

# Controlling Operating Model - Development of an end-to-end, global Controlling organization

Sector: Telecommunication



## MISSION



Specific question: How can the fragmented Controlling organization of a multinational corporation be transformed into an integrated unit with high business relevance?

The aim of the project was to realign the content and organization of the Controlling department and thus to make it fit for the future. The content-related component involved the development and implementation of consistent Key Performance Indicators (KPIs) that would be bindingly used throughout the entire company. The organizational component focused on the efficient design of the Controlling organization and effective support for the functions along the Controlling cycle.

### Contact:

Lars Putzer  
E-Mail: [lars.putzer@conmendo.de](mailto:lars.putzer@conmendo.de)

We look forward to your message.



## APPROACH



Based on a focused diagnosis, we worked with our client to develop a holistic operating model and a roadmap for implementation:

- **Strategy:** The development of the strategy included the definition of a value proposition and understanding of Controlling; in addition, concrete products and tools (e.g., KPIs or planning processes) were defined that Controlling uses or provides for the coordination of the functions as well as for decision support and reporting.
- **Roles, processes and organizational structure:** In the next step, the organization was further developed in an iterative process with a high strategic fit. The core element was the development of design principles that would make the organization robust against future changes on the business side.
- **Resources:** Extensive quantitative and qualitative personnel measures were necessary as "enablers" of the new Controlling organization. The new requirements were met with the help of source-drain matrices and qualification programs. In addition, a roadmap for implementing the IT requirements was formulated.

## RESULT



Efficiency in Controlling was substantially increased; for example, number of reports was reduced by more than 40 percent. The role of Controlling in the company was strengthened through a clear assignment of tasks and a new positioning. In particular, this also included the introduction of a "single source of truth" to minimize internal discussions about the accuracy of the available data.

## IMPACT



The broad experience of the ConMendo employees was very helpful in the conception and implementation of the project, as they were able to support the stakeholders with sensitivity and conceptual consistency, both in terms of content and process. The clear TOM framework (Target Operating Model) provided orientation at all times during the project.