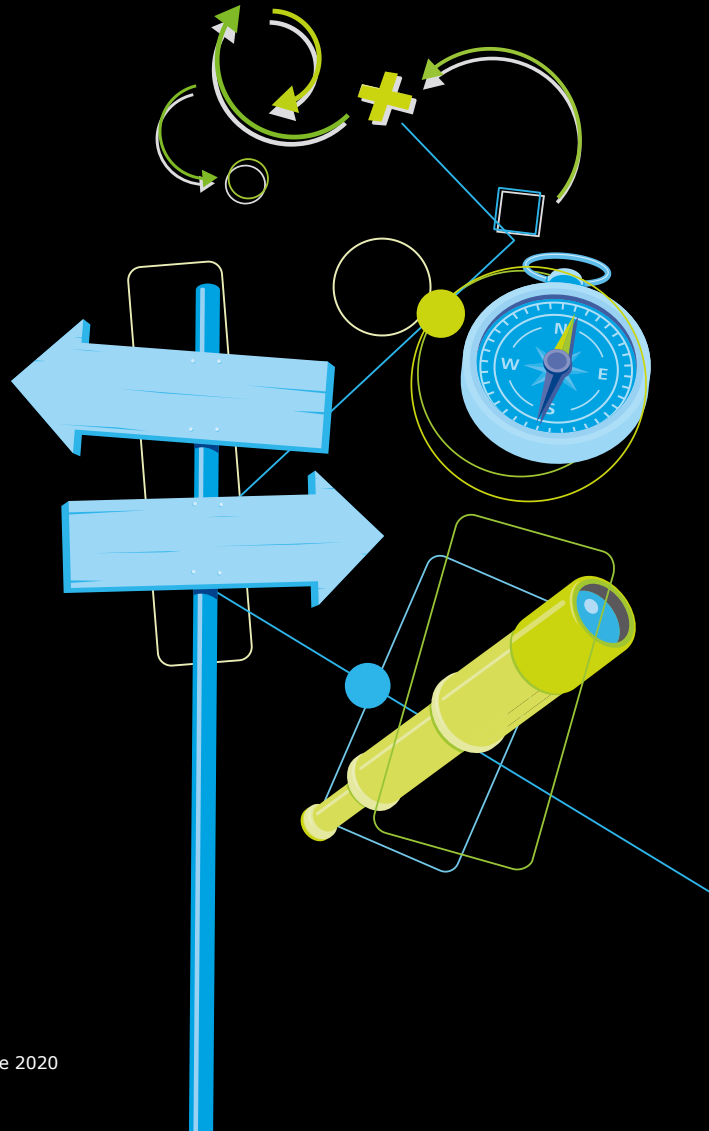
To start the **controlling journey** versatile activities have to be tackled – from holistic target picture to initial cases

Haben Sie noch weitere Fragen?



Deloitte Finance Consulting

Was Sie interessieren könnte



- 📅 Wie sieht eine typische Arbeitswoche bei Euch aus?
- 📱 Was sind typische Projektinhalte?
- 🎓 Wie werde ich aus- und fortgebildet?
- 🚀 Wie laufen die ersten Arbeitstage ab?
- 🤝 Wer gibt Hilfestellung und fördert mich?
- 🛏 Was ist mit Work-Life Balance?
- 🌐 Komme ich ins Ausland?
- 👤 Sind Berater arrogant?

...

Your Deloitte contacts

Let`s talk about the future of controlling



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