



CFO Insights: Enabling High Performance Through Leading Practices for Finance ERP

By C. Cristian Wulf

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"The benefits Carrefour achieved have been substantially in excess of predictions. The Shared Service accounting centers enabled streamlined processes, lowered costs, and introduced standard processes, a standard system, and standard data for a global company. The new infrastructure can support rapid expansion and can add new stores with the flip of a switch. From a systems point of view, Carrefour now has a 'factory' in place to deliver high-efficiency systems, tools, processes, and training."

--From Chapter 9, Implementation and Operational Imperatives for ERP

"The benefits of efficient information delivery are demonstrated by the results of one of the world's largest mySAP.com implementations. Siemens achieved a twenty-five percent cost reduction through streamlined information delivery and improved access to financial information. It also enhanced its reporting capabilities from seventy percent to nearly 100 percent through increased intranet availability."

--From Chapter 3, Financial and Management Reporting

Research shows that high-performance businesses and governments use finance technology as one of the capabilities to help executives make better decisions for resource allocation, while at the same time increasing productivity.

CFO Insights: Enabling High Performance through Leading Practices for Finance ERP includes a number of case studies and lessons learned from Accenture clients across a variety of industries that have implemented, upgraded, and operated Oracle/PeopleSoft and SAP. Each case study highlights vital thoughts, benefits, and considerations and provides relevant guidance as one proceeds with an ERP on the journey toward high performance.

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Editorial Review

From the Inside Flap

"We have never thought of ourselves as a hotel company. Anybody can provide a room and a bed. Marriott is a service company. With the capabilities we could gain through this transformation, we would be well positioned to provide our global workforce with the tools and information they need to better serve our customers. And we would be better able to do business the way our customers, owners, and franchisees want us to."

—Bill Shaw, Marriott's President and Chief Operating Officer

High-performance businesses and governments recognize that finance capabilities matter. In this book, Accenture executives focus on leading practices in finance, and how they can be realized through finance enterprise resource planning (ERP) solutions. Accenture's research shows that finance capabilities enabled through ERP solutions both drive and enable high performance.

For decades, ERP solutions have consumed vast amounts of time, resources, and money as organizations strive to implement, upgrade, and operate these complex integrated solutions from vendors such as Oracle/PeopleSoft and SAP. Successful organizations have learned to treat an ERP solution as a broad program that impacts business processes, policies, organization and technology, rather than a one-time event. By looking at end-to-end business processes rather than individual functions, organizations are able to identify and understand key integration points and areas of focus.

This book reviews key end-to-end business processes such as procure to pay, order to cash, and asset lifecycle, along with key finance functions such as the closing process and financial and management reporting. Each chapter discusses process, technology, and organizational considerations—all components of high performance.

CFO Insights: Enabling High Performance through Leading Practices for Finance ERP also provides key points of view on broader implementation and operational imperatives such as:

- Transforming finance through ERP-enabled shared services
- Enterprise performance management
- Total cost of ownership

This book includes metrics and insights from The Hackett Group to provide the latest information from their database of finance benchmark information and leading practice trends.

From the Back Cover

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About the Author

C. CRISTIAN WULF is an Executive Partner in the Accenture Finance & Performance Management service line. He focuses on CFO issues, including ERP implementations (Oracle, PeopleSoft, and SAP). Currently, he leads the global ERP practice for the Finance & Performance Management service line. He holds an accounting degree from the Universidad de Buenos Aires in Argentina, and an MBA from the University of Washington.

Users Review

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Ryan Daggett:

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Roger Everman:

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