

ModernControlling@Axis.

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www.axis.com

Agenda

- > Introduction and background
 - Axis Communication
 - Controlling in various industries
- > Why the need for Modern Controlling ?
- > Selected focus areas
 - Silos, Communication and cross-functional collaboration
 - Training and Development
- > Achievements
- > Key Learnings
- > Questions



Axis at a glance

3,253 

employees* with presence
in more than **50** countries

Total sales 2018

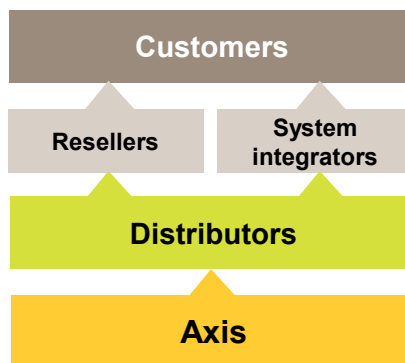
1,2 B



USD**

Part of **Canon** Group

Local presence
around the world
through extensive
partner network



15 years of
steady growth

82% 

highly satisfied partners

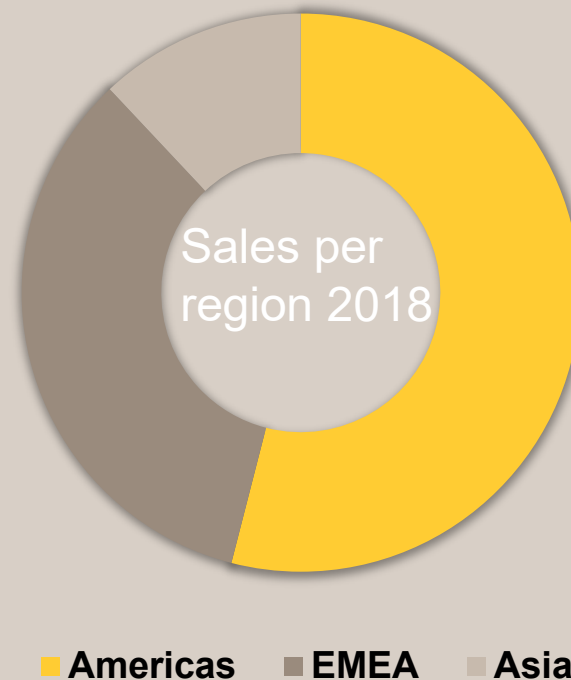
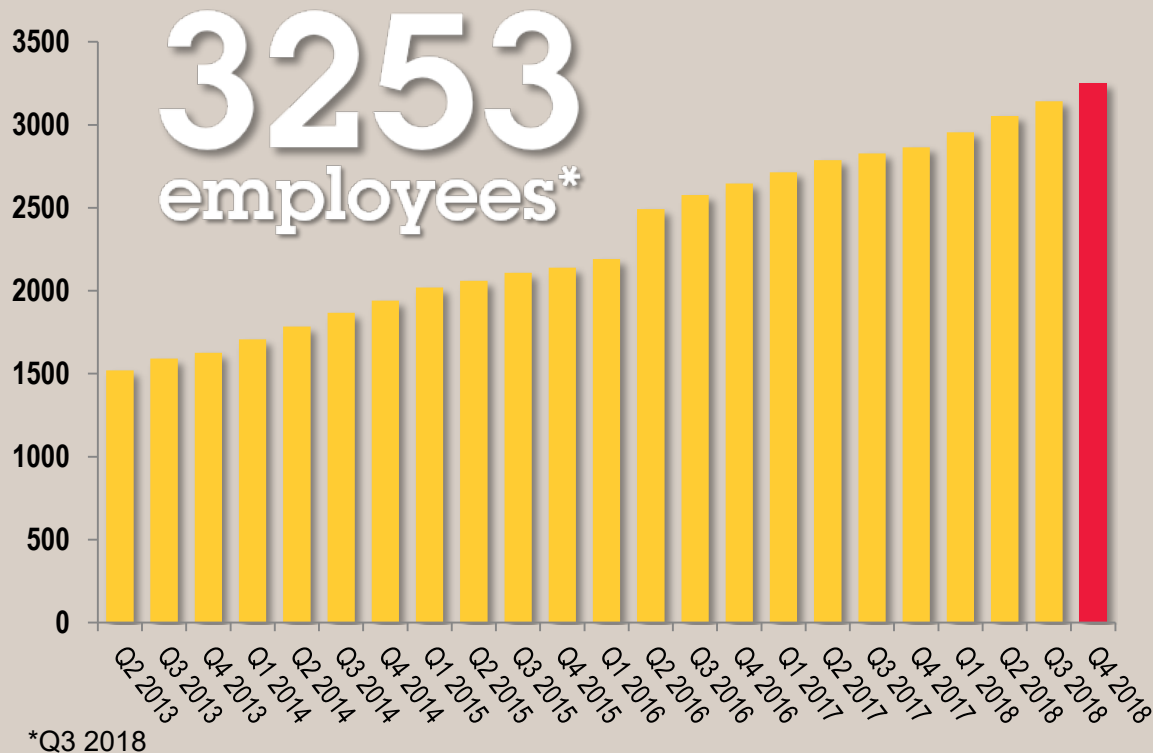
Axis Group companies

Citilog
An Axis company

2N
An Axis company

* Q4 2018 ** Full year 2018 SEK 10.3 B EUR 1,0 B

More than doubling employees since 2013



Nina at a glance

> Broad background in

- Finance
- Controlling
- Project management
- Change management

> Four different industries



> Studied at



LUND
UNIVERSITY



> Personal brand

trust, empowerment and passion

World trends

More complexity
Trust

Success = transforming into solutions & services



Modern Controlling - Focus areas

Setting the scene
link to Axis' strategy & values

Cross-functional collaboration
virtual teams, inside/outside finance

Strengthening the team
education, training, resources

Building the team
recruiting (internal/external)



Creating an Controlling environment closer to Axis' Strategy and Values

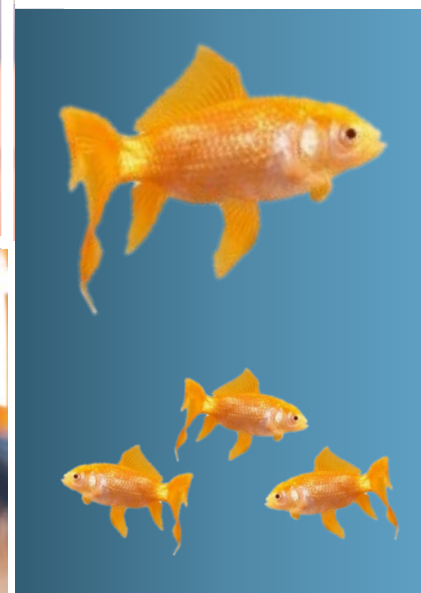
Perspectives



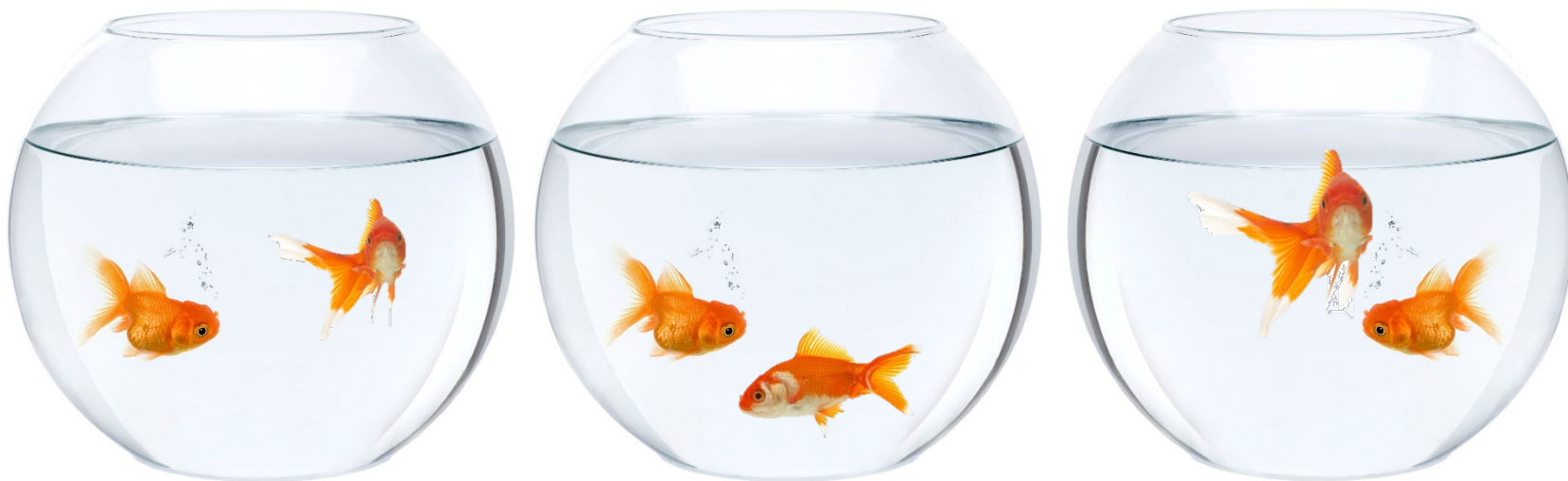
Innovation and Creativity



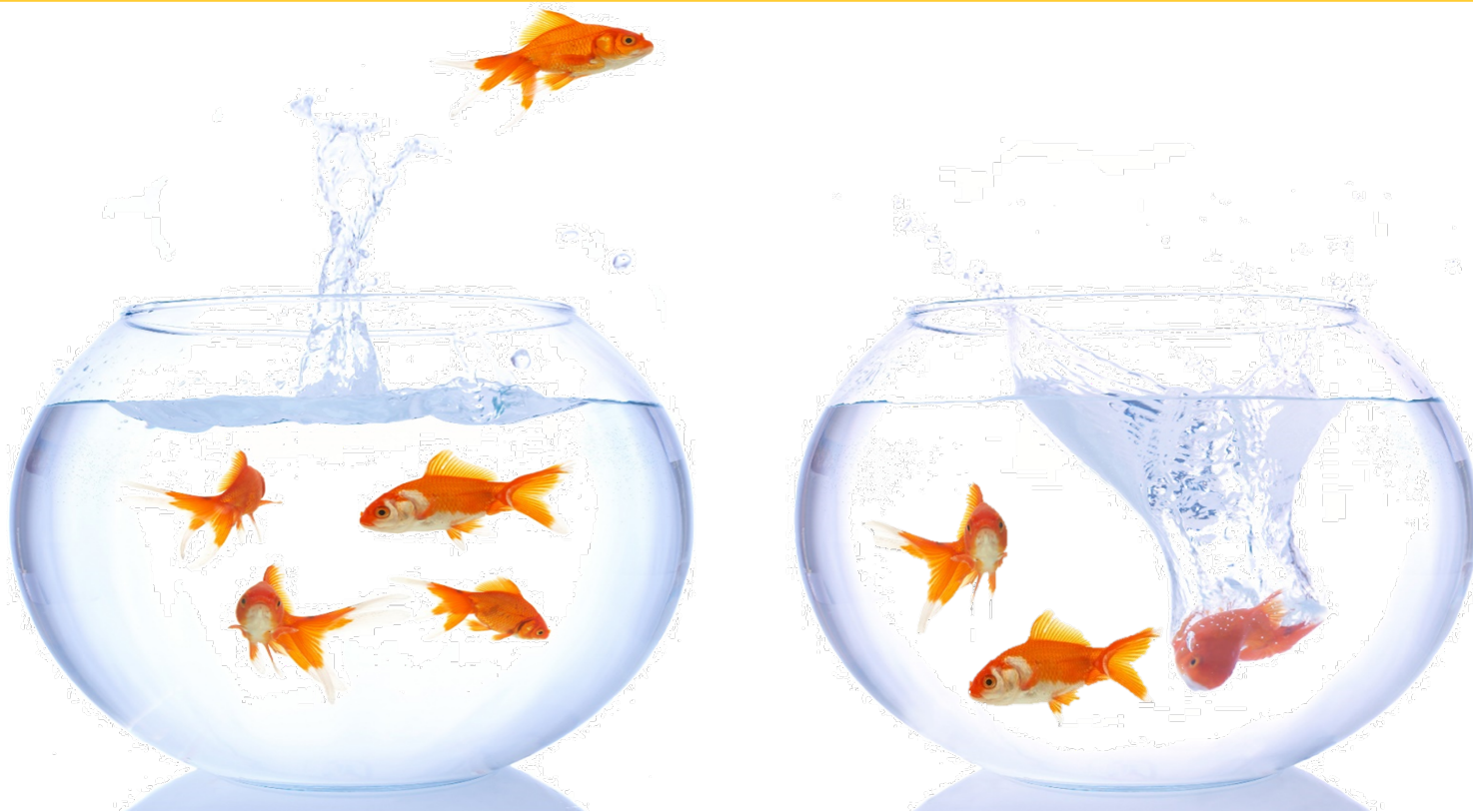
Outside Silos



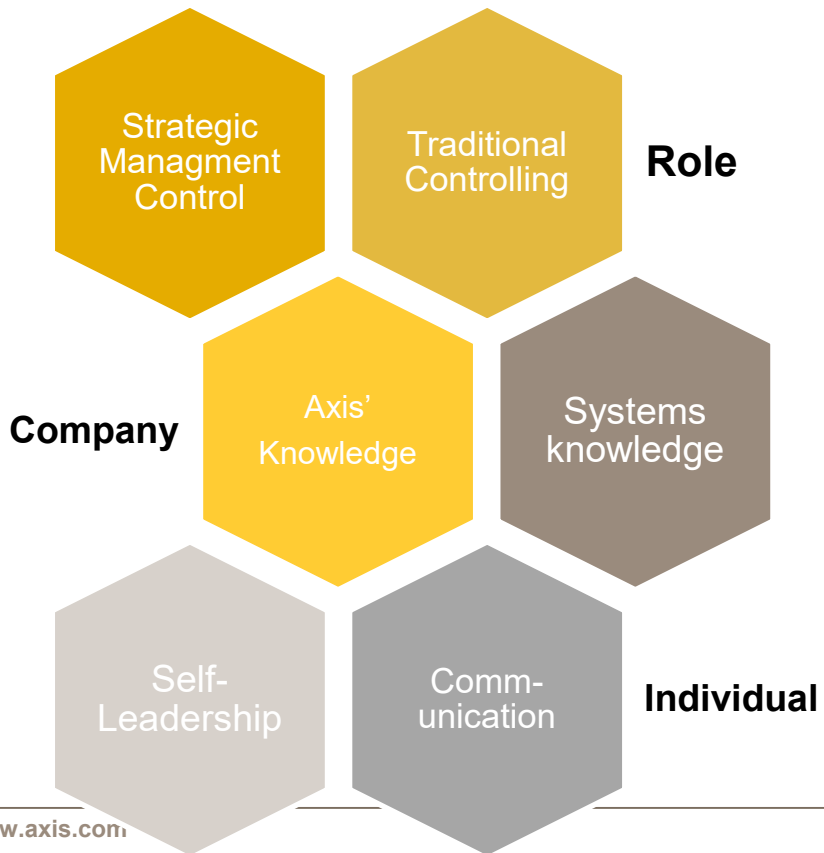
.. as people in most organizations work in silos..



.. some have to facilitate the interaction between these.

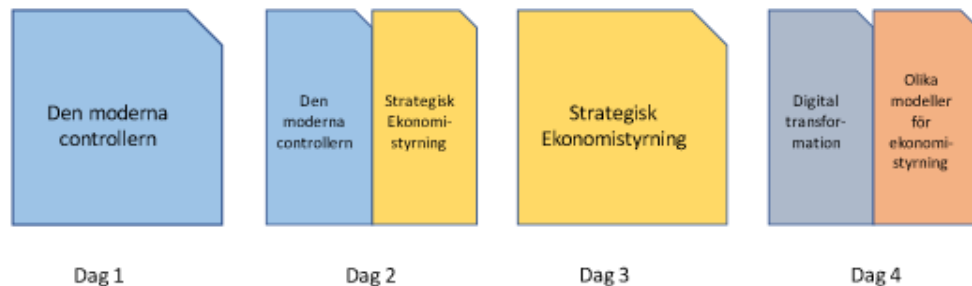


Training and Development



Collaboration with EFL “Skräddarsytt”

- > Start of journey: Winter /Spring 2018
- > 4 days of training together with EFL
- > Business Control & Group Control

**EFL**

EXECUTIVE FOUNDATION LUND

Ekonomihögskolan vid Lunds universitet


Traditional vs. strategic management control

Traditional management control

- > Historical
- > Introspective
- > Narrow scope
- > Internal performance
- > Single period
- > Manufacturing focus
- > Existing activities
- > Reactive
- > Programmed (often)
- > Overlooks linkages
- > Based on existing systems
- > Built on conventions
- > Financial measures
- > Exact figures

Strategic management control

- > Forward-looking
- > Outward-looking
- > Broad scope
- > Performance relative to competitors
- > Multiple periods
- > Competitive focus
- > Possibilities
- > Proactive
- > Unprogrammed
- > Exploits linkages
- > Unconstrained by existing systems
- > Ignores conventions
- > Financial and non-financial measures
- > Approximations



→ Close to the
business
→ A business
partner

Source: Lord (2007) in Hopper m.fl. (2007) s. 137 (från Wilson, 1995)

Achievements so far...

- > Building the team, prepared for Axis 3.0
 - Recruitment and Replacement
- > Training and Development on the agenda
- > The concept of Finance business partner is established
 - when hired, are meeting key stakeholders in recruitment – → commitment from management
 - Controllers are asked to add “more than” the financial view
- > Being more visible in the organization (inside and outside Finance)
 - Physical workspace
 - Participation in management teams and strategic meetings
- > Joy at Work



Key Learnings

- > Promoting a great company culture and the right attitude
- > Attracting and keeping the right people
- > Preparing for resignations
- > Top Management Support and Commitment
 - Recruitment
 - Education
 - Investment
- > Passion and Direction
- > **Relationship – key to success**
- > Have fun at work





Questions