



# HOW CFOS CAN ENABLE CHANGE ACROSS THE ORGANIZATION

## VIDEO TRANSCRIPT

### **Joan Sendra:**

In our perspective, what we believe makes a CFOs successful and effective is the way the make decisions and generate buy-in within the organization and colleagues. What is your experience with that? What is your understanding of Danone activating change and you adjusting your approach to enable that change for the organization?

### **Irene Boj:**

Yes, I'd say that without the engagement of my peers; Marketing, Sales, Operations, you cannot really lead any transformation. So what I'm doing, is first listening to them to understand their point of view. At the side I try to let them understand the CFO point of view. Sometimes as a CFO we have a more "helicopter view" or "360 view," so its about a conversion that goes both ways and going with them to visit customers and factories and working together.