

## Bunge: Accenture Academy

A large, stylized blue chevron graphic pointing to the right, positioned behind the text "High performance. Delivered."

High performance. Delivered.

### Client profile

Bunge Limited is a leading agribusiness and food company with more 35,000 employees in 40 countries.

### Business challenge

Bunge is a global organization with operating companies in each continent. To realize savings and improve efficiencies, the company launched its Excelerate initiative to rapidly increase its global talent capabilities across finance.

As part of this initiative Bunge looked at its global talent bench and found that they hired excellent people for its various finance functions, but that these specialists had a limited understanding of other finance areas. To increase business agility and provide greater opportunity for people to move between finance functions, Bunge involved Accenture Academy to set up a global learning program to "cross-train" its finance organization.

### How Accenture helped

To build cross-functional finance capabilities, Accenture Academy set up a training curriculum for each of Bunge's finance functions as a component of Bunge's Finance School. Each curriculum starts with online foundational courses, followed by three-hour workshops co-authored by Accenture and Bunge subject matter experts. After attending the workshops, participants return to the Academy portal for advanced-level courses.

The workshops are delivered by Bunge senior staff to ensure Bunge elevates the talented people it hires, by letting internal subject matter experts share their knowledge with junior people in the organization. Furthermore, regional CFOs were involved in deciding how to move forward and who will participate in the program. This ensured commitment at all levels in the organization.

### High performance delivered

Employee engagement in the learning program far exceeded Bunge's goals as the company noticed people were taking other courses besides their recommended curriculum, such as in leadership and business acumen. Employees not only took ownership of their learning; they provided highly positive feedback on the program, recommended it to colleagues and indicated they were able to apply what they learned to their current jobs. These results validated that providing opportunities for employees to learn outside of their current expertise would benefit the entire finance organization.

Following the success with its finance training program, Bunge asked Accenture Academy to set up a learning program for its procurement organization as well. Here the goal as part of the Excelerate initiative is to build critical competences and provide prescriptive course series focused on closing skills gaps.

In addition, Bunge involved Accenture Academy to set up a learning program for its supply chain organization, to facilitate the implementation of various new business processes in production, planning and logistics.

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**Nancy Lysandrou, Senior Manager, Global Learning & Development, Bunge Limited**

## About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with more than 336,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$30.0 billion for the fiscal year ended Aug. 31, 2014. Its home page is [www.accenture.com](http://www.accenture.com).

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