



Implementing a new management accounting system

Opportunities & Threats

Eurobanking, Vienna May 2011

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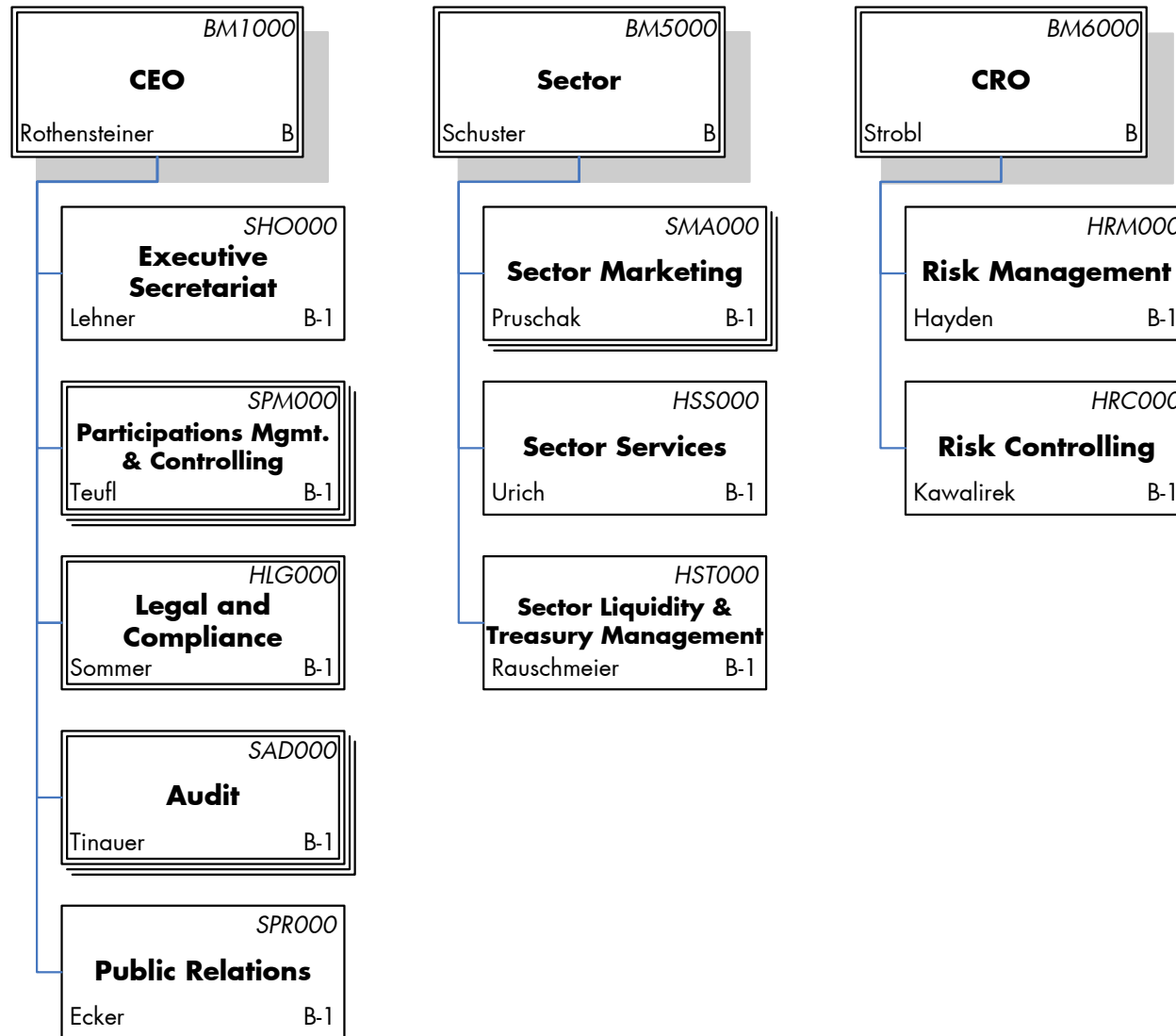
Agenda



- **RZB – Organisational Structure**
- **Management Accounting System – Implementation steps**
- **Threats: Beware!**
- **Opportunities**
- **Outlook into Future**

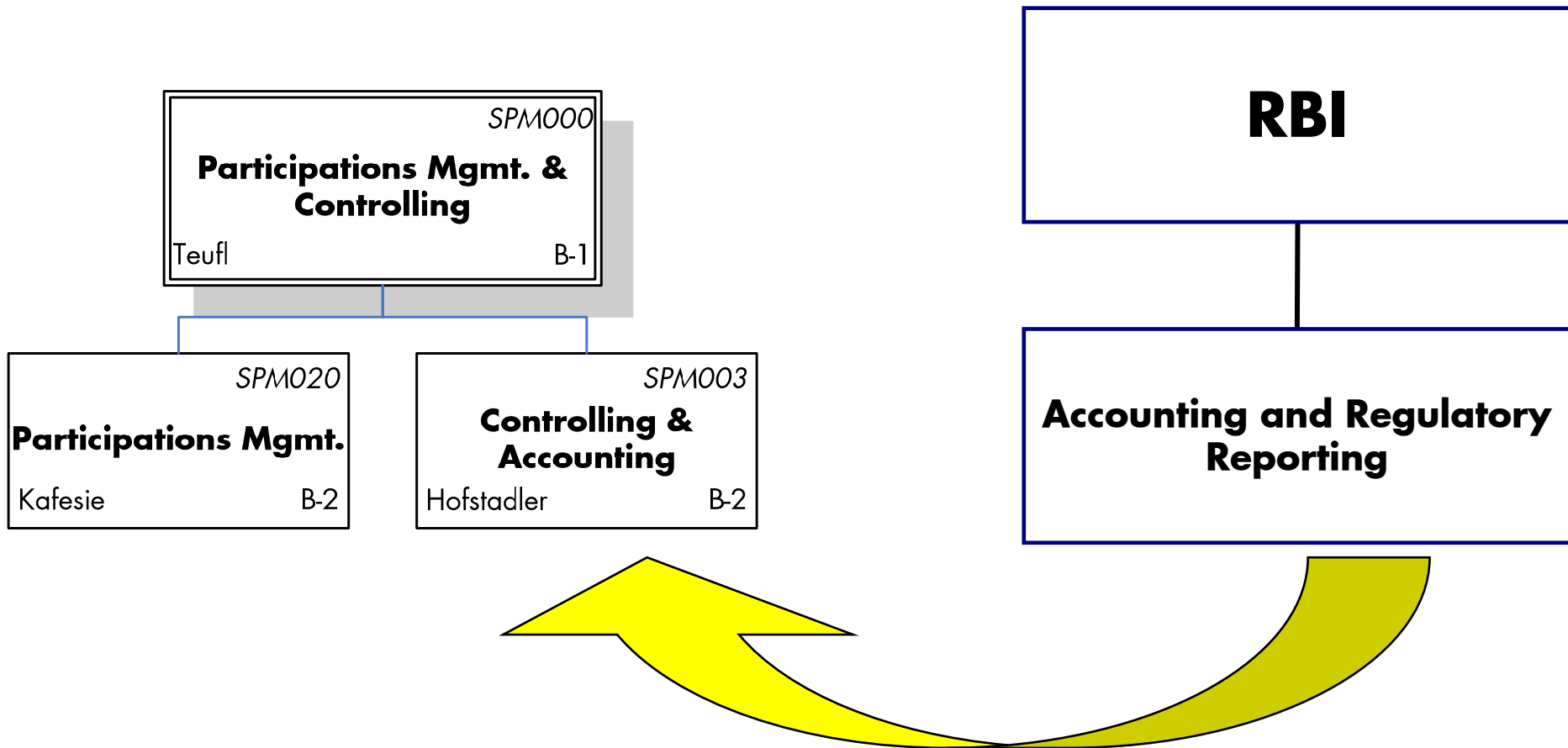


Organisational Structure RZB





Organisational interdependence between RZB & RBI



Cost accounting

- Cost types
 - Easy, cost accounts available
 - Not so business driven
- Cost centre hierarchy
 - Definition of cost centr types
- Cost allocation
 - Definition of cost allocation parameter
- Product cost calculation

Cost accounting

- Clear mapping of cost centres

Allocation parameter

m²

Headcount

PC

Profit Centre

Participations

Projects

Treasury

Other

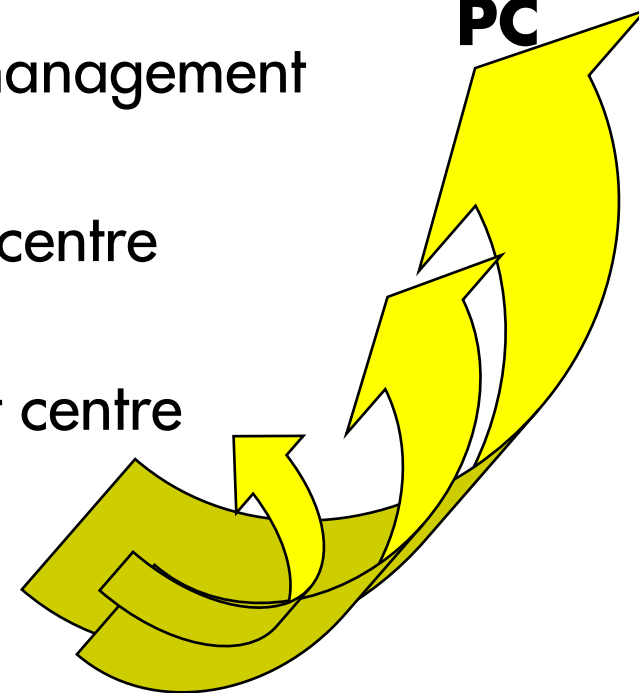
Cost Centre

Participation management

Projects – cost centre

Treasury – cost centre

Overhead





Distribution Scheme



... same as in RBI with modifications

Participations

Projects

Treasury

Interest Income
- Interest Liabilities
= NET INTEREST INCOME
+ Trading Result
+ Net Comission Result
+ Net Income from Investments
= GROSS INCOME
- Standard Risk Costs
- Standard Unit Costs
- Equity Costs
- Deposit insurance Costs
- Capital Benefit (neut.)
- Trading Result (neut.)
CM1
+/- Productivity Result
CM2

- Costs from Distribution Branches
+ Std. Unit Costs
CM3
- Costs from Management Region
- Costs from Business Line Mgmt H.O.
CM4
- General Overhead Costs
CM5
+/- Risk Result
+ Equity Costs
CM6
+ Other Operating Result
+ IFRS reconciliation position
+ Capital Benefit (reconc.)
Profit before Tax



Design

- User friendly - format documents in order to suit the recipient
- Recognition of data must be guaranteed -> identification!
- Classic report lines & new structure

Time schedule

- Budget – Autumn / once a year for a period of 3 Years
- Cost centres -> quarterly (in future monthly)
- Profit Centres -> Actual – Budget deviation / quarterly
- Forecast quarterly (3 times)

- **Hard facts**
 - Accounting – SLAs
 - Responsibility of data quality
 - Different Accounting standards
 - IT-System SAP
 - Cost accounting – fine!
 - Problems with profit centre accounting in banking business (e.g. refinancing costs)
- **Soft facts**
 - Austrian mentality 'Das war schon immer so'
 - Controlling as central data pool interpreted as Service centre for solving all problems



Opportunities



- **Long lasting experience of (former) RZB**
- **Smaller company -> shorter communication channels**
- **Direct contact to responsible management -> reduces misunderstandings**
- **Quicker decisions**
- **Flexibility**
- **Process in flow – learning & developing by doing**

- **Refinancing**
 - integration Treasury into Controlling system
 - IT-solution that can calculate the allocation of refinancing costs
- **Software standards same as RBI -> OFSA**
- **Reporting cycle quarterly -> monthly**