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## Cargill Business Process Optimization: A Customer's Continuous Improvement Journey Post SAP Implementation

Wendy Wigstrom, Operations Business Process Lead, Cargill  
Leslie Nelson, Business Process Manager, Cargill  
Ben Jacobson, IT Business Relationship Manager, Cargill  
Session ID #83374

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# About the Speakers

## Wendy Wigstrom

- Business Process Lead, Cargill
- Engineering background, 7 years with Cargill, responsible for GEOSNA Plant Operations and Supply Chain process areas
- I am getting married next month! ♥

## Leslie Nelson

- Business Process Manager, Cargill
- Over 25 years with Cargill in Project & Process roles and Finance.
- I live in Georgia outside Atlanta, LOVE the hot summers, have twins (boy and girl) that are 19 and in college

## Ben Jacobson

- IT Business Relationship Manager, Cargill
- Over 12 years with Cargill, most in various IT roles. I am responsible for the GEOSNA IT Project Portfolio
- I have 3 boys under the age of 5 who will (eventually) all be in high school at the same time.

# Key Outcomes/Objectives

1. Provide an Introduction to Business Process Optimization (BPO)
2. How to recognize the need for a SAP Sustainment / Continuous Improvement organization to meet business goals
3. How to best collaborate with an IT organization post SAP deployment

# Agenda

- Introduction to Cargill
- Introduction to BPO
  - ‘Day in the Life’
- How does IT and the BPO Collaborate?
  - Our Journey
  - Roles & Responsibilities

# Who is Cargill?

One of the  
largest  
privately  
owned  
companies in  
the world



Key player in  
the global food  
chain

A purpose of  
nourishing  
people



# Industries we serve

## Agriculture

- Farm services
- Grain & oilseed trading, processing and supply chain
- Sugar
- Cotton
- Palm oil
- Animal nutrition



## Financial

- Structured finance
- Risk management services
- Asset management funds



## Industrial

- Energy trading
- Ocean transportation
- Metals & ores
- Industrial salt & starches
- Bioindustrials & renewables



## Food

- Malt
- Chocolate
- Beef & poultry
- Eggs
- Sweeteners
- Texturizers & emulsifiers
- Refined oils

# Cargill's Size

2017 financial comparison to public companies

2017 FORTUNE Global 500 (Revenue in U.S. \$billions)	
1. Wal-Mart Stores	485.8
2. Berkshire Hathaway	223.6
3. Apple	215.6
4. Exxon Mobil	205.0
5. McKesson	192.4
6. UnitedHealth Group	184.8
7. CVS Health	177.5
17. Walgreens Boots Alliance	117.3
18. Kroger	115.3
<b>Cargill</b>	<b>109.7</b>
19. Chevron	107.5



# global edible oil solutions

Leading Globally. Trusted Locally.

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## 8,000 employees

- 875 North America
- 600 SAP users



## 18 countries



## 16 oils

- 13 locations across North America

# Why Business Process Optimization (BPO)

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*To champion and facilitate continuous improvement through a focus on 'process discipline' and 'cross functional alignment'. Leads to faster decision-making and organizational agility.*

**Continuous Improvement:** Provides the structure and support needed to drive value from our processes.

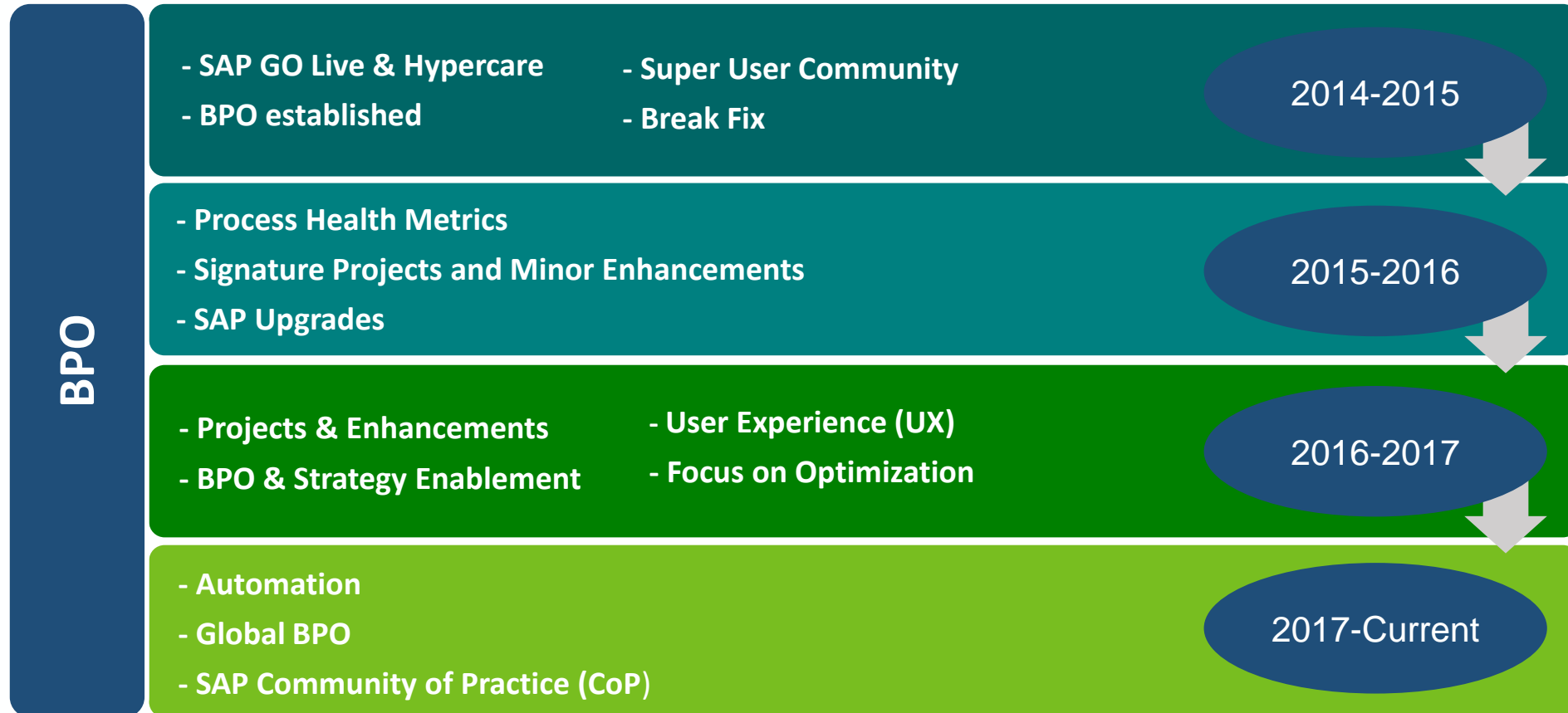
**Performance:** Improves the company's performance in an ever-changing and more complex environment.

**Healthy Organization:** Enables a process-disciplined and metrics-based business. Leads to more external integration and internal alignment.

**Competitive Advantage:** Processes will be aligned with our business strategy making execution to our customers a competitive advantage.

*A systematic approach to business processes enables an organization's workflow to be more effective, efficient and capable of adopting to an ever changing marketplace.*

# Cargill GEOSNA Evolution of BPO



**People**



**Data**

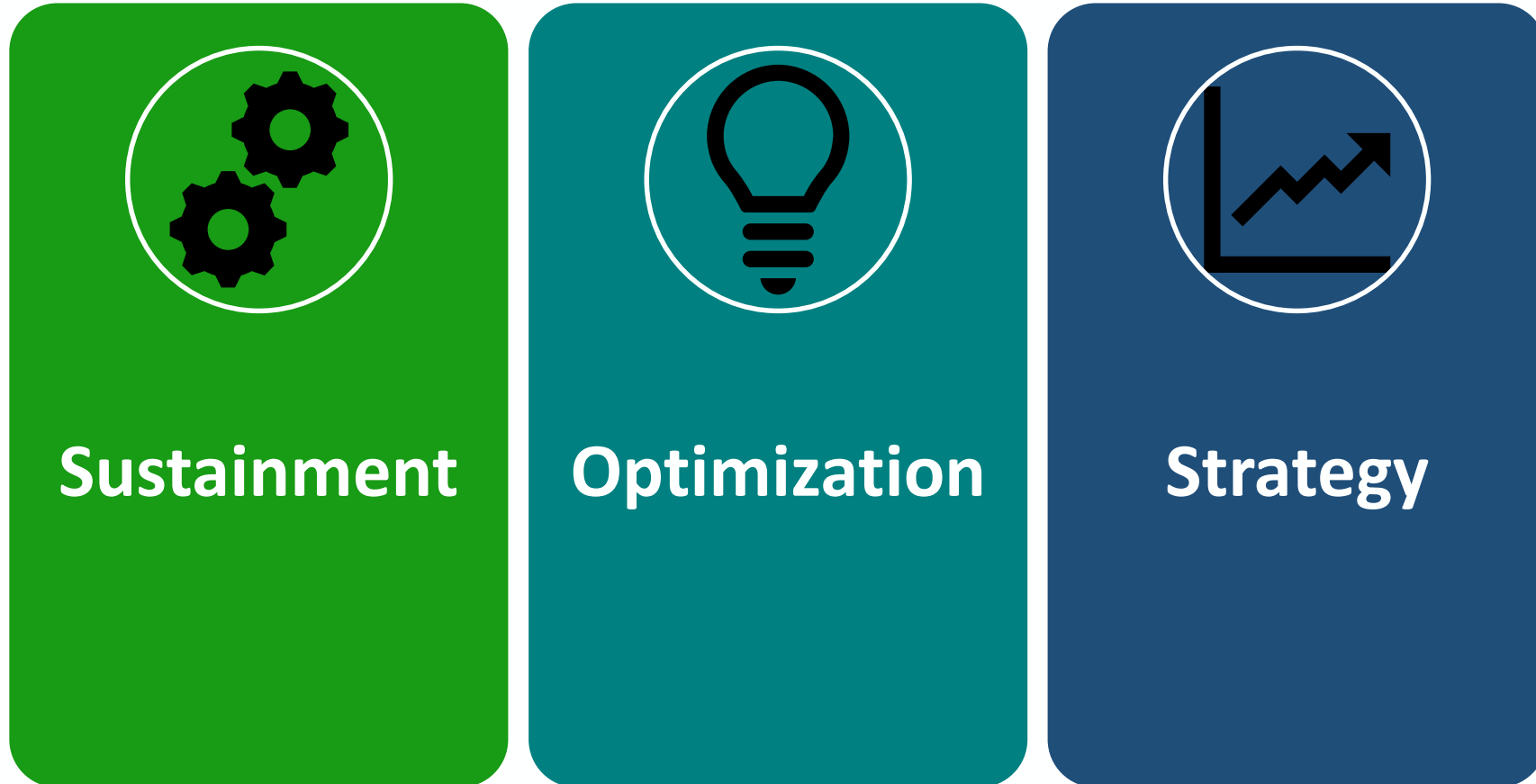


**Process**



**Technology**

# Foundation of a BPO



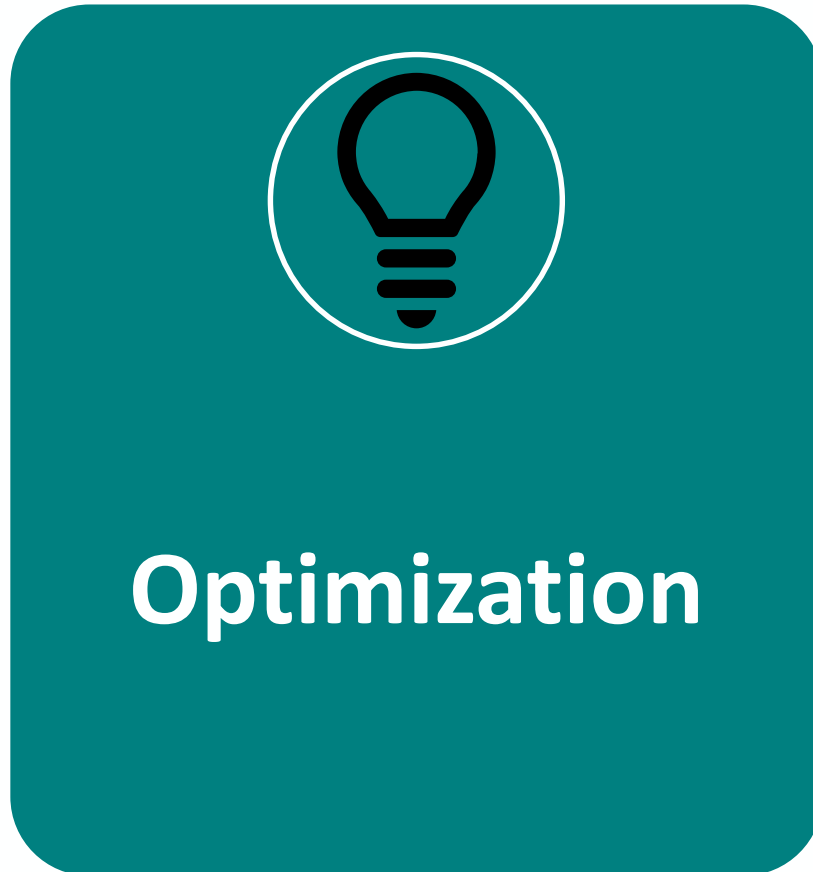
***Enabling the Business and Strengthening Process Culture***

# Foundation of a BPO - Sustainment



- **Enable Super User Network**
- **Develop Process Health Metrics**
- **Community of Practice**
- **Manage process documentation**
- **Manage upgrades/outages**

# Foundation of a BPO - Optimization



- **Continuous Improvement**
- **Kaizen**
- **Six Sigma Tools**
- **Minor technical enhancements**
- **Large scale new capabilities**

# Foundation of a BPO - Strategy



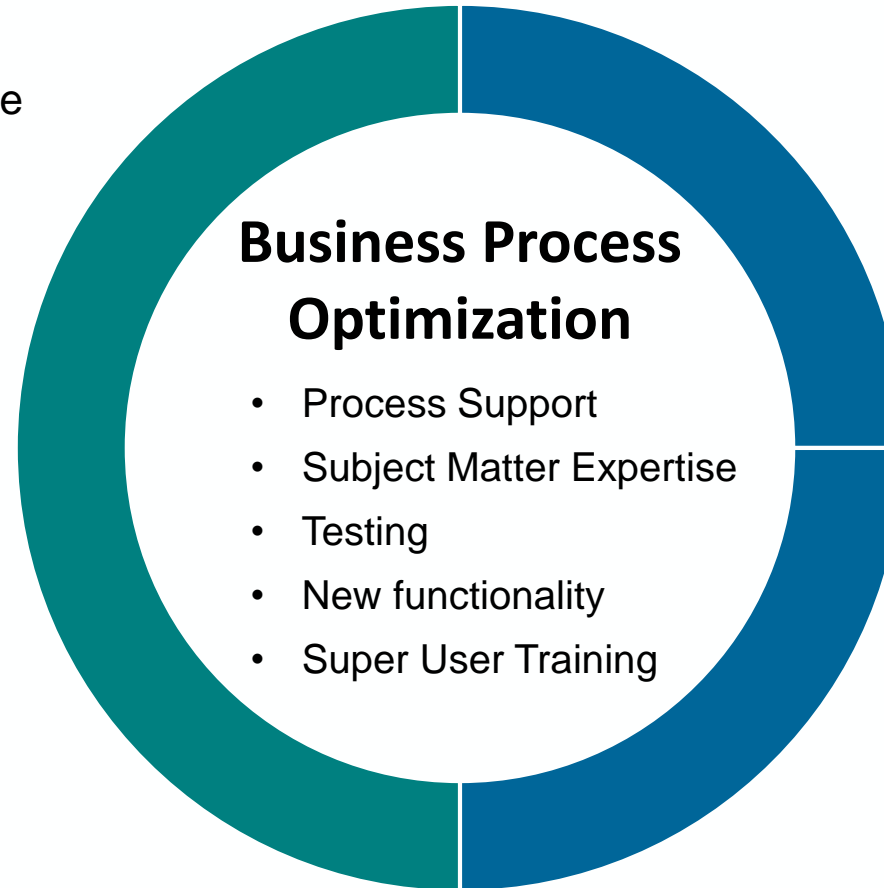
- **Agility to execute business strategy**
- **Processes for growth projects**
- **Process expertise MADJV**
- **Business Integrations**



# How do we work?

## Global IT

- Unified, cohesive user experience
- Technology innovation
- Shared services: Lean UX, Testing, DevOps
- Coordination with Cargill partners: TGRC, etc.
- Consulting and supporting Business/Product
- Community of Practice
- Incident Management & Escalation
- Solution Architecture Support
- Technology Governance



## Business

### Leadership

- Senior Leadership Sponsorship
- Process Area Support
- Strategy
- Optimization Opportunities

### Super User

- Process Area Support
- SU Network + Training
- Optimization Opportunities

### End User

- Execution
- Feedback

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# Questions?

# Take the Session Survey.

We want to hear from you! Be sure to complete the session evaluation on the SAPPHIRE NOW and ASUG Annual Conference mobile app.



# Presentation Materials

Access the slides from 2019 ASUG Annual Conference here:

<http://info.asug.com/2019-ac-slides>

# Q&A

For questions after this session, contact us at

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