

Molson Coors

How to Deliver Enterprise Value through Automation



Chris Kern – Sr. Manager IT Solution Delivery - Enabling

CAREER HIGHLIGHTS

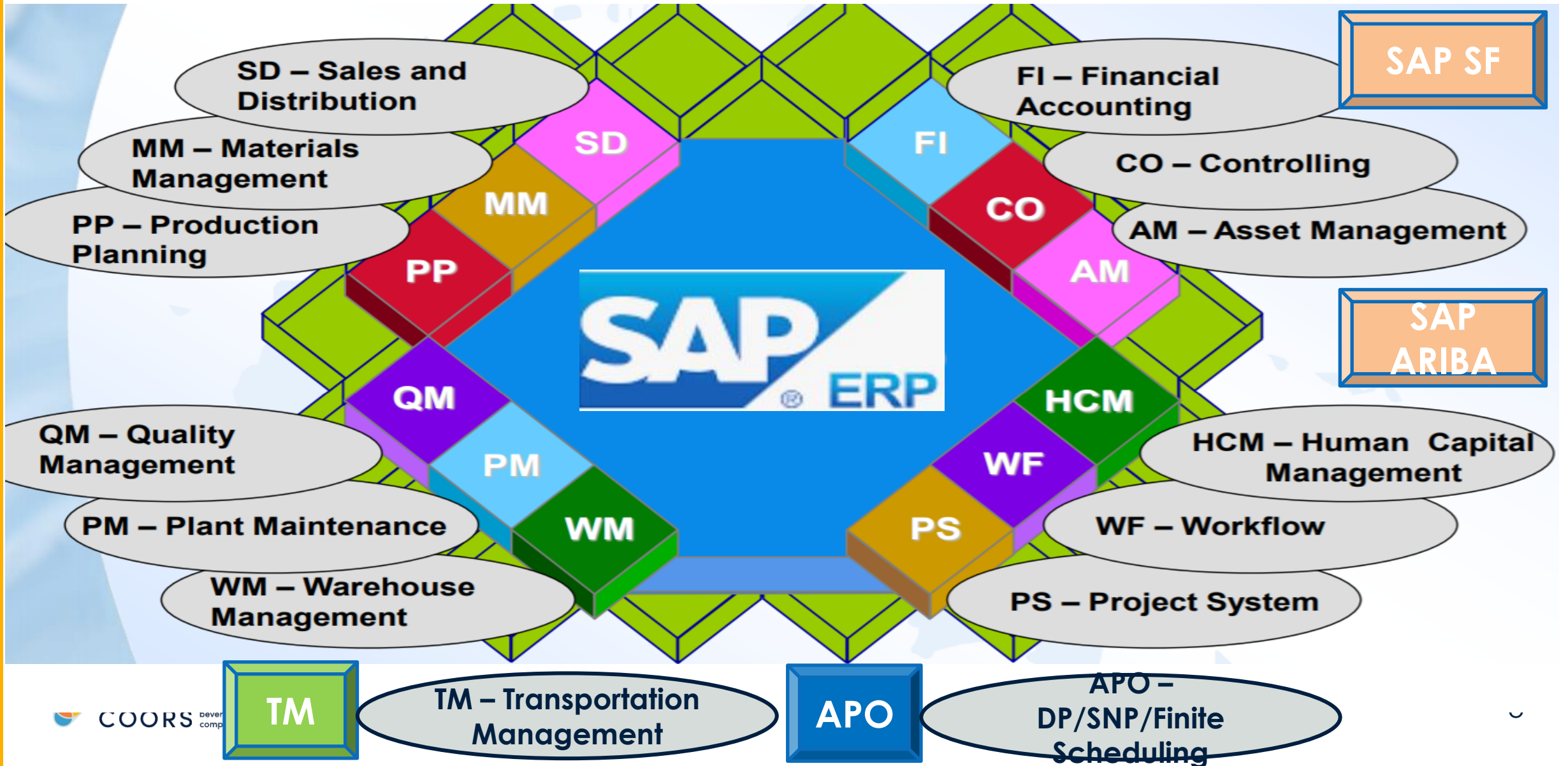
- Joined Molson Coors in 2006
- Held numerous roles at Molson Coors through multiple restructurings – Business Analyst, SAP COE Lead, Business Partner, Business Transformation Capability Lead, Solution Manager.
- Prior to joining Molson Coors, lead multiple SAP implementations and strategic business process improvement initiatives across multiple geographies (US, Canada, LATAM, Europe, & Australia) and functions.

Fun Facts about Chris...

- Born and raised in the south suburbs of Chicago (GO BEARS).
- MSOE grad - Industrial Engineering.
- Played baseball in Germany and Amsterdam between high school and college.
- Coach youth sports teams.
- Have at least 2 or 3 home improvement (or mad science) projects in progress at any given time.
- On a personal quest to make the perfect Chicago "Tavern Style" Pizza.



Current Landscape



Molson Coors Journey

- 2012 – 2019 – Business Transformation (BP&S)
 - Implement single set of business processes and SAP systems for US (NA Template)
- 2019 – 2020 – Revitalization
- 2020 – 2021 – Pandemic, Supply Chain disruptions, Beverage expansions
 - Digital Supply Chain strategy
 - Beverage Control Tower
 - New Products, Joint Ventures, Patners
- 2020 – 2023 – One North America
 - Implementing Canada onto NA template
 - SAP ARIBA
- 2022 – 2023 – Global Cloud Migration
 - Migrate SAP from Oracle DB to HANA DB
- 2024 - ????? – s4 and Integrated Business Planning

Driving Value



What We Will NOT Talk About

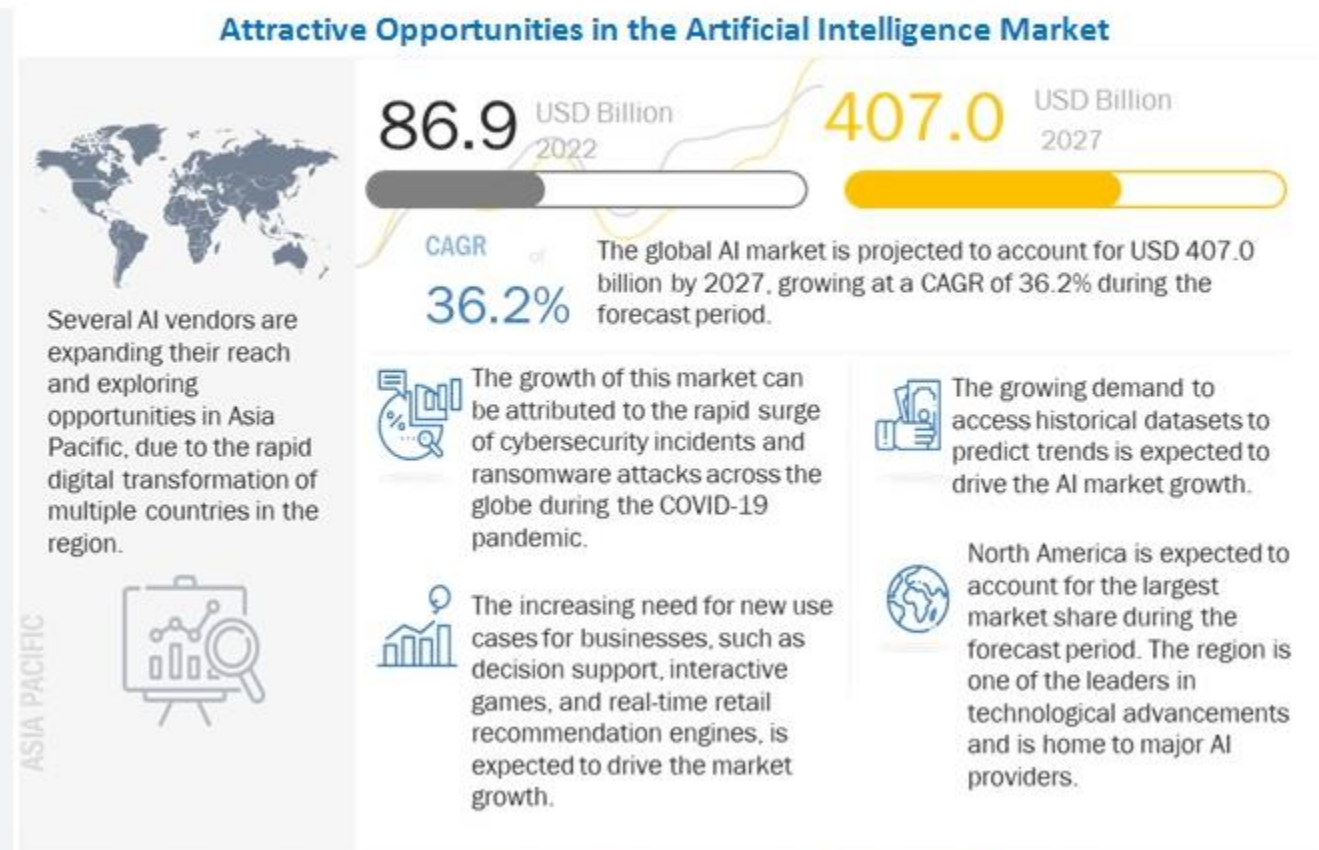
- The “Low Hanging Fruit” – test automation, shop floor automation, warehouse automation, etc
- Specific tools/applications/etc
- ChatGPT
 - I thought about having ChatGPT create this presentation.
 - ChatGPT was busy with the BAR exam.
 - Because what the world needs most is an AI attorney
- Which Bank stocks to buy.

What We WILL Talk About

- The current “Disruption”
- Business/Functional Processes:
 - Assessing “Want” versus “Need”.
 - Evaluating the “Opportunity”.
 - Leveraging “Spheres of Influence” to support decision making.
- *This presentation is all that stands between you and SAPpy hour ...*

The current Disruption

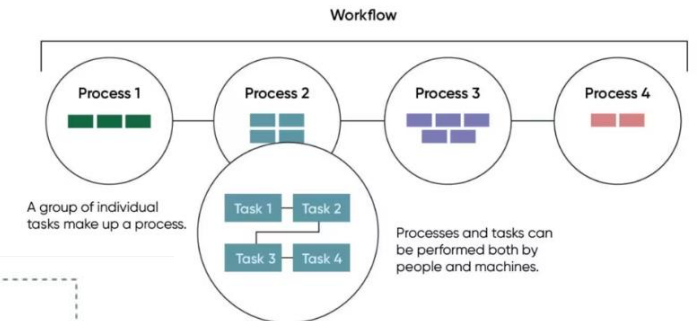
- AI & ML is the next big innovation. It's Here, and it is growing and accelerating.



Source: Secondary Research, Expert Interviews, and MarketsandMarkets Analysis

The current Disruption

- Not everything needs to be “upper right quadrant”
 - *HAI Rule #1 – Be 2 years behind, let someone else work out the bugs.*
- These may be just the right fit – and should be in everyone’s toolset
 - Workflows
 - Macros
 - Custom RPAs/BOTs
 - EDI/XML
 - Custom Portals/BI Dashboards

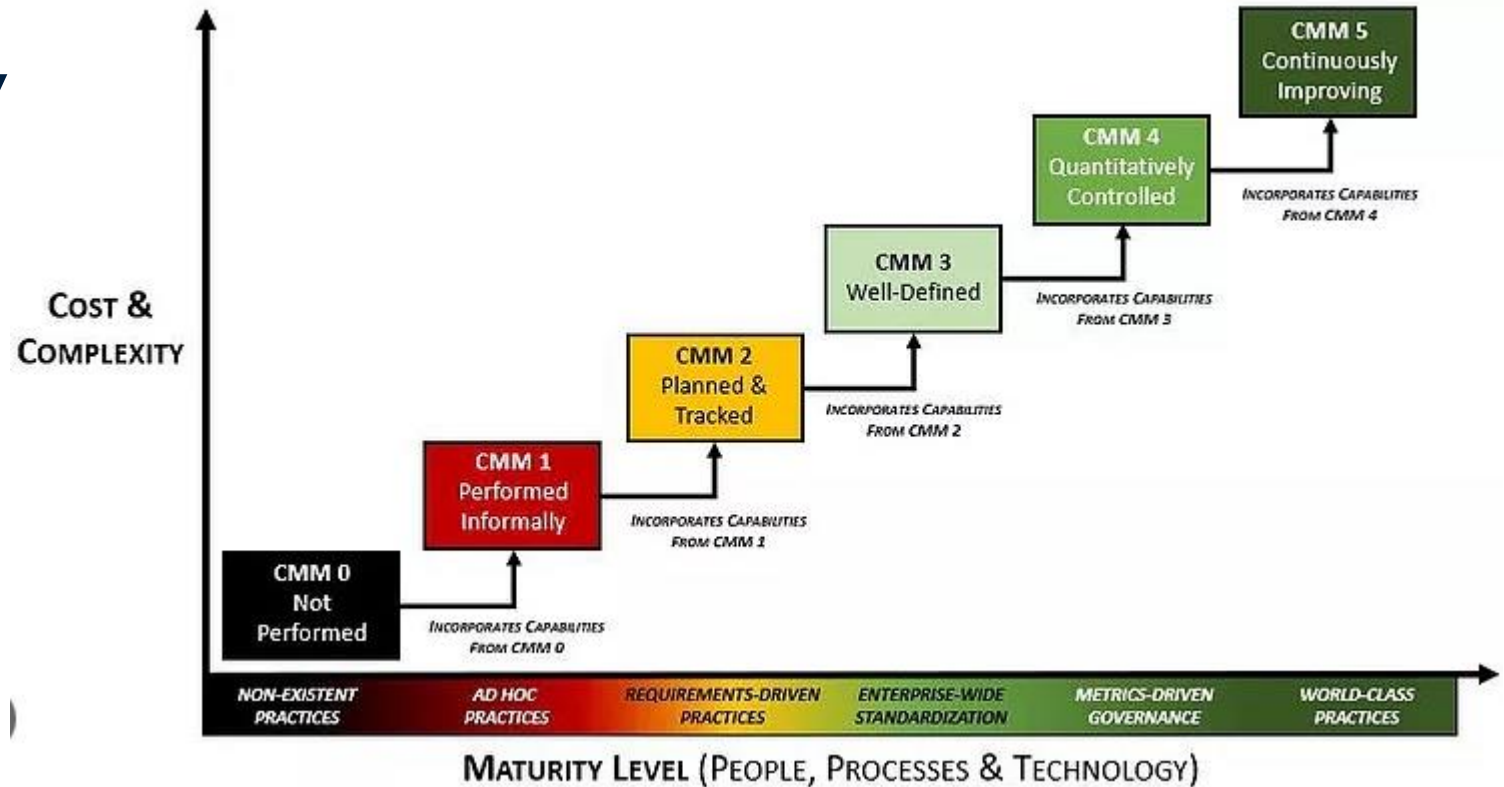


Want vs. Need

- Want
 - Optional/Desire – may be something strategic, useful, could have tangible business value/case, could be driven by paradigm shift.
- Need
 - Required/Must have – driven by change in business conditions, provides a competitive advantage or may be compliance/regulatory in nature, may not necessarily have a tangible business value/case.
- Everything begins as a want and gets filtered to a need.
- ***The Goal – Meet the need. Provide growth and scalability to the want.***

Evaluate the opportunity

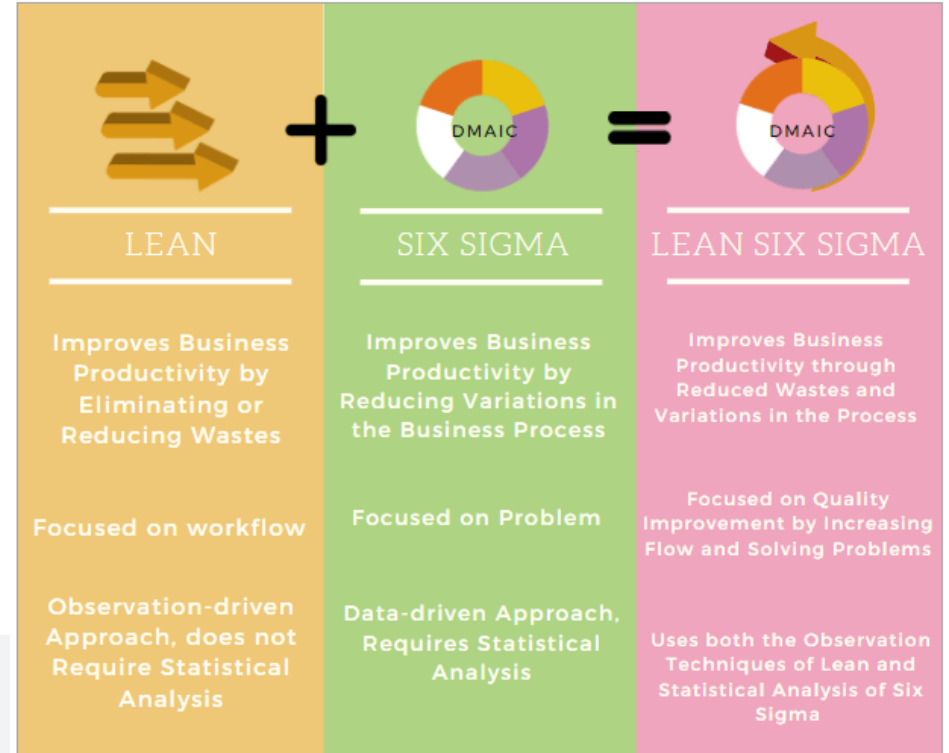
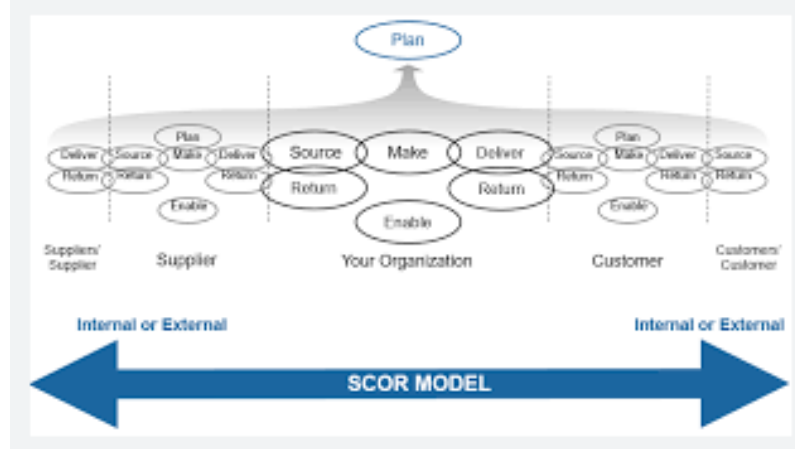
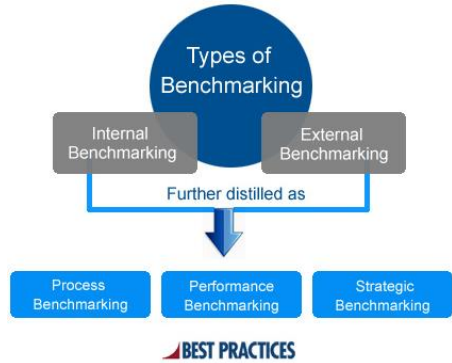
- Define the value Driver
 - Quality ↑
 - Cost ↓
 - Time ↓
- Assess the Capability/Maturity of the integrated process(es).
- Align the proposed solution
 - Right sized to drive value at current level and scalable for maturity growth.



- HAJ Rule #2 – CMMI/SAP
 - SAP is the solution unless my best practices exceed SAP best practices, accounting for growth.

Evaluate the opportunity

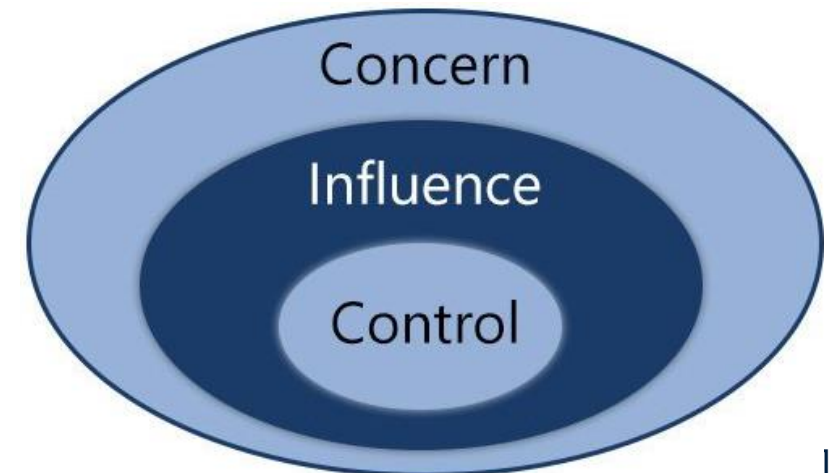
- Don't forget to bring the Lean Six Sigma to the party.
- Also remember the benchmarks and Industry Best Practices



- Result = Optimized Value with limited risk of over/under solutioning

The Sphere of Influence

- Philosophy
 - Spend as much time on “business skills” as “SAP skills”.
- Actively engage with line of business early on, anticipate needs, influence the outcome.
- Leverage unique skillsets from your journey & Experiences.
 - Business > SAP
 - SAP > Business
 - Diversity of thought



Enjoy the journey!!!



Thank You



Thank You!

Questions?

