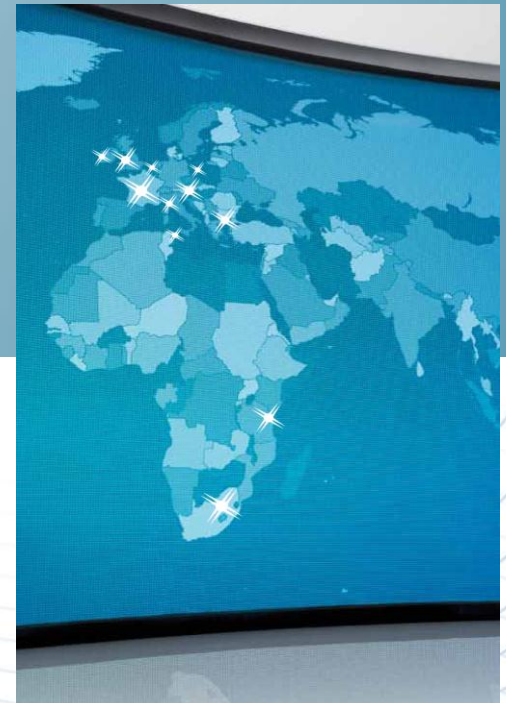


# What Responsibilities Has A Divisional Controller in a Multinational Company?

## AGENDA

- Overview of the Divisional Finance Controller Role*
- Presentation of the Role - Specific Tasks*
- Priorities in a New Role*
- Expectations from Functional and Business Managers*
- Technical Abilities Required from the Divisional Finance Controller*
- Expectations from the Upper Management*
- Backup Slides for the Role Introduction:*
  - Overall Financial Performance*
  - Sales Trends*
  - P&L Overview*
  - Tasks Drill-Through*
  - Key Issues*



# THE DIVISIONAL CONTROLLER ROLE - OVERVIEW



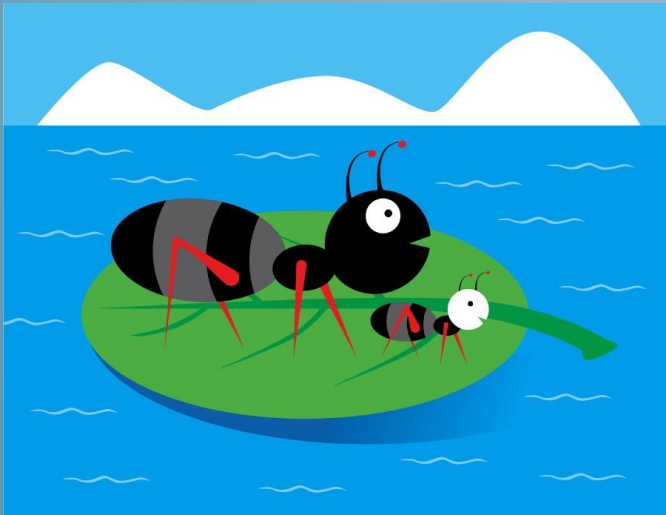
- *Finance partner for the key business decision makers*
- *... in his/her area of responsibility...*
- *... in his/her geography*

*Usually:*

- *Works in a complex matrix organization;*
- *Reports both to the finance/functional boss, as well as to the business leader;*
- *has an internal support role in the analytical, back-office and finance processes;*
- *adds value by optimizing the business decisions and processes.*

# THE DIVISIONAL CONTROLLER ROLE - SPECIFIC ISSUES

- Provide financial planning, analysis, decision support, and business
  - Partnering with the line/business management
  - Primary financial partnership interface
  - Financial planning, analysis, and forecasting
  - Sales analysis and reporting
  - Business and financial performance measurement and analysis
  - Commercial contract and specific customer support (customer deals, distributors, etc.)
  - Key initiative planning, analysis, and execution
  - Project management and support of key initiatives
  - Coordination between division and country finance stakeholders
- Work together to leverage best practices, knowledge, and cross-geographical analytical methods
- Drive strategic growth and profit improvement objectives!



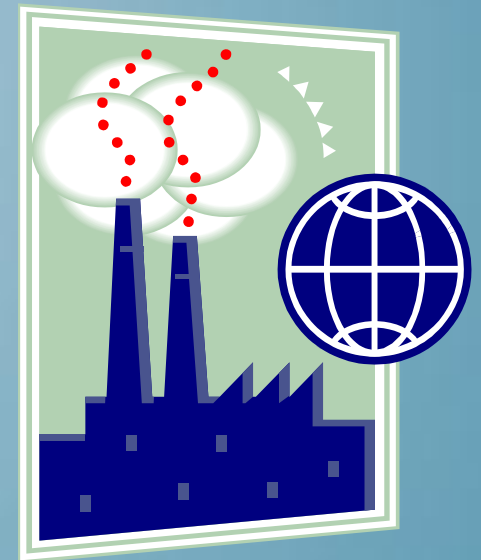
# THE BUSINESS LEADERS EXPECTATIONS FROM THE DIVISIONAL CONTROLLER ROLE

- Support country and regional business leaders with back-office analysis firepower
  - P&L - sales forecasting and analysis (product mix, customer mix)
  - P&L – gross margins drill through at various levels
  - P&L – expenses control and variation analysis
  - Balance sheet optimization and rationalization (working capital, assets and liabilities, ratios advancement etc.);
  - Forecasting: mid month sales, full month end forecasting
  - Comparative analysis among countries/areas of businesses
  - Establish a system of internal regional periodical reporting
  - Support HQ – various regular and ad-hoc financial reporting or analysis requirements
  - Agile project management (especially in a fast-moving division)
  - Communicate issues and opportunities as they arise
  - Large country insights
  - Participate upon request in various meetings to provide objective support to the business leaders
- Overall, a fast-paces role, where no working day is similar to another
- Be open-minded, self-starter and pro-active!



# TECHNICAL ABILITIES FOR THE DIVISIONAL CONTROLLER/FINANCE MANAGER ROLE

- *Has specific studies – usually a finance or economics degree + a master or a post-graduate qualification - ACCA, CIMA*
- *Dependent on the company and the role, 5-15 years practical experience in commercial or sector-specific financial management is required;*
- *Progressive roles and gradual exposure to various aspects of the financial management required: accounting, reporting in a local and an international GAAP, management accounting/financial analysis;*
- *Abilities to shape decision making at senior levels*
- *Integrity, reliability, ability to withstand pressure and do what is right, not what is required;*
- *Communication skills, lateral or vertical;*
- *Managing upwards, managing expectations;*
- *Proficient with the financial management tools: MS Office, MS Excel at the advanced level (macros, pivots, functions etc), various ERP's (SAP, Oracle etc.) structure and functioning, modeling, presentations at senior level, time management skills*
- *Previous experience in internal audit departments or one of the Big 4 professional companies (PWC, Ernst and Young, Deloitte, KPMG) or similar can be an asset (or sometimes a liability, as seen in practice)*



# EXPECTATIONS FROM UPPER MANAGEMENT

- *Headquarter management:*
  - *Detail oriented*
  - *Respects deadlines*
  - *Technical understanding of Excel, databases, statistical correlations, various countries GAAP's and business and accounting rules*
  
- *Peers:*
  - *Provide support on priorities as they arise*
  - *Provide structure to business leaders/division*
  - *Ask questions*
  - *Play tennis with the issues until ... match!*
  - *Have fun!*



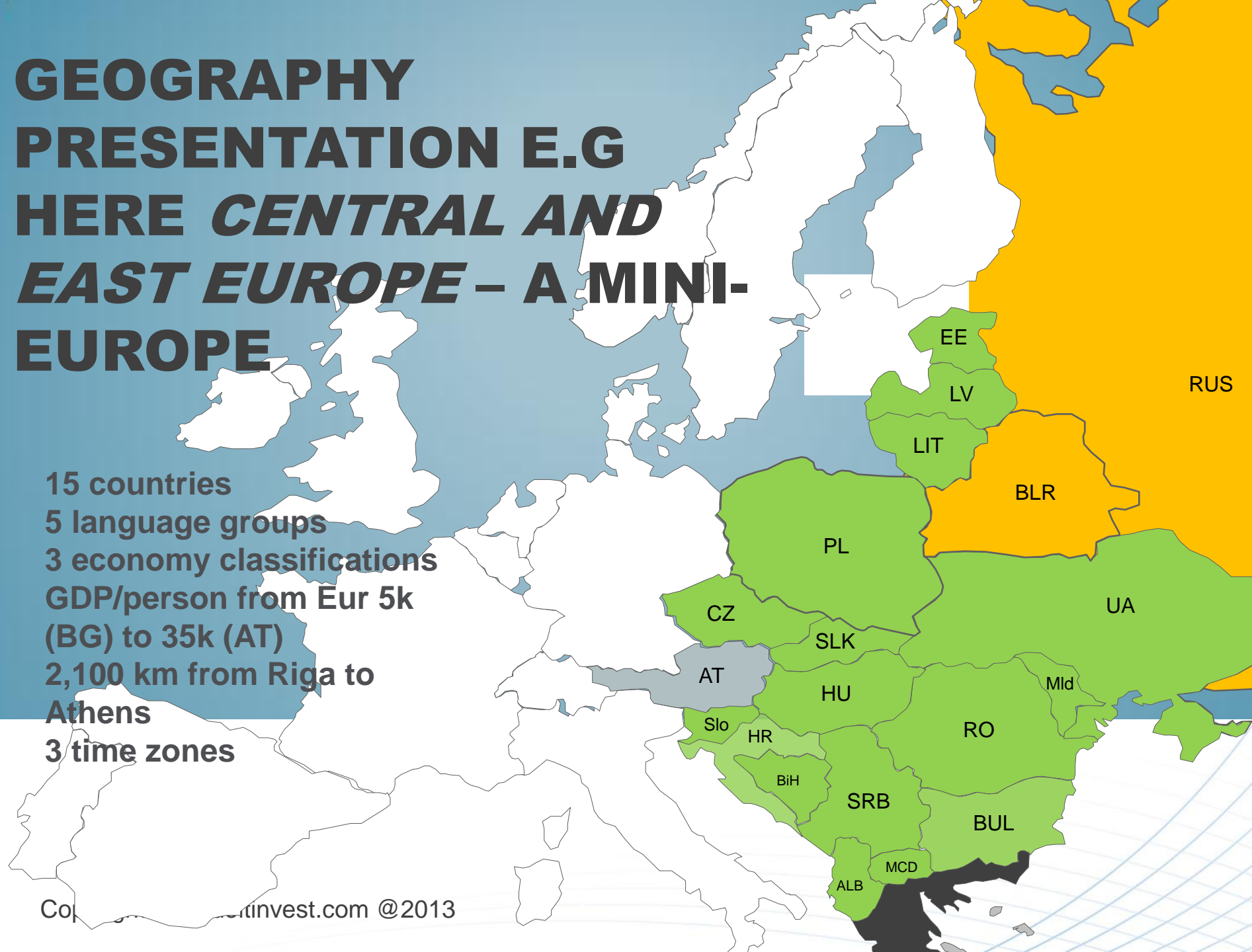
# BACKUP DATA IN PRESENTING THE ROLE...

- *Follows in the next pages/slides:*



# **GEOGRAPHY PRESENTATION E.G HERE *CENTRAL AND EAST EUROPE – A MINI- EUROPE***

15 countries  
5 language groups  
3 economy classifications  
GDP/person from Eur 5k  
(BG) to 35k (AT)  
2,100 km from Riga to  
Athens  
3 time zones

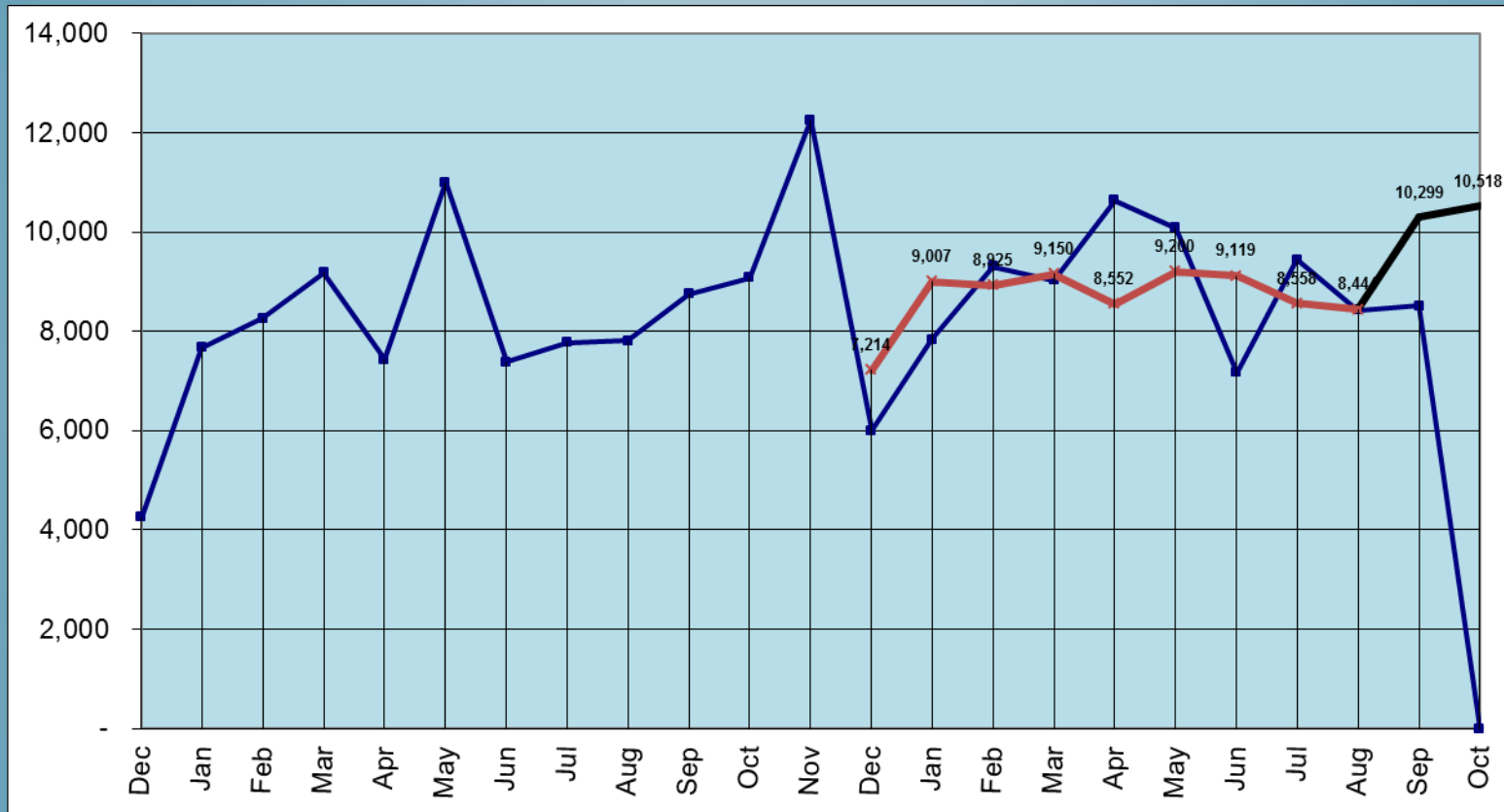




# ORGANIZATION AL CHART

To be included here in order to give a general impression on how the divisional controller role fits into the overall company's structure: reporting lines, peers, geography interactions etc.

# PRESENTATION OF REGIONAL SALES

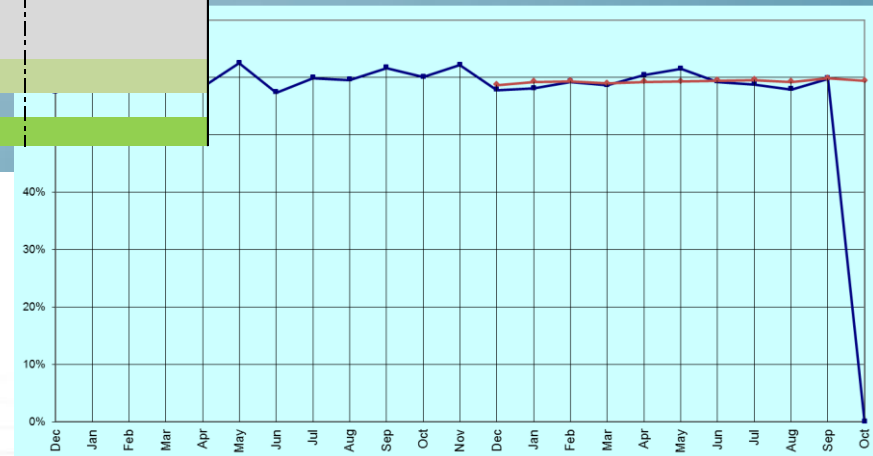


- *Example of how one can present the regional sales*
- *Usually sales is the only revenue source, so this is key indicator to track by the divisional controller*
- *Should be split by business line, products, geography*
- *Trends over time very important*

# GM% FOR VARIOUS PRODUCTS



Sep YTD	Period September - YTD			fav/(unfav)		Period September - MTD			fav/(unfav)	
	LY	Plan	Act	vs. LY	vs. Plan	LY	Plan	Act	vs. LY	vs. Plan
Country										
Czech										
Croatia										
Hungary										
SerbiaCons										
SlovakiaCons										
SloveniaCons										
Greece										
Poland										
Adria										
Central Cluster (HU+CZ+SK)										
<b>Austria</b>										
Bulgaria										
RomaniaCons										
Ukraine										
RussiaCons										
Latvia										
<b>Total East incl Greece</b>										
<b>Total East INCL. AT</b>										
<b>Total East INCL. AT and RU</b>										
<b>Total East EXCLUDING Austria</b>										



# NEXT STEPS AFTER THE APPOINTMENT OF A DIVISIONAL FINANCECONTROLLER

- *The role incumbent should gradually take over*
  - *Monthly reporting P&L, WD2, WD5*
  - *Set-up a basic regional reporting*
  - *Participate in the forecasting cycle*
  - *Get involved in a country business related meeting*
  - *Get in touch with Onoriu to see expectations*
  - *Start a GM compounds analysis per country (std costs? Pricing? Etc)*
  - *Again... Have fun!*

*Add specific deadlines and resources needed for this:*

- *when?*
- *Who should help?*
- *Any introduction period required?*
- *Trainings in the specificities of the company?*

**For more questions or inquiries please contact us at [financecontrollerrole@gmail.com](mailto:financecontrollerrole@gmail.com)**

