



thrive™

Speakers

Cargill

GUNTHER SMETS

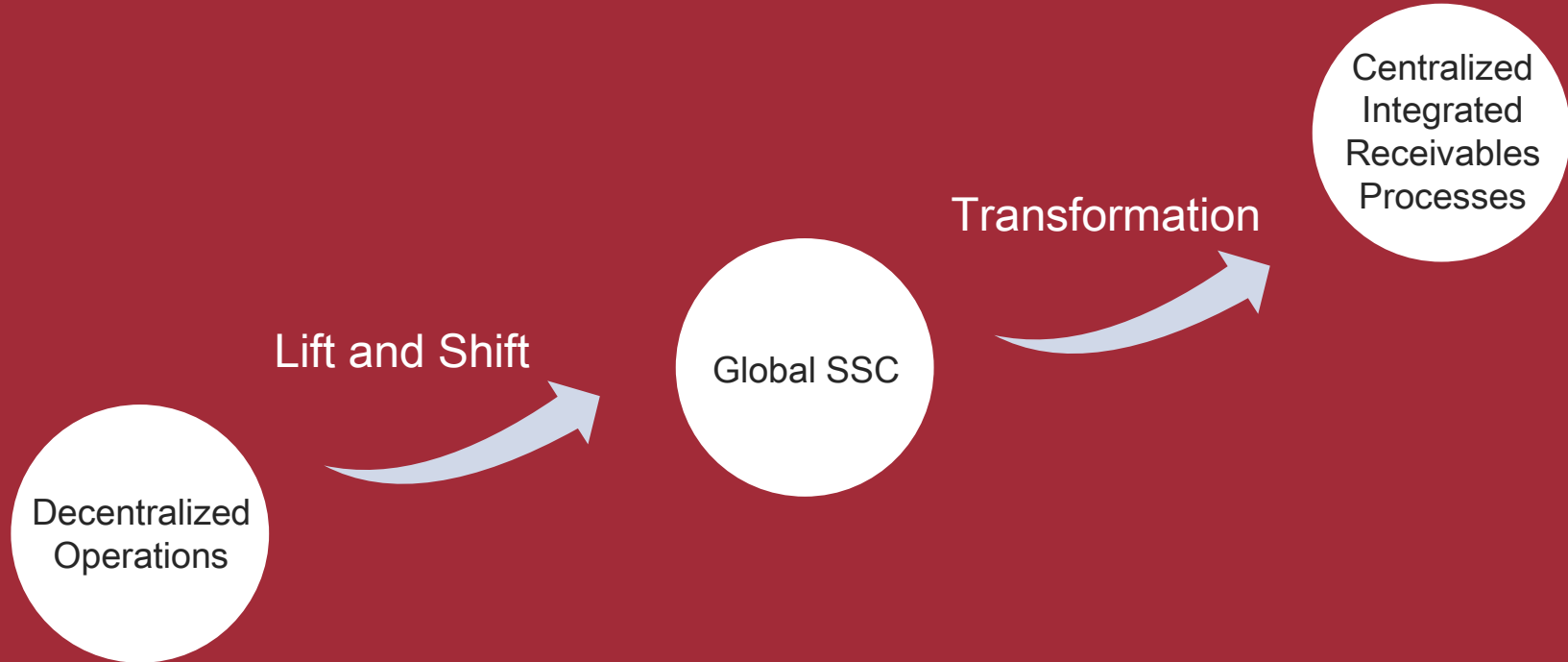
GLOBAL PROCESS OWNER,
ORDER-TO-CASH

JASON ASHLEY
GROCHOWSKI

SENIOR BUSINESS
APPLICATION ANALYST

Cargill's journey to successful Credit Risk Management, Reduced Receivables And Improved Working Capital

Journey at a Glance



- 1. About Cargill**
- 2. Corporate Process Overview**
- 3. Order-to-Cash at Cargill**
- 4. Process Maturity Assessment**
- 5. Analyzing Challenges in Order-to-Cash**
- 6. Goals and Solutions**
- 7. Project Details**

AGENDA



About Cargill



Cargill

With more than
150,000
employees



across nearly
70
businesses



located in
67
countries



our purpose
is singular:
**to be the
global leader
in nourishing
people**





...our diverse stakeholders:

Customers

Suppliers

Consumers

Candidates

Investors

Governments

Employees

NGOs





Communities

Corporate Process Overview







Corporate Process overview




Corporate Processes

-  **Hire to Retire**
-  **Record to Report**
-  **Order to Cash: Credit to Cash**
-  **Source: Source to Pay**




Facilitated Processes

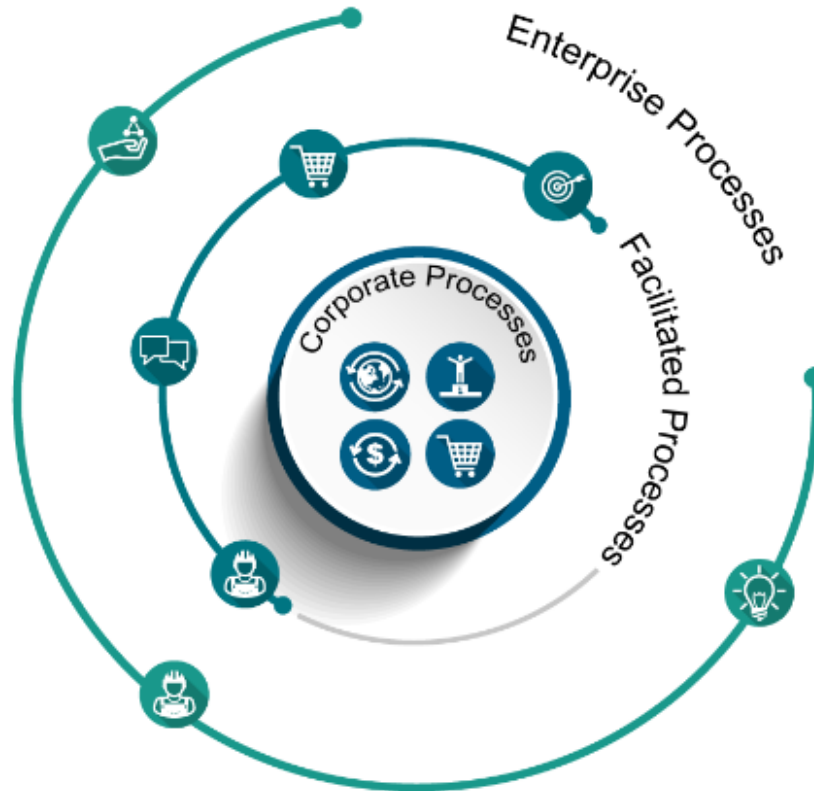
-  **Order to Cash: Customer Service**
-  **Strategize: Vision to Strategy**
-  **Make: Schedule to Produce**
-  **Sell: Opportunity to Order**

Enterprise Processes

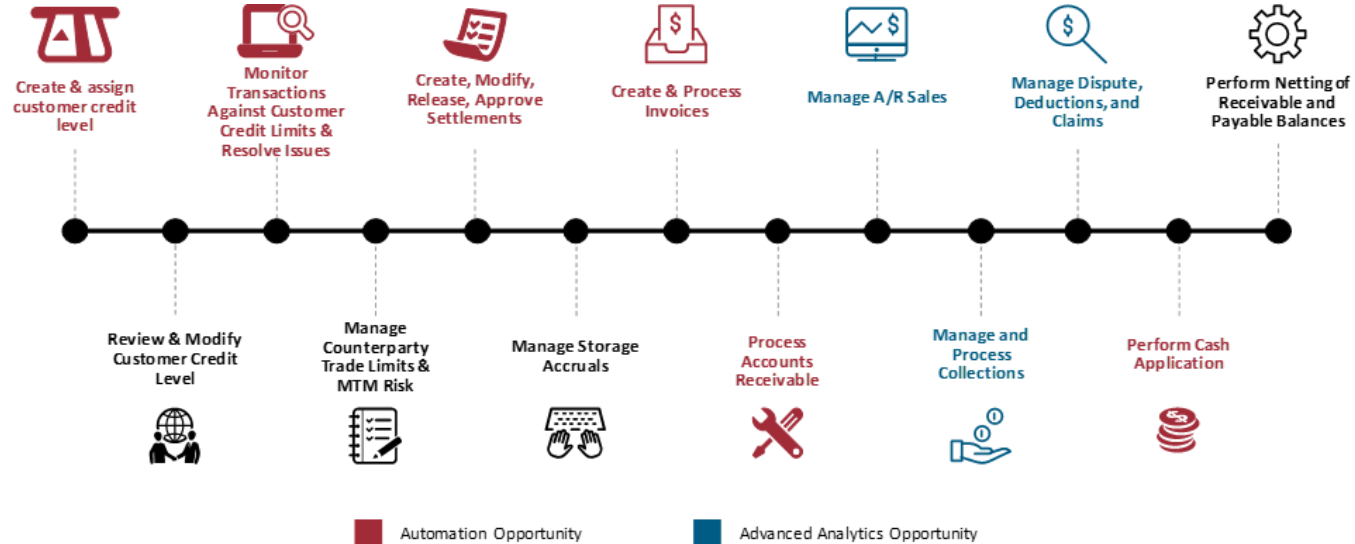
-  **Innovate (Create): Concept to Solution**
-  **Market: Strategy to Opportunity**
-  **Make: Schedule to Produce**

Supporting Processes

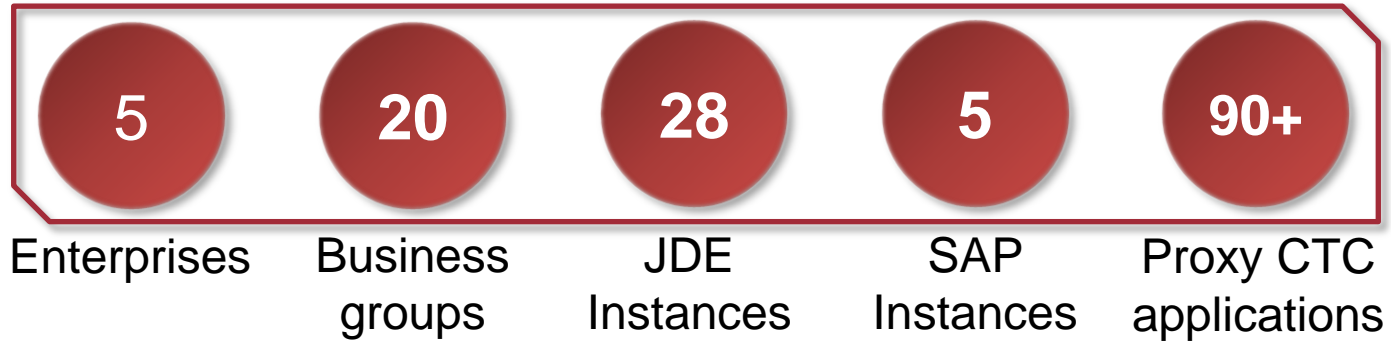
-  **Plan: Forecast to Schedule**
-  **Deliver: Produce to Deliver**
-  **Portfolio and Project Management**



Credit-to-Cash End to End Process



Initial Order-to-Cash Landscape

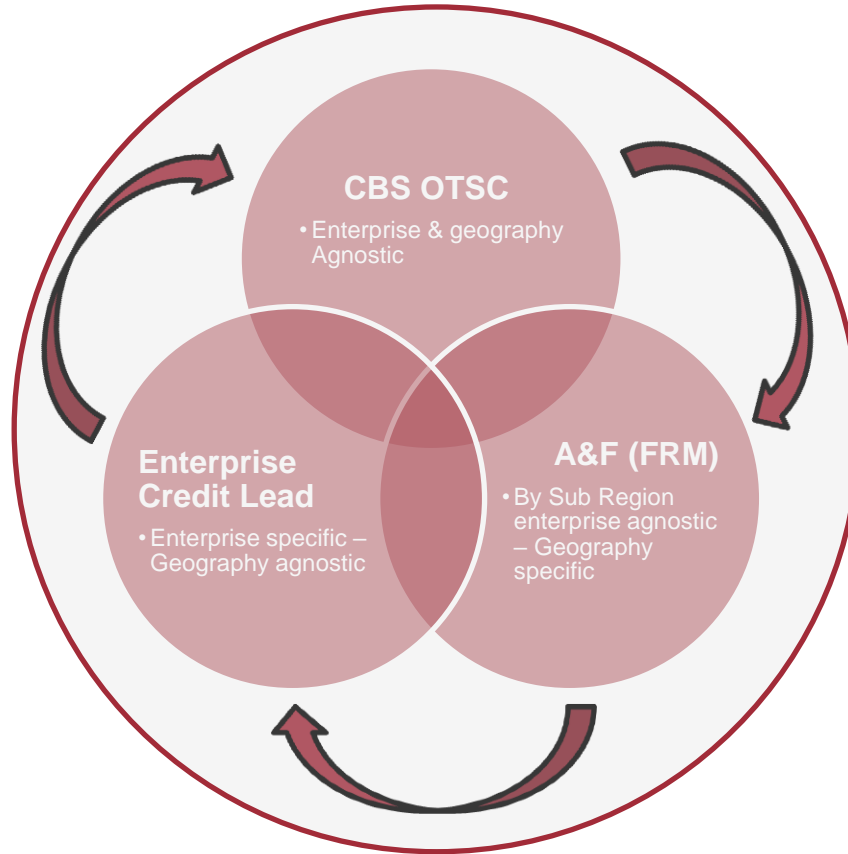


Fragmented Sub-Optimal Business Landscape:

Each Business Group by Region/Country has its' own Organizational structure, Policy, process, Technology, Metrics

Initial focus on People, Process, Data and Technology strategy

Organizational Design Principles

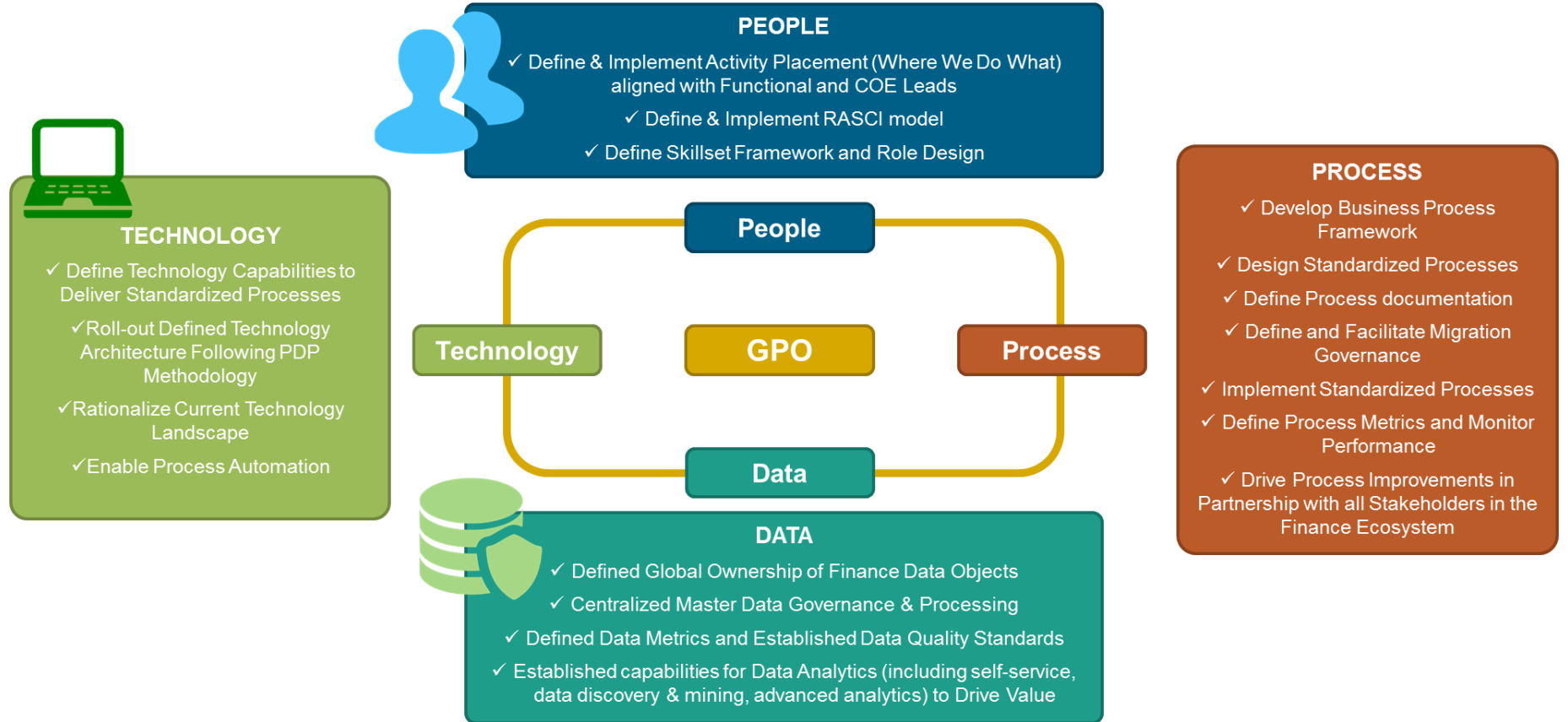


**E2E People, Process,
Data & technology**

Distribution of Shared Service Centers Across the Globe



Approach and role of the GPO



Process Maturity Assessment

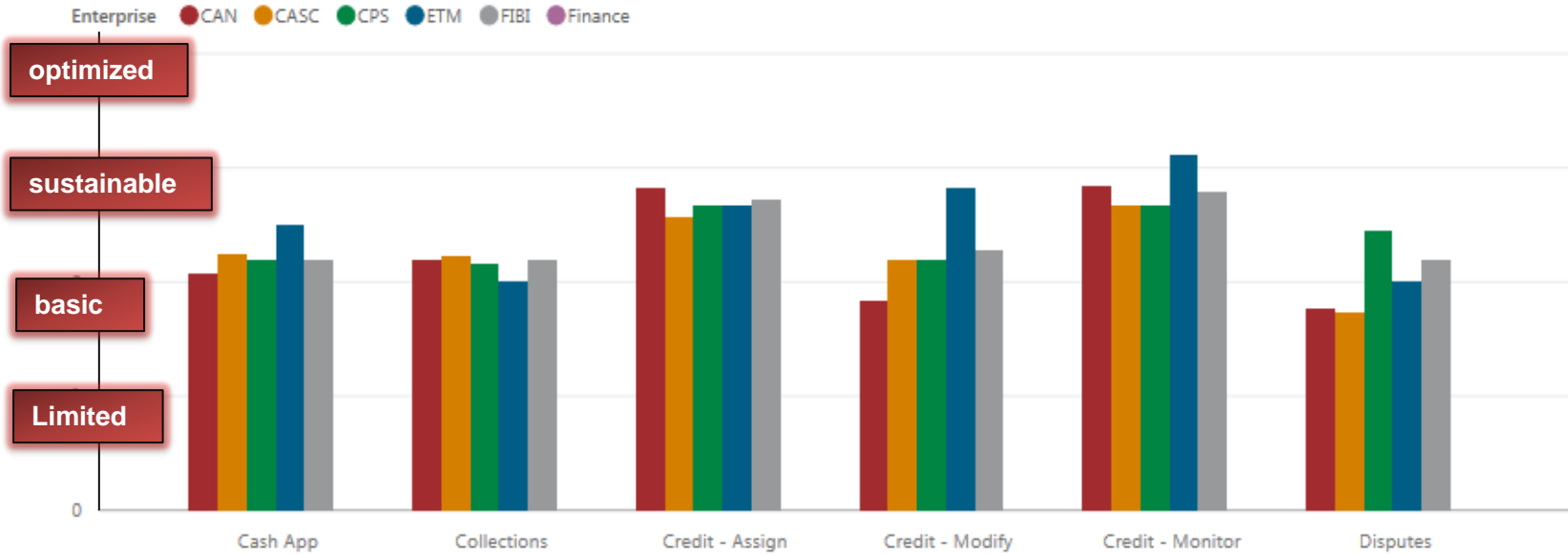


Maturity Assessment of the Order to Cash Process

- **Maturity Assessment and Goal Definition**
 - Assess process maturity and set process goals
 - Goal definition?
 - Internal - various departments and stakeholders
 - External - benchmarking against other organisations
- **Results**
 - Wide gap between maturity and capability
- **Next steps**
 - Define optimized – What does good look like?

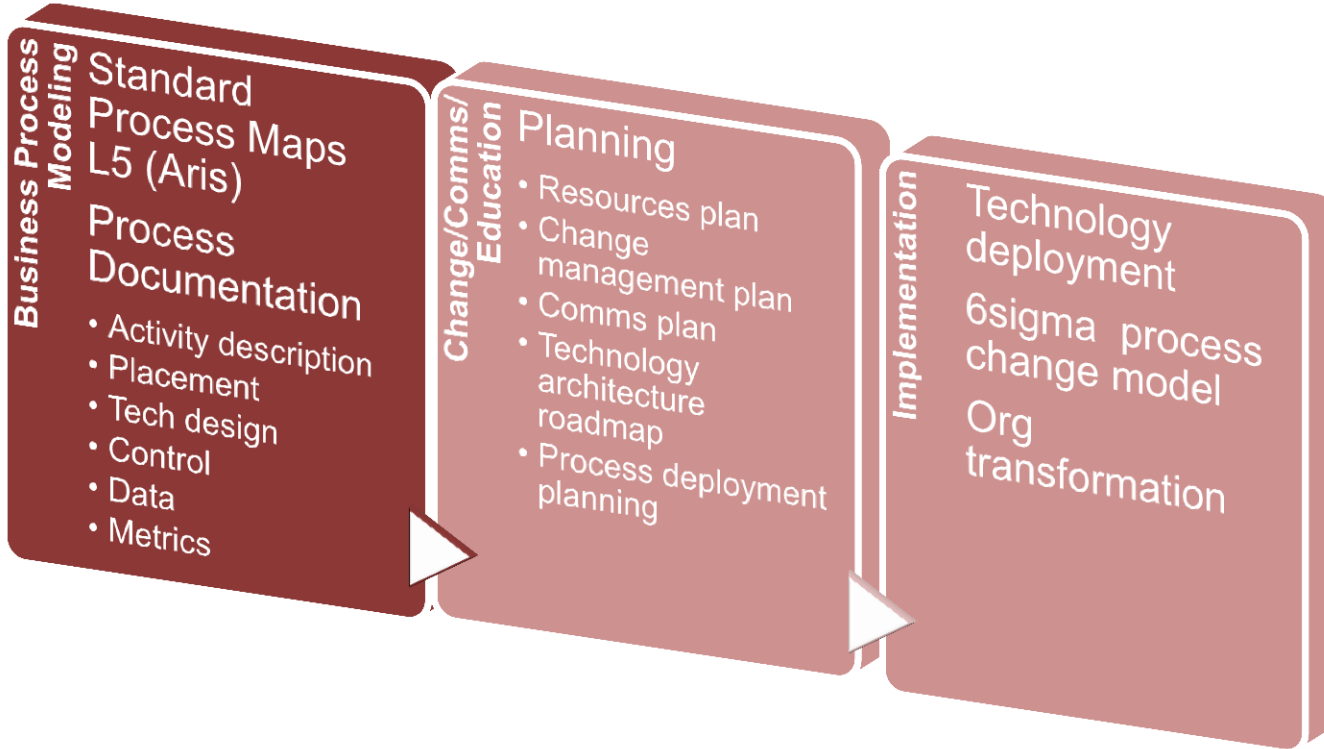
Maturity Assessment of the Order to Cash Process

Avg Enterprise Score by L3/L4

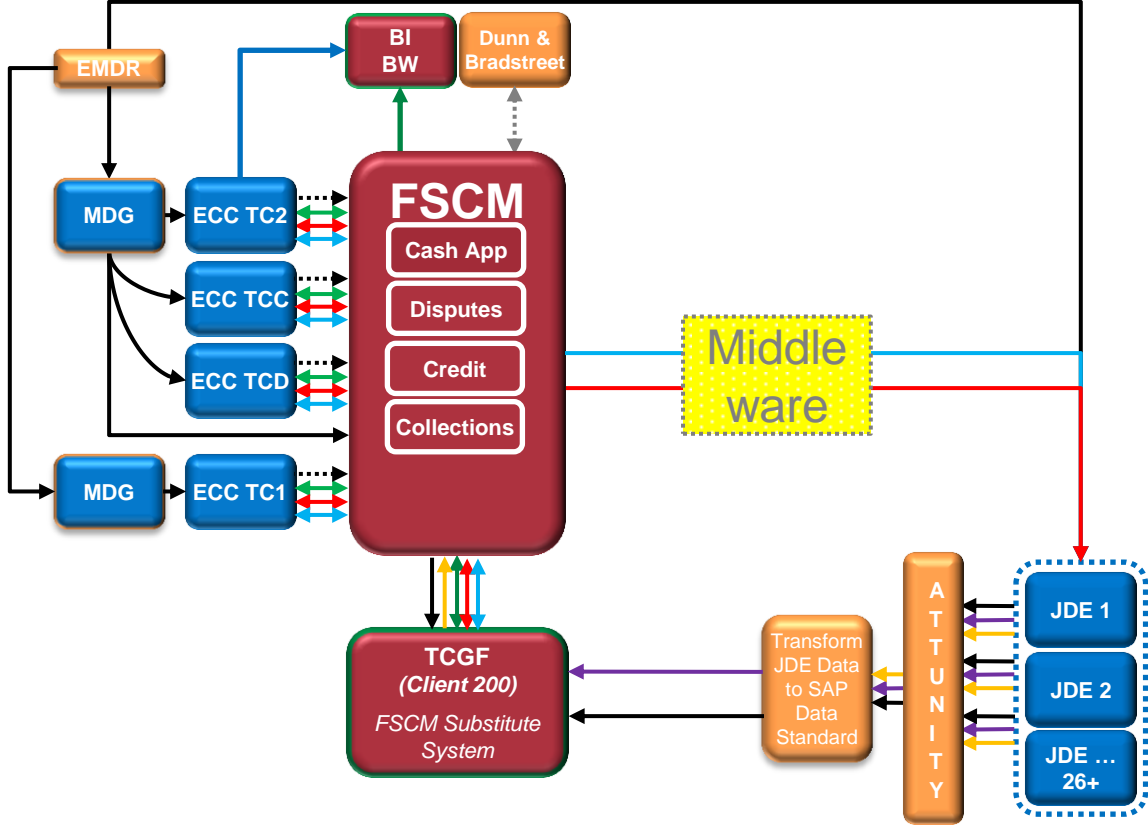


- Review done through interviews with stakeholders.
- Reflects a score by enterprise.
- Score for Cargill as an integrated company is limited to basic.

Objectives & Key initiatives: Phases and Deliverables



Data & Technology



Analyzing Challenges in Order-to-Cash



Order to Cash Challenges

- **Credit Management**
 - Judgmental credit assessment approach
 - Scattered risk mitigation strategies
 - Highly manual Order release process
 - Retro active approach
- **Collections Management**
 - Prioritization driven by collector insight
 - Limited Data insight on customer payment behavior
 - Different touchpoints by customer
- **Dispute Management**
 - Highly transactional
 - No clear role and accountability
 - No insight for decision making

Goals and Solutions



Project Goals

- **Credit Management**
 - Pro-active risk management
 - Risk Adjusted Return
 - Increased Process efficiency
- **Collections Management**
 - Improved working capital
 - Improved customer experience
- **Dispute Management**
 - Value recovery
 - Improved Customer experience

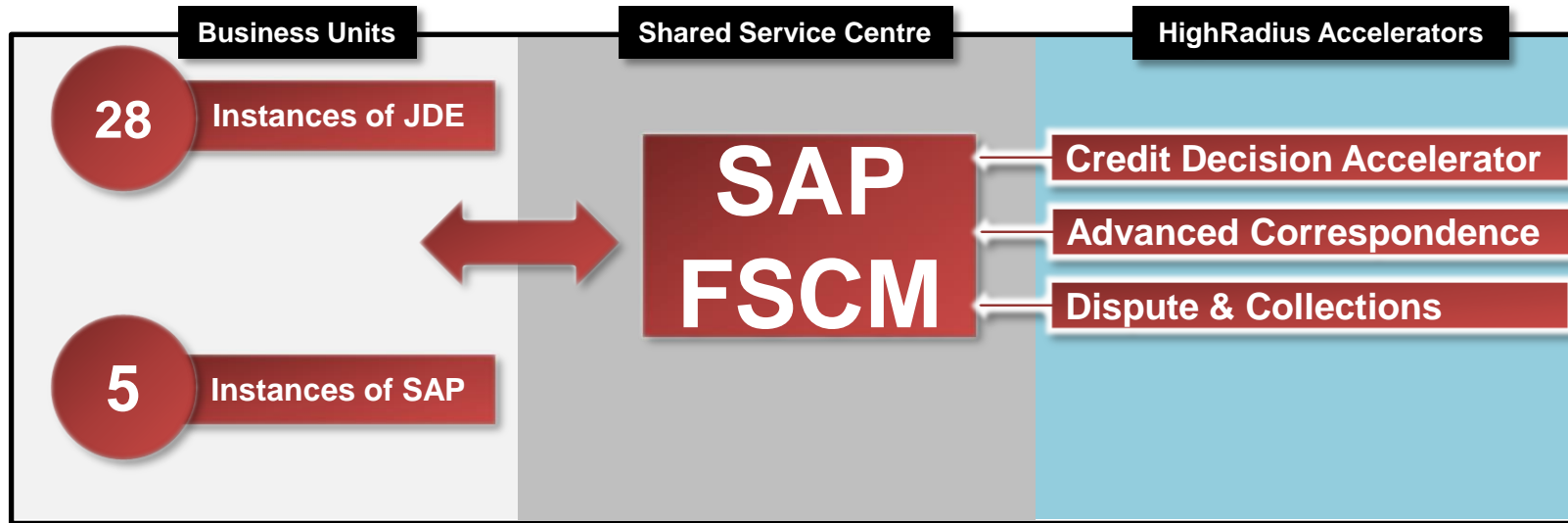
Vision with HighRadius enablement

- **Credit Management**
 - Normalized dynamic scoring methodology
 - Pro-active risk alerting
 - Segmented automation
- **Collections Management**
 - Customer segmentation
 - Behavioral driven collection strategies
 - E2E process insight
 - SPOC
- **Dispute Management**
 - Root cause analysis
 - Role driven automated process
 - Data Insight

Project Implementation Details

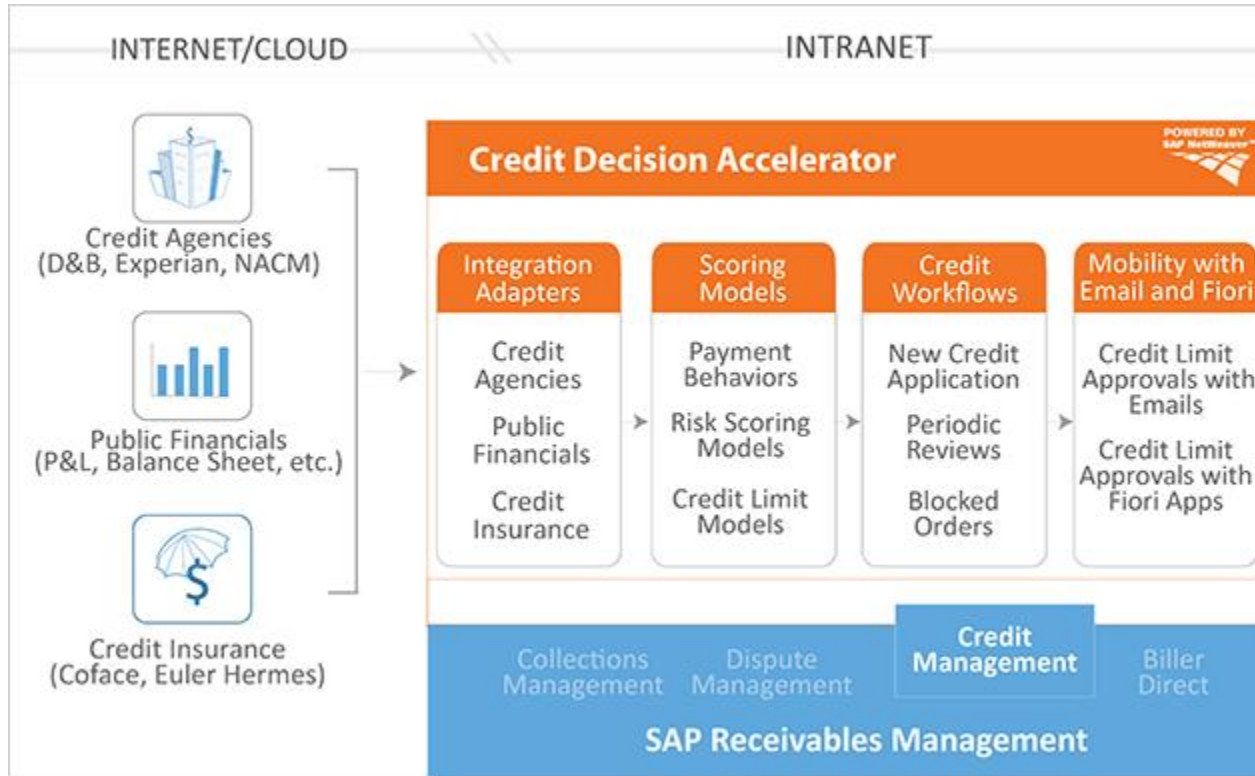


Project Landscape

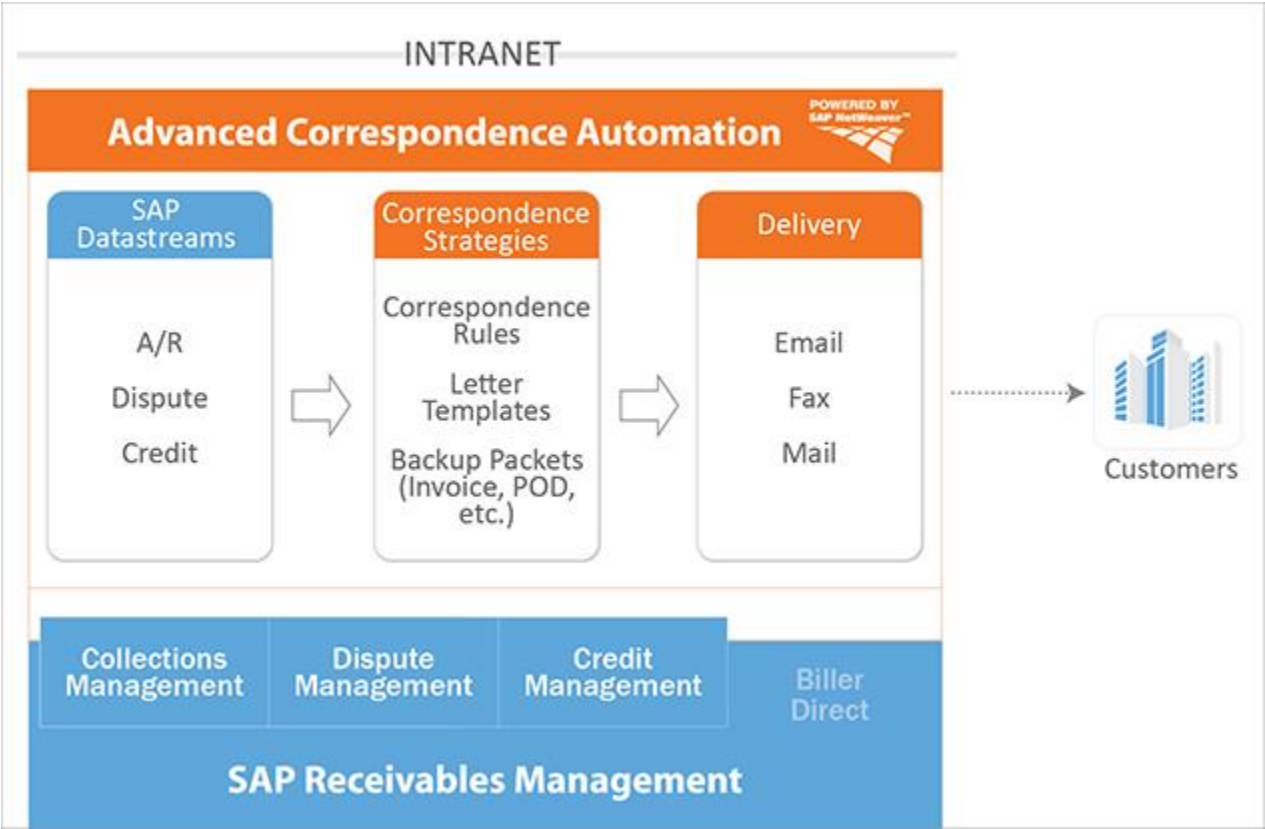


- Business units run on SAP and JDE instances
- Shared Services use SAP FSCM to manage A/R processes
- Additional functionality imparted to FSCM by the adding HRC accelerators

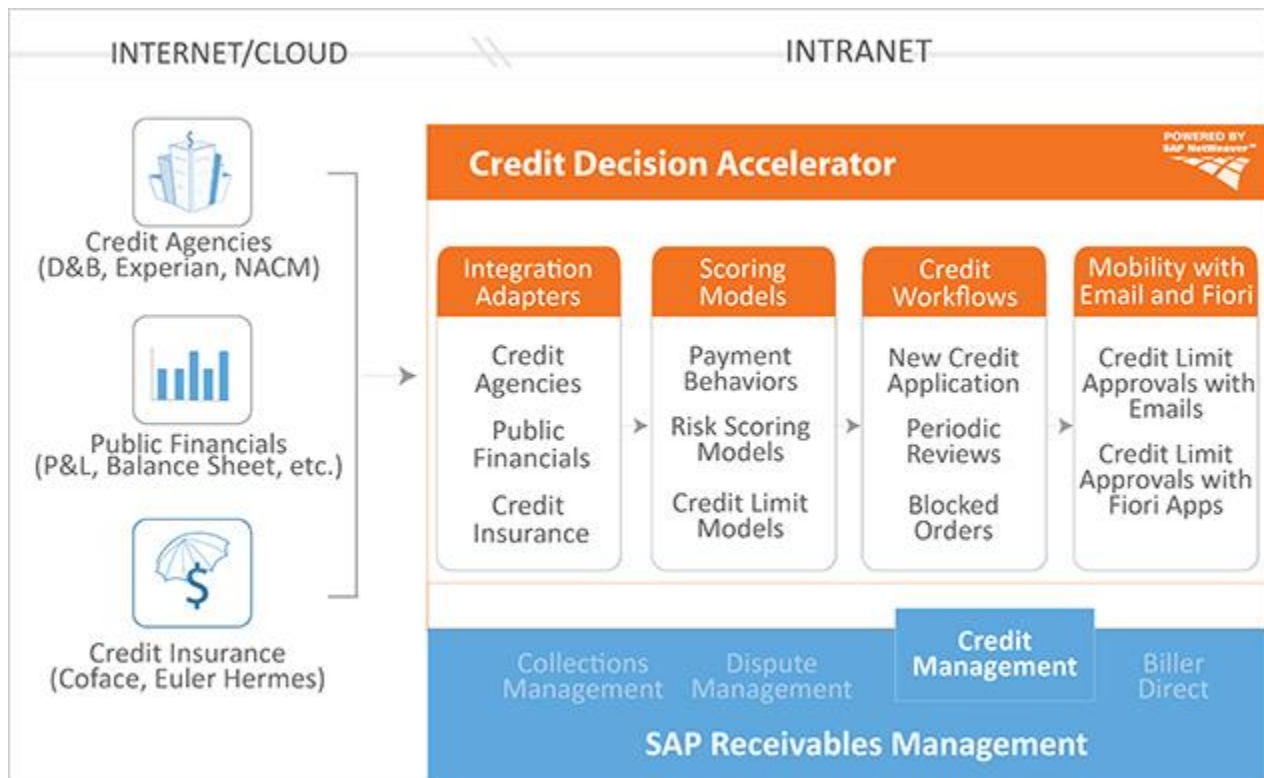
Credit Decision Accelerator



Advanced Correspondence Accelerator



Collections & Disputes Accelerator



Project Implementation

Phase-1

- Credit Decision Accelerator integrated with FSCM
- Project commenced in June 2015 and completed in Sep 2015

Phase-2

- Dispute & Collections Accelerator and Advanced Correspondence Accelerator implemented
- Project commenced in Dec 2015 and concluded in Apr 2016

Challenge

- Central FSCM system can integrate with multiple SAP systems and allows Shared Services team to work in one system
- But how to manage Collections, Disputes and Credit Business processes for JDE systems in central SAP FSCM system?

The Solution Implemented

SUBSTITUTE SYSTEM PROJECT

- This project configured the North America domain Financial Supply Chain Management application to use J.D. Edwards as a "substitute system"
- HighRadius (HRC) off-site location was used to implement, test, and prepare for Cargill environment change in order to lower the operational risk to Cargill as this operation has never been done at Cargill before.
 - Success at HRC location will support a configuration change at Cargill
 - Challenges at HRC location will support focused training and testing for deployment
 - Failure at HRC location could result in cancelling this project/roll-out to users

RESULT

- HighRadius built a Substitute System in HRC Environment, connected it to a JDE system
- Test Substitute system for standard FSCM Functionality was successful
- HighRadius developed and delivered Configuration Document

Go Live awaited!

Questions

