About the Speakers

Efrem S Johnson

- Associate Director - Project Delivery MDM, Mondelez International, Inc.
- Favorite Mondelez Products
  - Domestic – Oreo
  - International - Cote d'Or

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- Chief Solution Architect, SAP America, Inc
- Lead the Procurement & MDG BDS Global COE in NA

Key Outcomes/Objectives

1. Importance of Master Data in Intelligent Enterprise

2. Implementing governance on Master Data

3. Understand Mondelez's Master Data transformation journey

Agenda

- Master Data and Intelligent Enterprise
- Mondelez Phoenix Project
  - Data Management Vision
  - Guiding Principles
  - Deployment Options & Option Chosen
  - Challenges & Lessons Learnt
- Role of SAP MaxAttention in this transition journey

Role of Master Data in Intelligent Enterprise

MASTER DATA AND INTELLIGENT ENTERPRISE

Master Data The DNA for Business Processes

One touch end to end; Single version of Truth; Data you can Trust

MONDELEZ PHOENIX PROJECT

Master Data challenges …

- Time consuming process to create new Master Data Record
- Disconnected Applications & Data in silo's – creates challenges for loading and synchronizing master data, data de-duplication
- Creation process is error prone
- With lack of defaults, derivation rules, workflows and traceability
- Data enrichment is again a complex process across different organizations
- Mass processing is done which has a lot of challenges including now tooling which isn't available
- Unable to identify duplicate data and hence unable to roll-up spends analytics
- No traceability of the data changes
- Not able to get 360 views of your Supplier, Customer and Material
- Error prone reporting

Data Management Services Vision

One touch end to end

No manual intervention
Data right the first time
"One" Technology Platform

Single version of Truth

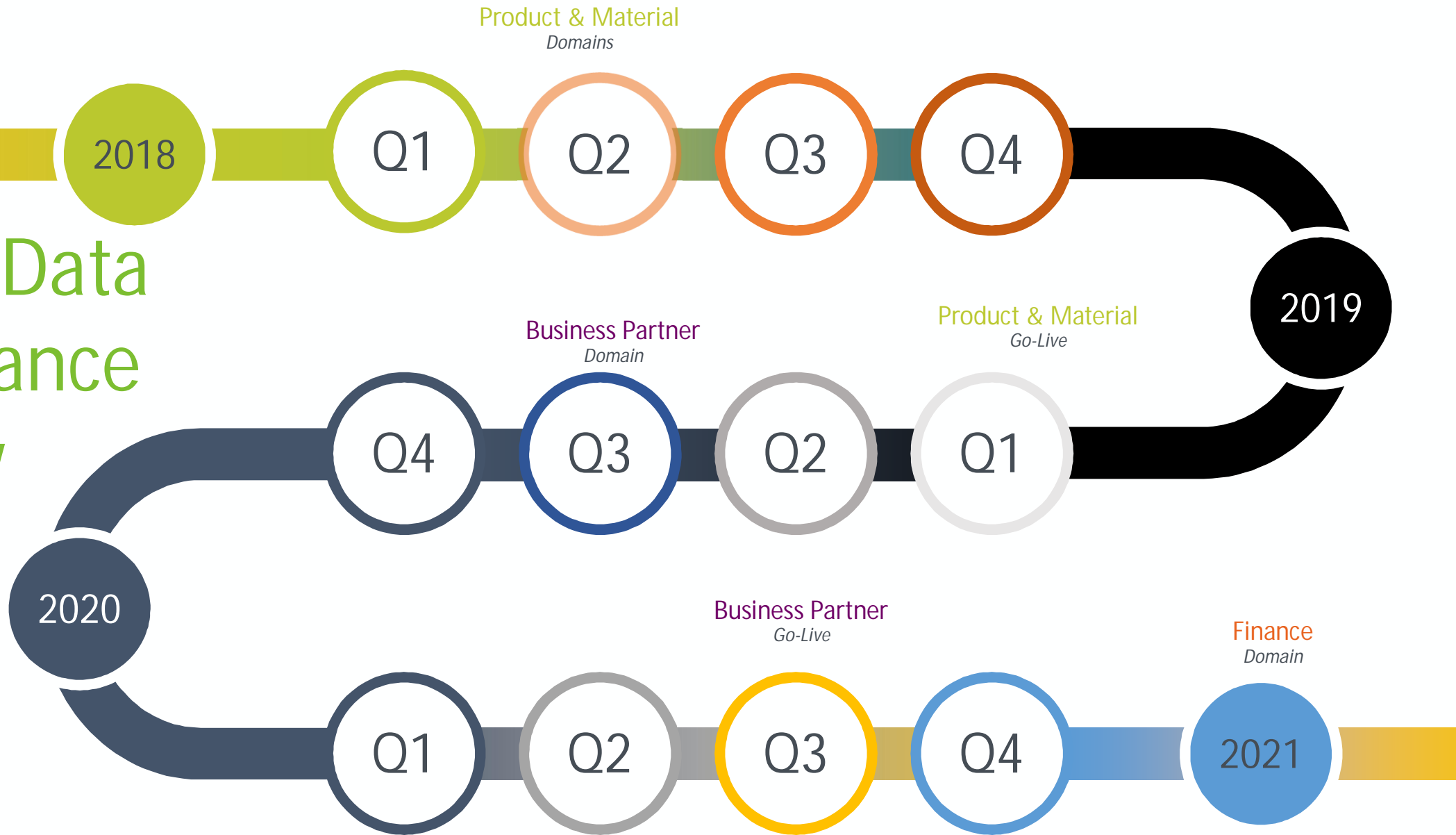*One trusted source through Governance excellence*

Zero Defects

Data you can Trust

Power business decisions and fuel growth through accurate data

One **T**ouch end to end
Single version of **T**ruth
Data you can **T**rust

Master Data Governance Journey

2018-2020

3 Years Plan

2018 — Q1 — Q2 — Q3 — Q4 — 2019

Product & Material
Domains

Product & Material
Go-Live

Q4 — Q3 — Q2 — Q1

Business Partner
Domain

2020 — Q1 — Q2 — Q3 — Q4 — 2021

Business Partner
Go-Live

Finance
Domain

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MDG Case for Change

What?

1. DMS group entering data on behalf of the business

2. Ambiguity on ownership of data attributes

3. Customized tools in Regions/Countries for entering Master Data into our systems

To

1. Business owning entry and accuracy of Master Data

2. Clear data ownership rules based on industry Gold Model Standard

3. Consistent WoW and tool for managing Master Data

Risks

1. Audit and compliance issues
2. In accurate data
3. Fines and frustrations from Customers and Consumers
4. Expensive maintenance of customized tools

Benefits

1. Resolution of segregation of duty and audit trail risks
2. Accurate data
3. Reduction in fines and frustrations from Customers and Consumers
4. Maintainable and scalable solution to manage Master Data

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MDG Case for Change

Why? requires from MDLZ new ways of control and

1 MDLZ must protect our ongoing business and respond to customer and consumer demands by making a change in the way Master Data is managed at MDLZ.
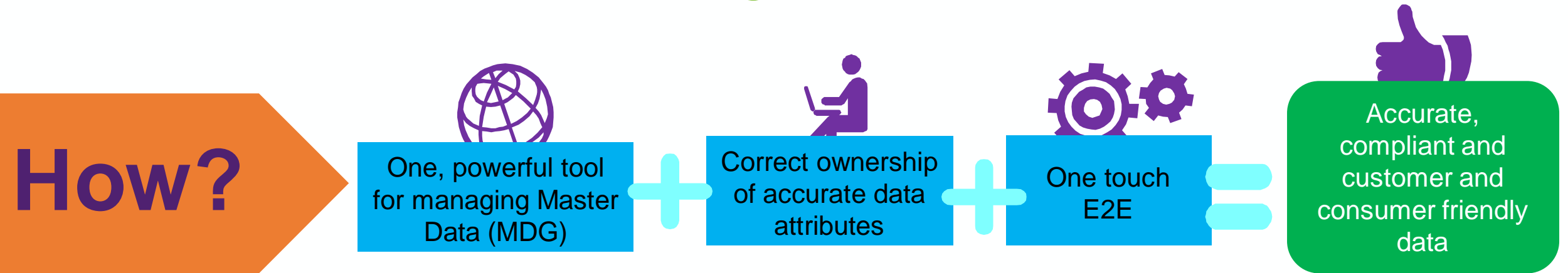
2 Phoenix Master Data Governance best practice to MDLZ.

3 Enabling us to provide the accurate and compliant product and product information to our customers and consumers.

To do this, we are improving the **Governance** of Master Data across MDLZ and the **way Master Data is maintained** and **managed** in our systems.

MDG Case for Change

How? → One, powerful tool for managing Master Data (MDG) **+** Correct ownership of accurate data attributes **+** One touch E2E **=** Accurate, compliant and customer and consumer friendly data

Benefits for the business

1. Accurate data to customers and consumers.
2. Compliant, customer and consumer friendly data.
3. One touch E2E data management between Spec creation, master data and sending data to customers/consumers.
4. Protection of Mondelez financially from fines and lost revenue.
5. Internal segregation of duties between Master Data entry and approval.

By Adopting:

1. One way of managing Master Data at MDLZ.
2. Accountability of Business/Function resources to provide accurate data directly into MDG.
3. Re-allocation of Master Data attributes so they sit within the correct function.
4. Integration with upstream (Spec Management) and downstream (Product Information management) systems so data is touched ONCE.
5. DMS access to Approving Master Data changes only.

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Guiding Principles

Team members should consider the following guiding principles when aligning on key process and design decisions

1	Consolidate Processes if Possible
2	Leverage SAP as a Whole
3	Emphasize Efficiency / Faster Throughput
4	Focus on Out of the Box Capabilities (Use as Intended)

SAP Options

- SAP Provided multiple options for deployment
- Option 1 is the recommended solution
- Option 2 had not been done by Solution Integrator nor SAP

Option 1 from SAP

Multiple Instances, Single Client on each Instance

Global required attributes and Data Model
       SAP MDG on S/4 HANA
Local/Regional required attributes
       EU Instance – SAP MDG on ECC
       NA Instance – SAP MDG on ECC
       APAC Instance – SAP MDG on ECC

| PRO	CON
Easier to setup and very focused implementation	Distributed control - Attribute dependent CRUD operations
Workflow can be triggered in each instance from MDG	Disparate user experiences
Controlled Scope, time and cost	Disparate process controls
Future proof architecture	
Could still utilize MDG in the local instances for improved governance	
Leverage Standard content for the MDG standard objects	

Create, Update,
Block/Unblock, Retire

S4 Hanna

MDG Global

MDG NA   MDG EU   MDG APAC

SAP ECC

ECC NA   ECC EU   ECC APAC
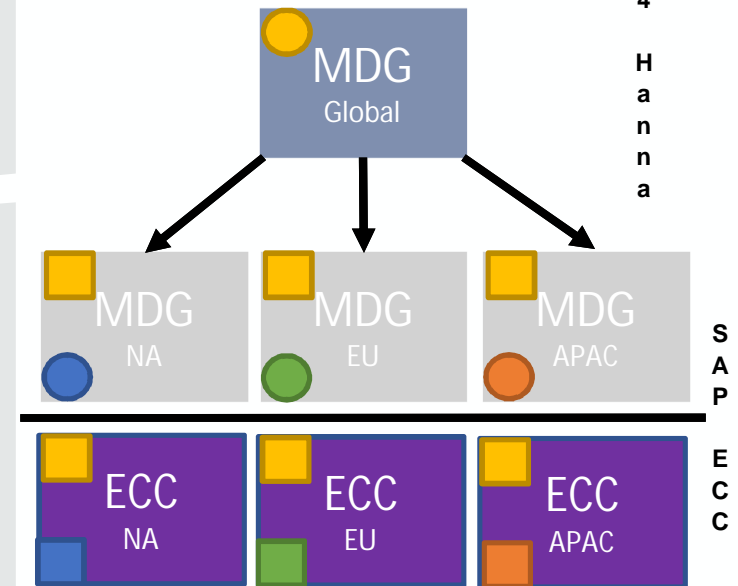
Read Only

○ CRUD

☐ Read Only

Option 2 from SAP

Single instance of SAP MDG on S/4 HANA
- Global Client – contains data model and global required attributes
- EU Client – contains data model and local/regional required attributes
- NA Client – contains data model and local/regional required attributes
- APAC Client – contains data model and local/regional required attributes

PRO

Consolidated landscape with all attributes within one master data system

Single seamless user experience

Fully leverage standard MDG content (data model, business rules, work flow & replication)

CON

The maintenance of the non-consolidated attributes

The ability to extend or upgrade for future landscape optimization is reduced or complicated as time increases

Synchronization & Management of all client specific customizing entries (configuration objects) needed upfront as well as on an ongoing basis

More regression testing to be planned

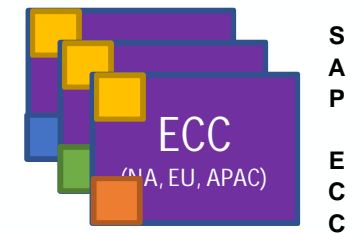Adding/extending to additional systems impacts the Global design

Create, Update, Block/Unblock, Retire

S4 Hanna

MDG

Global Client

| APAC Client | EU Client | NA Client | . . . |

Read Only

SAP ECC

ECC
(NA, EU, APAC)

CRUD

Read Only

SAP Master Data Governance

SAP MDG for supplier provides workflow driven governance processes to centrally create, update/extend, flag for delete and block vendor master data.

Governance	Enables governance compliance and transparency through integrated staging, approval and central audit trail
Re-use	Re-use of SAP data model, User Interface (UI), existing business logic and configuration for creation and validation of master data
Flexibility	Allows enhancement of workflow processes to adapt MDG to provide Mondelez specific roles and responsibilities
Data Quality	Provides search functionality, duplicate checks, data validations and data derivations to provide high quality data

SAP Master Data Governance – Processes in Scope

SAP MDG uses the concept of "change requests" to manage the master data maintenance processes. There are five groups of change requests in scope

- Each change request is assigned a specific workflow to gather data and provide approvals

Create	After searching for an existing vendor if no vendor is found in the system the user will request a create change request
Change/Extend	If the need arises to update an existing vendor or extend an existing vendor to a new area of business a user will search for the vendor in MDG then request an update change request.
Flag for Deletion	If a vendor becomes obsolete and is no longer used, a user can find the existing vendor and create a flag for deletion change request
Block/Unblock	If a vendor should not be used in the system for certain actions for examples sales order processing, a block change request can be requested to restrict creation of sales orders for that vendor
Mass Change	If multiple vendors need the same value updated the mass update process can be used. (Only specific global fields)

Challenges & Lessons Learnt

- Business Stakeholder Alignment for Data Ownerships
- Clearing understanding of the new Ways of Working and potential impacts
- Don't under estimate the amount of time required for Change Management
- Strategic Partners that can guide the organize through the change and what to expect
- Co-locate the project teams as much as possible
- Limit the number of cross program and cross project dependencies

Your guide to Digital Transformation Journey

ROLE OF SAP MAXATTENTION

SAP MaxAttention: carefully designed to deliver value

SAP MaxAttention

Service Portfolio

Comprehensive services portfolio

Complete SAP coverage
- All SAP solutions and lifecycle phases
- All deployment scenarios (on-premise, cloud, hybrid)

Engagement Model

Holistic engagement
- Single point of contact for all SAP services
- Integrated access to architecture aspects
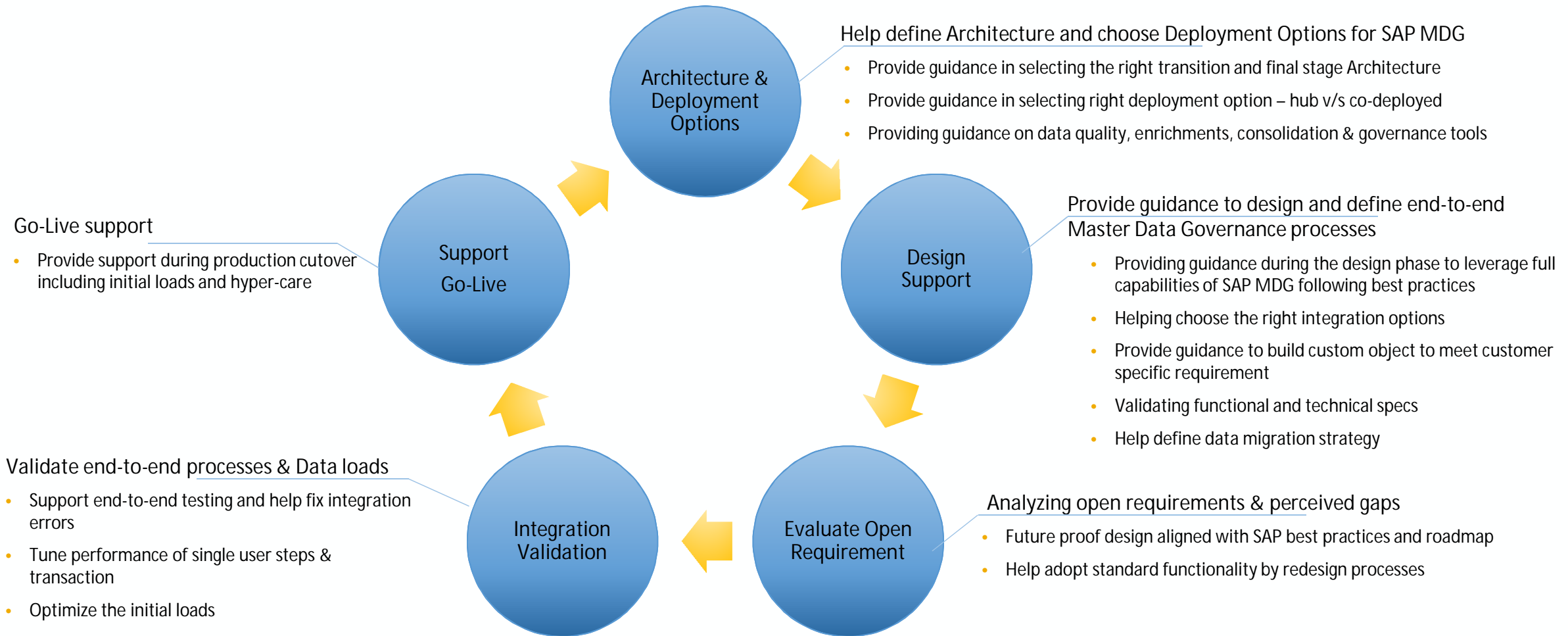
Framework and Commercials

Tailorable services

Predictable and flexible commercials
- Predefined services and commercials with predictable scope
- Extensible services for incremental engagement

Engaging SAP MaxAttention – Value Proposition

Architecture & Deployment Options

Help define Architecture and choose Deployment Options for SAP MDG

- Provide guidance in selecting the right transition and final stage Architecture
- Provide guidance in selecting right deployment option – hub v/s co-deployed
- Providing guidance on data quality, enrichments, consolidation & governance tools

Design Support

Provide guidance to design and define end-to-end Master Data Governance processes

- Providing guidance during the design phase to leverage full capabilities of SAP MDG following best practices
- Helping choose the right integration options
- Provide guidance to build custom object to meet customer specific requirement
- Validating functional and technical specs
- Help define data migration strategy

Evaluate Open Requirement

Analyzing open requirements & perceived gaps

- Future proof design aligned with SAP best practices and roadmap
- Help adopt standard functionality by redesign processes

Integration Validation

Validate end-to-end processes & Data loads

- Support end-to-end testing and help fix integration errors
- Tune performance of single user steps & transaction
- Optimize the initial loads

Support Go-Live

Go-Live support

- Provide support during production cutover including initial loads and hyper-care

SAP MaxAttention Engagement

| Activate / Project Phases | DISCOVER | > | PREPARE | > | EXPLORE | > | REALIZE | > | DEPLOY | > | RUN |

Innovation Discovery

Innovation Acceleration

Innovation Safeguarding

Value Assurance / MaxAttention Services

Value Discovery
- Value and Roadmap workshop
- Technical Architecture and Infrastructure
- Proof of Concept
- Migration Planning
- Transition to new Implementation
- Data Migration Architecture

Build Design Support
- Fit-gap & Delta Design Workshop+
- Gap Validation
- Use Case Prototyping
- Data Migration Assessment
- Customer-Vendor Integration (CVI Conversion)
- UX Activation and Design
- Security Design

Safeguarding the Digital Transformation
- Design Evaluation / Review*
- Integration Validation – Validation the solution end-to-end including performance tuning
- Tuning mock data load
- Going Live Support & Hypercare

+MaxAttention team support design workshop   *Design Evaluation is normally delivered when 85-90% of design is complete

SAP Run Simple

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Presentation Materials

Access the slides from 2019 ASUG Annual Conference here:
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Q&A

For questions after this session, contact us at [efrem.johnson@mdlz.com] and [rajiv.palkhiwala@sap.com].

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