



# Innovative Tools and Methodology for Data Conversion Efficiency

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# Cargill

- ❑ World's largest privately held company with 142,000 people in 65 countries and \$133 billion in revenue
- ❑ Composed of approximately 75 businesses organized around four major segments



## Agricultural

We buy, process and distribute grain, oilseeds and other commodities to makers of food and animal nutrition products. We also provide crop and livestock producers with products and services.



## Food

We provide food and beverage manufacturers, foodservice companies and retailers with high-quality ingredients, meat and poultry products, and health-promoting ingredients and ingredient systems.



## Financial

We provide our agricultural, food, financial and energy customers around the world with risk management and financial solutions.



## Industrial

We serve industrial users of energy, salt, starch and steel products. We also develop and market sustainable products made from agricultural feedstocks.

# Tartan Project

- ❑ Tartan will create a consistent approach to how we do business at Cargill by achieving the following goals:



**Process**

**Improving our key business processes**



**Data & Business Intelligence**

**Capturing and maintaining critical data and business intelligence**



**Technology**

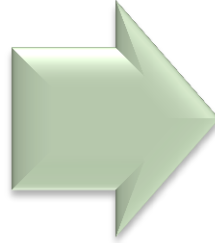
**Simplifying software applications and upgrading supporting technology**

- ❑ The Tartan scope includes most major business processes: plan to produce, procure to pay, order to cash, record to report, hire to retire, transportation, warehousing, trading, and risk management.
- ❑ Tartan has been designed to meet the needs of Cargill's diverse set of businesses in multiple regions and has been successfully deployed to poultry, deicing, chocolate, egg, salt, health & nutrition, and meat distribution businesses to date.

# Treating data as a “Corporate Asset” is a key enabler for Tartan

## Where We Are

- Duplicate data across systems
- Lack of data timeliness
- Lack of data quality and/or completeness
- Lack of data integration
- Desire to improve security and control of data
- Less relevant and useful reports
- Inefficient data gathering processes



## Where We Are Going

- Common, enterprise-wide data processes to create one version of the truth
- Data security controls and policies are aligned with business needs
- Central repository and management of data
- Common language across the organization
- Standardized, real-time reporting capabilities
- Improved decision making through trusted data and reports

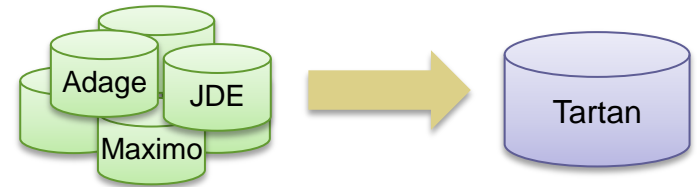
# Tartan Data Migration

## Data migration is important:

- First step in the journey to achieving data as a corporate asset
- SAP software will not operate effectively with wrong or incomplete data

## Tartan's data migration effort is large:

- Many types of data due to large process footprint
- Dozens of unique businesses
- Hundreds of legacy systems



## Potential savings is significant:

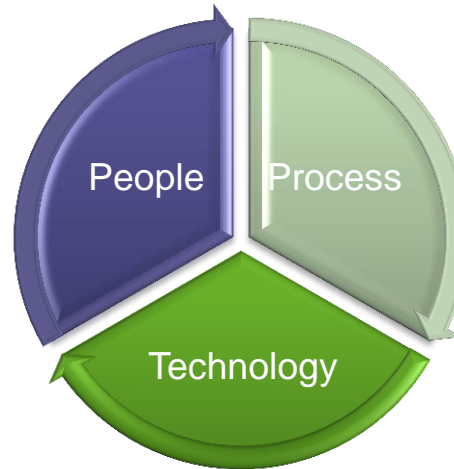
- Because Tartan's data migration effort is large, there is potential for significant savings by lowering the cost of the data migration work.

# New Delivery Model for Data Migration

After the first deployment, Cargill partnered with Accenture to develop a new comprehensive delivery model for data migration that was industrialized and scalable.

## New Cargill and Accenture Data Migration Delivery Model

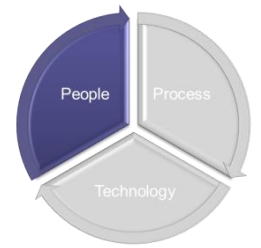
The **Off-shore Data Factory** enabled a **30%** reduction in data migration costs



The **Load Right Approach** enabled a **60%** reduction in the number of load cycles required for a successful go live

The **SAP Data Services starter kit** enables a reduction of up to **60%** of the development effort for the main data objects.

# New Delivery Model - People



## Main Driver

- **Off-shore Data Factory**

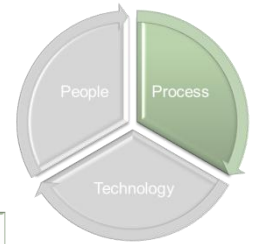
## Key Elements

- **Leverage Accenture off-shore data factory for the data migration technical work**
- **Follow standardized processes to execute the work**

## Achievements

- **30% reduction in data migration costs by moving 80% of the technical work off shore**
- **Follow the sun schedule (leveraged time zone difference)**
- **Nimble ramp-up and down of team size by leveraging a much larger talent pool**

# New Delivery Model - Process



## Main Driver

- **Load right approach**

## Key Elements

- **Early focus on data readiness BEFORE loading to SAP**
- **Implemented entry and exit criteria for each load cycle in order to objectively measure progress**

## Achievements

- **60% reduction in the number of load cycles (mock loads) required for a successful go live**
- **Brought focus and transparency to data readiness along the way, enabling timely corrections as needed**
- **Maximized the benefit of each load cycle**



# New Delivery Model - Technology



## Main Driver

- **SAP Data Services with SAP and Accenture starter kits**

## Key Elements

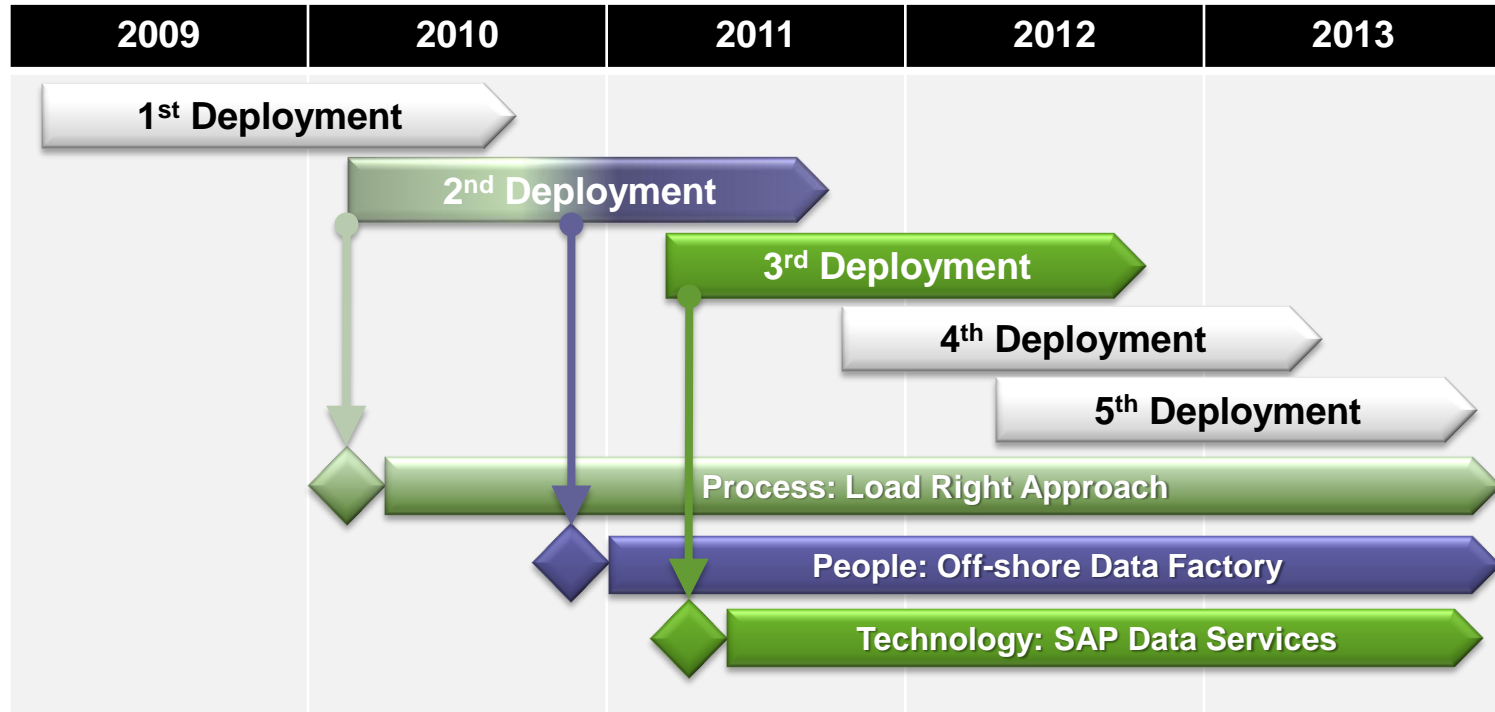
- **SAP starter kit includes best practices for the main data objects**
- **Accenture starter kit includes data construction and enrichment tools, templates, reports, programs and scripts**

## Achievements

- **SAP Data Services starter kit reduces development effort by up to 60% for main data objects and reduces load execution times up to 30% by leveraging SAP native features**
- **Accenture Data construction tool offers end users a familiar user interface (Excel), while securely saving data (SQL Server), and tracking quality and completeness metrics**

# The Transition

Tartan followed a phased transition approach to balance value capture and risk mitigation.



# Look Ahead



- ❑ Expand the scope of the off-shore data factory
  - Data migration design
  - Data sustainment
  
- ❑ Collaborate with other clients
  - Best practices
  - Lessons learned
  - Accenture and SAP are exploring the formation of a user group

# Key Takeaways

- ❑ It is possible to significantly reduce data migration costs without compromising data quality
- ❑ The SAP data migration tools have matured and can be successfully applied to large data migration projects
- ❑ Other clients can benefit from a similar approach (AAES / co-innovation results are available from Accenture)
- ❑ On-going collaboration amongst Accenture and SAP clients could lead to even larger benefits

