and we wanted to make sure that the specific needs for McDonald’s were integrated at every step of the way. We also knew that diversity was a key consideration, just as it is for Accenture. So, while we worked in defining the future of finance, we also took great care to reflect the culture. We knew we were on the right track when we heard: “For the first time I felt like my voice was being heard.”

Sirisha: Michelle, this story is so impressive. I understand that the approach was solid, but what are some of the results you can share with us today?

Michelle: Thank you. I am so excited to share that we have done to date:

- Implemented a Global Planning Solution that is being used by more than 120 countries leading to ONE connected Financial Planning process.
• We defined **ONE common financial language**, bringing together a single source of truth
• We connected International Market teams to deliver **ONE Global ERP design** showcasing Oracle Cloud capabilities in over 20 workshops
• And, beyond the quantitative, we are really proud of the qualitative results as well—you could say it's the “special sauce” —
  o But we build **trust**...  
  o we ensured **collaboration** ...  
  o **AND we empowered** the business in defining the future.

Sirisha: What an incredible story. I know this project started with a great relationship, and it seems you guys ’ve managed to grow that sense of trust and expertise at scale as well. Thank you, Michelle, for sharing how important it is to really listen, and to lead with empathy and agility.

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