



CARGILL'S SAP CENTRAL FINANCE TRANSFORMATION JOURNEY

VIDEO TRANSCRIPT

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Constantin Holzner: Hi everyone. My name's Constantin Holzner and I'm excited to introduce some of our new thinking in the enablement of the CFO agenda through SAP. We believe true transformation within finance goes far beyond the ERP. It includes the full finance function, from accounting, to FP&A, from tax to treasury. I hope this encourages you to check out our latest thought leadership at SAP Converge and learn more about how to take your finance organization post-digital.

To do that, I welcome David and Laurence from Cargill.

David Davidson: Thank you, Constantin. Appreciate that.

Laurence, I know Cargill has been on a finance transformation journey for the last couple years. If you could, tell us a little bit about where you see SAP's central finance fitting into that transformation journey?

Laurence Uzureau: Thank you for the question. Central finance for us is from a data technology perspective, the digital core, but most importantly, it's really been a catalyst for change for both IT and finance in Cargill. So really cool journey that we're on and a lot more to go.

David: Very good, very good. So speaking of a lot more to go, where are you on the journey today and perhaps, what are some of the benefits you've already seen?

Laurence: So tactically, we're two years in. We've started to deploy in North America on SAP, as well as JD Edwards and now continuing on the journey. But I think most importantly, right, if you're looking at embarking on this journey is where are we at, what have we learned and what we would be doing the same or differently if we were to start over again?

And I think that's the value that comes to you as you listen to this. So I'd say there's five buckets. One is sponsorship, making sure you have CIO, CFO with you on this journey because it will be a change journey. You need that support right at the top of the house.

Two, the people. The people that you are embarking on that journey with your team, that construct of your team. We decided to do a global team to be able to deploy remotely and work remotely, which is a fantastic advantage that we're benefitting from in this COVID environment. So I would definitely say try to think about that if you have a global corporation, but the people who you chose on the program, super important.

Data. Data is critical to your journey. So think about governance, data, establishing that right from the start. CFIN does not work if data is not right or you don't get right information without the right data. So critical aspect right from day one.

The business case, making sure you have a vision for what you want to do, despite all the changes that will happen to your program as things evolve in your transformation journey and IT and finance and just your corporation overall. Making sure you stay focus on that vision and the benefits that you wanted to get from CFIN is critical as you mature through your transformation. So those would be some of the big buckets that I would say we continue learning about, but are critical as you set out your project.

David: Very good. So thank you, Laurence, and thank you for the partnership throughout this journey working with you. Very much appreciate you taking the time to be with us today and tell a little bit about your story at Cargill and simple finance.

Laurence: Great, thank you.

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