



Delivering a Global SFA Deployment

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My Objective.....

- To share with you some of the key learnings we gained in working with our partners to deliver an SFA solution to a global community

**BUT LET ME WARN YOU,
YOU MAY GO.....**

From this.....



to this....



Content:

- Our Vision & status
- The first considerations:
 - Teams Roles & responsibility
 - Governance & Planning
 - Process & Control
- Planning & Deployment
- Tracking & Reporting

PROJECT WiSE: (Winning in Sales Execution)



WiSE – What is it ?

Vision:

- To deliver a global, harmonized Sales execution process leveraging best in class software and mobile technology to create 'One Way of Selling' and excellence in execution of the Perfect Store & Right Store driving Revenue growth and delivering savings across both Sales & IS

Scope:

- All Mondelez sales teams direct & in-direct, covering employees of MDLZ and Distributor partners in all markets
- Sales Front office and back office processes/tools & systems

Measures:

- 6 Core Global Retail Execution KPI's
 - Shelf MSL/Share of Shelf/Active Hot Zones/Strike Rate/ Avg Call time/Hot Zone MSL
- Targeted Sales & IS savings through efficiency

WiSE Update: April '17

48 # Live
countries

WiSE Users **15,000**

Still to come in 2017: 4 incremental markets plus additional sectors/channels in existing markets adding an incremental 5000 users

2017 Deployments to date

475 users &
6 markets

280 users & 2
markets

65 Users 1
market

February

March

April

Over 400 million store audits
Over \$12 bn order value

*and counting

Key Considerations for Deployment

- Clear leadership & governance from day 1
- Cross functional teams but operating as one team – sales/finance/IS & Partners
- Change & Communication management planned & coordinated centrally
- Identified stage-gates to review & agree next steps
- Budget management
- Success criteria agreed & aligned with all stakeholders early
- Establish standardized KPI measures & calculations
- Thorough Planning early will deliver greater results in the end.

WiSE Structure Overview

Global Program Director

Center of Excellence (CoE)

- Focused on future development of WiSE

Wise Global Sales centre lead

Govern one way of selling
Manage requirements
Define process mapping L1-L5 of bph
Define KPI and reporting standards

Wise Global Centre of excellence IS lead

define product road map for Sif, rebo, BI, platform, dms, app factory, mobility own and land wise releases
lead product owners for each areas
Manage a team of product owners and architects)

Center of Deployment (CoD)

- Focused on deployment of solutions to markets

WISE regional sales lead

Change leadership in regions
Engagement / Change mgnt / Training / Communication /Benefit tracking

WISE global deployment IS lead

define and set up centre of deployments structures
manage and oversee on-boarding , in flight & exit of roll outs
benefit realisation opportunities
Manage a team of central planners & PM swat teams.
Direct Regional ebs leads

Center of Execution (CoeX)

- Focused on daily operations / support

Local Sales Operations

Local / regional / global
Execute one way of selling

Wise Global support lead

coordinate and own global elements of support opportunities on board countries after hyper care
identify shared svcs/GBS opportunities & link with sales ops
Manage a team of incident mgrs. / prod controllers and global SFA & DMS admin coordinators

Sales Center

- Prod
- Rep
- Sale
- DMS eng

Change mgnt & Com

- Training
- Comm
- Chang
- Comm

Finance

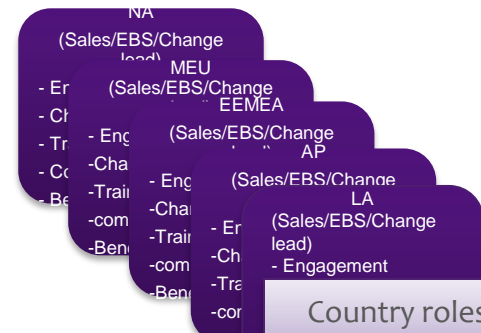
- Account
- Forecas
- Benefit t
- AR prep

DMS

- Define global DMS model
- BO reporting
- DMS Deployment plan
- Trade Edge and ERP technology

PMO

- Master planning
- Drum beat & prog statuses
- Change control admin



IS Support & Oper Centre

- Centre of operations
- Support

Country roles

- Benefit tracking
- WiSE Lead
- Sales lead
- EBS lead
- Change mgt lead

Roles & Responsibilities:

CoE



Setting out the strategy and design

Drive new functionalities, global governance and standardization

- Focused on future development of WiSE
- Define global strategy and governance
- Drive development processes and set the different priorities (short/long term)
- Align and seek together with CoD most efficient way of deployment
- Work with CoEx to create integrated services

COD



Assemble fast and efficient.
Few, standard, specifications.

Driving fast roll out by wave and change management

- Focused on deployment of solutions to markets
- Prepare, drive and support the regional- and country organization for roll out

CoEX



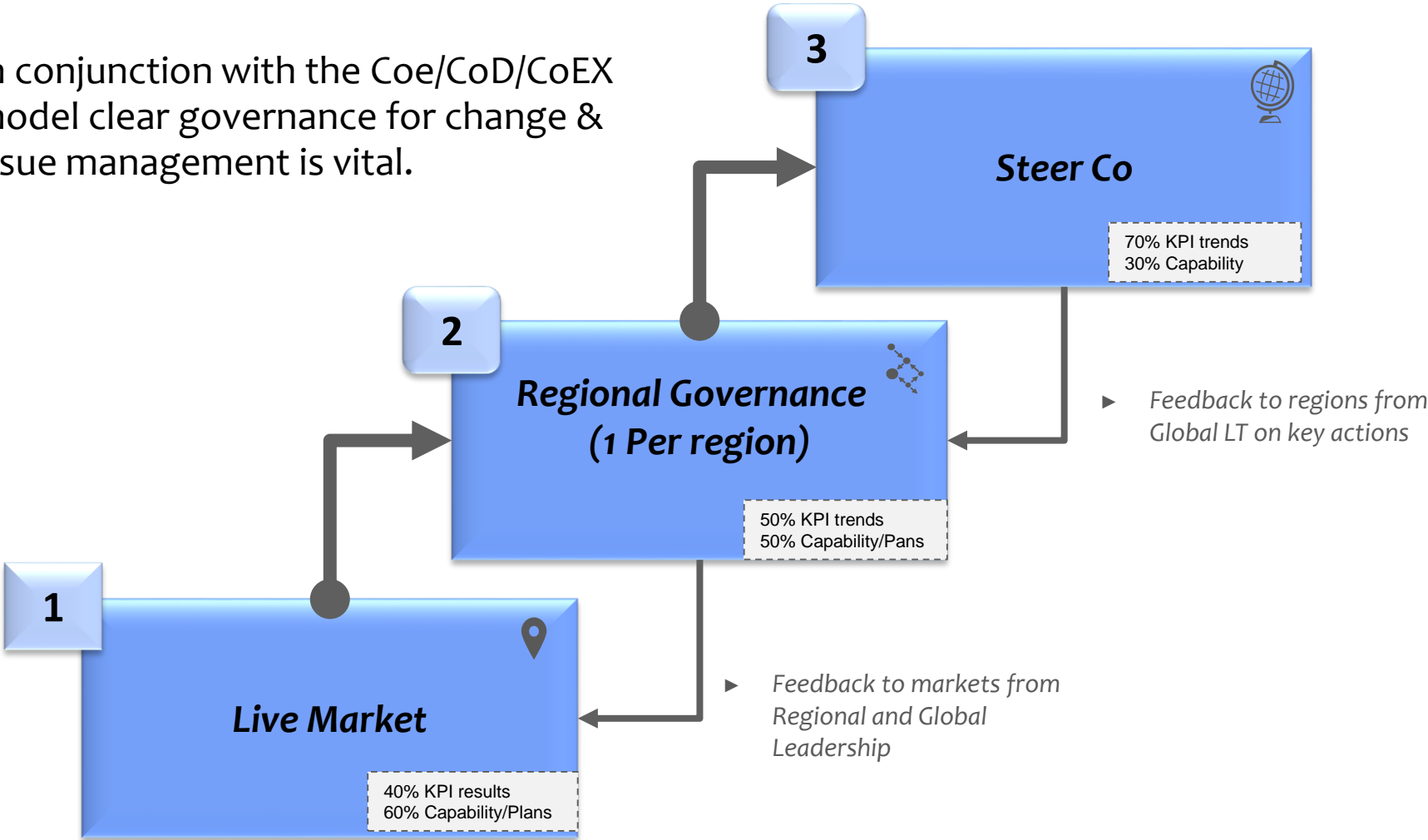
Managing consumer experience.
After-sale service.

Offering global support, KPI reporting and benefit realization

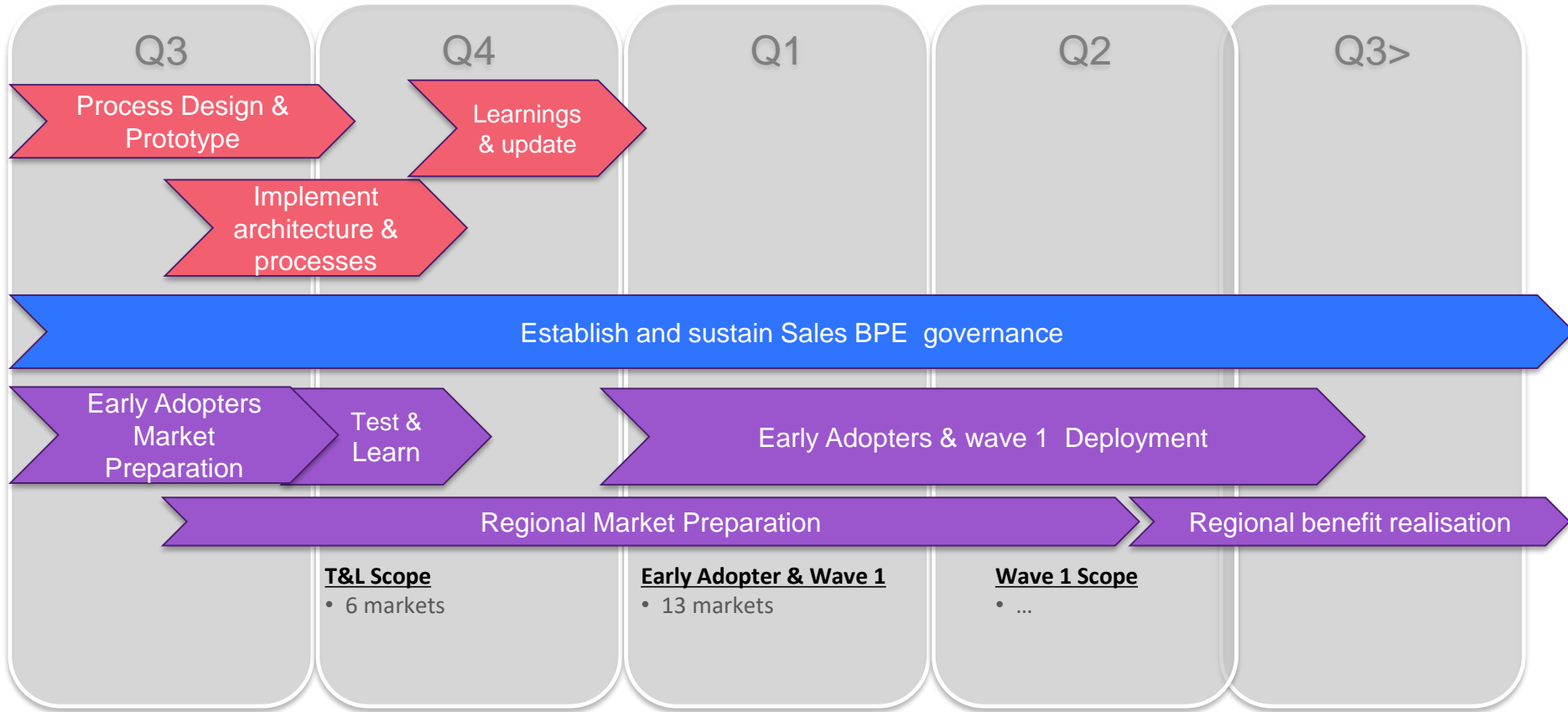
- Turning process and apps into consumable services
- Prepare the country for alignment in processes and change management
- Optimize organization structure according to global benchmark
- Implement metrics to measure and seek improvement
- Focused on daily operations / support

Governance Principles

In conjunction with the Coe/CoD/CoEX model clear governance for change & issue management is vital.

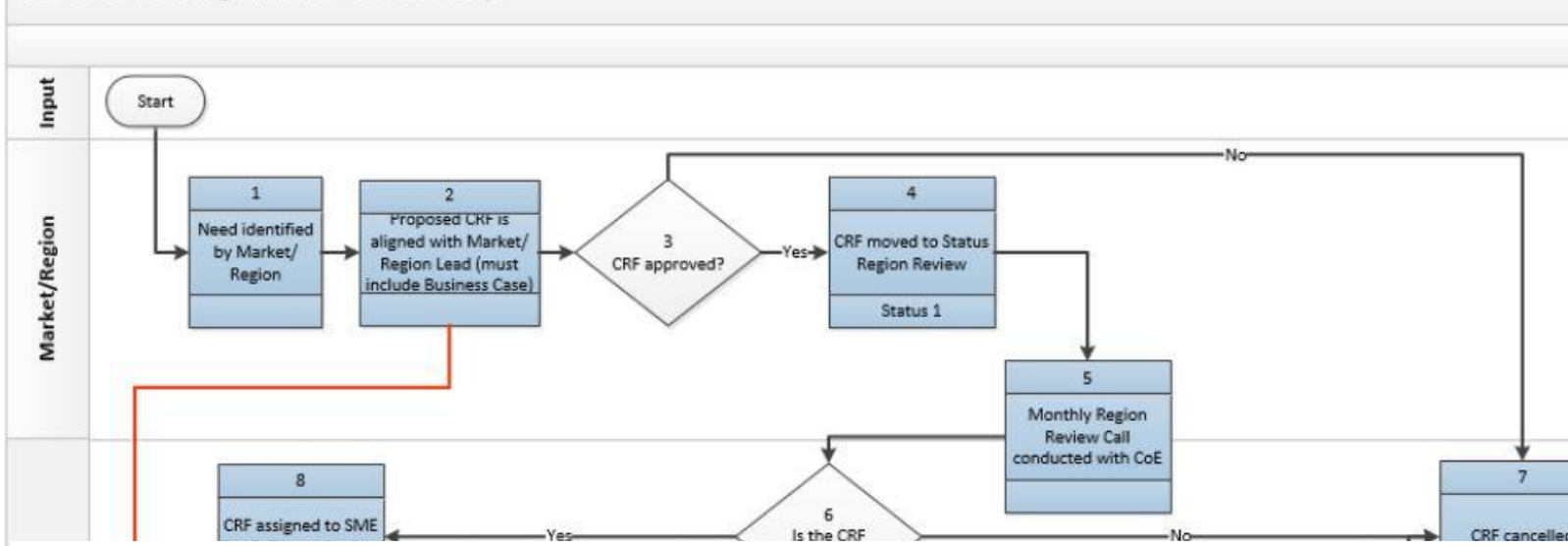


Invest in planning phases:



Establish Process, then standardise the configuration

CRF Process: High-level Process Map



Global Reference Configuration

SIF Rel. 12.12

GRC 5.5 - LT - Global Touch - Detailed Design

Version 2.3 - March 2016



Global Reference Configuration: Fixed but with Flexibility

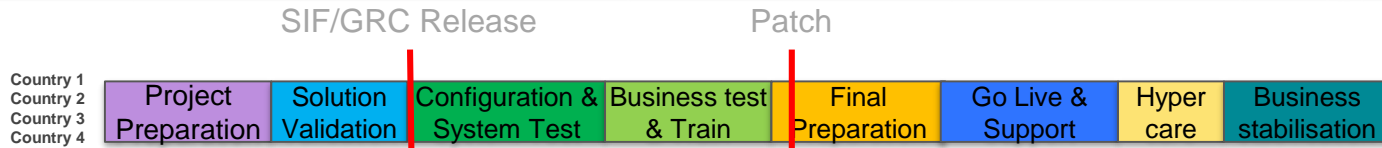
- Establish a global standard with limited options
- Manage changes through a clear change control process
- Regular update's via governance forums across markets & regions
- Centrally controlled processes chnages or amends

Planning & Deployment

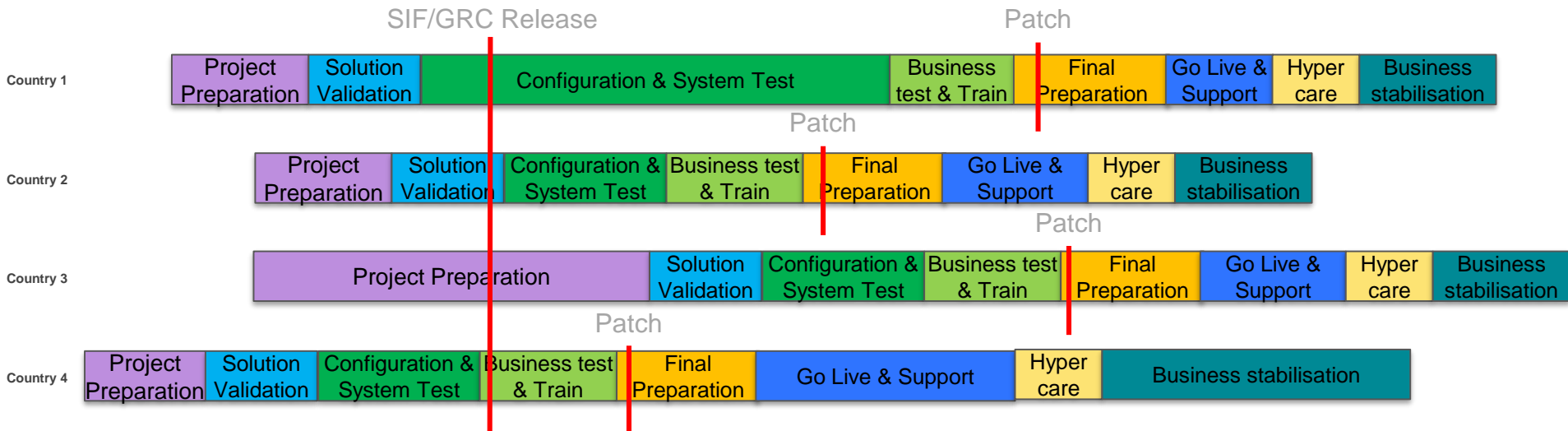


Wave vs Non Wave Approach ?

Wave Approach



Non Wave Approach



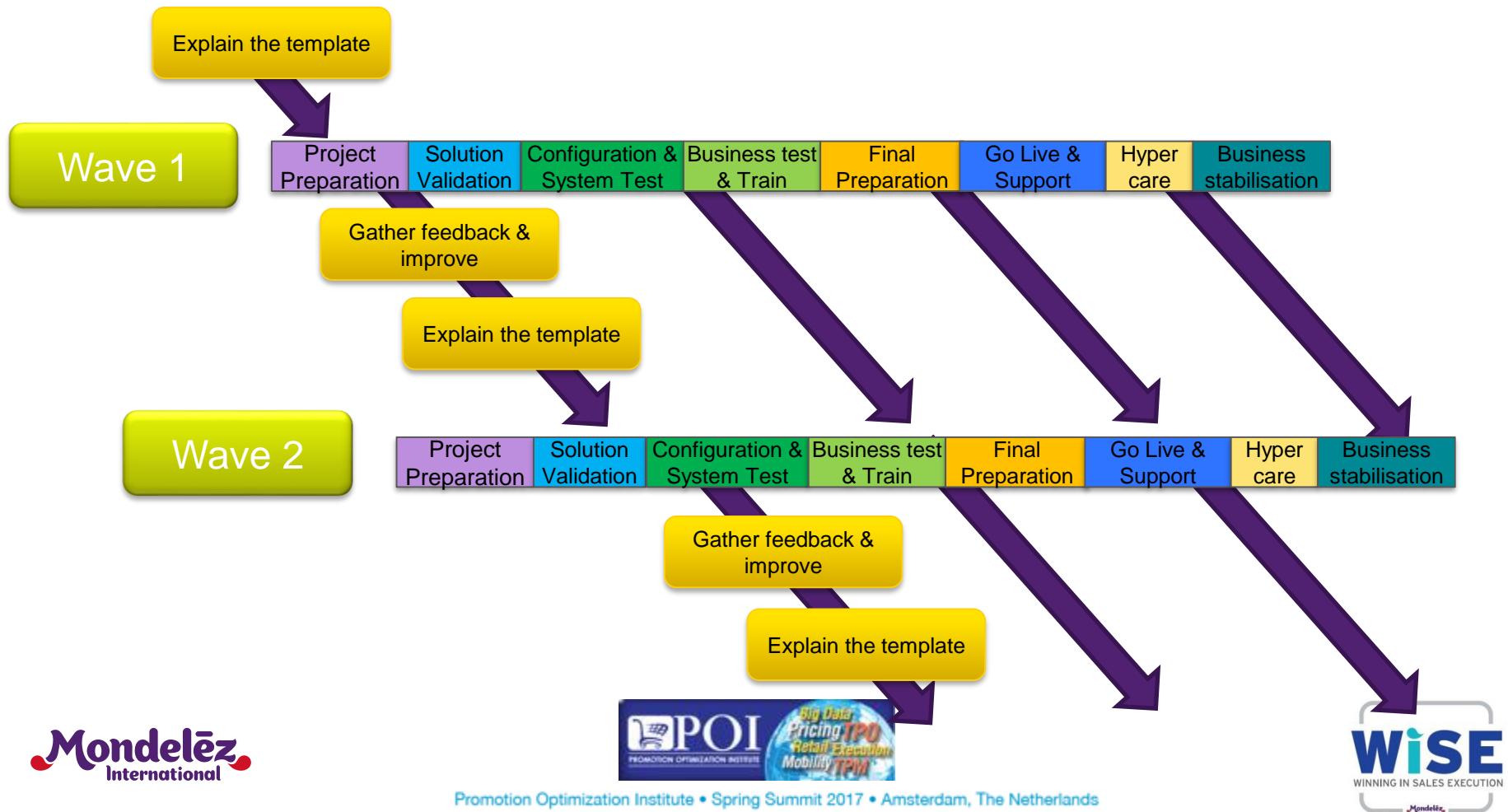
Wave Approach

- A 'wave' is a group of markets that execute project tasks in lockstep.
- Key milestone dates (kick-off, testing, training, go-live) are identical in all markets in the wave.
- At status meetings all markets will be discussing the same topic.
- Waves are sized to align with available resources and business priorities.
- Waves are pre-synchronised with SIF/GRC releases.
- Workshops can be regional.

Waves : enabler for rapid deployment

Template Exploitation and Evolution

- Wave approach reinforces use of standard templates and template improvement
- Templates include: project plan, scope charter, training materials, test scripts etc.





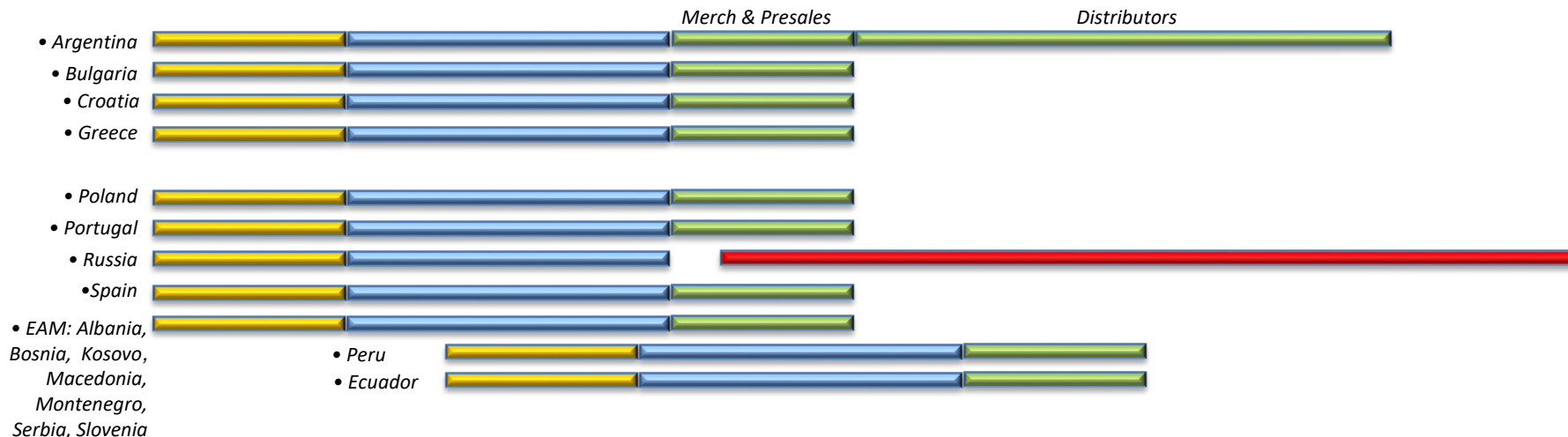
Waves Plan:

Consolidated Global Waves 2016-2017



Wave 3

Total 8935 users



Initiate: Engage, Project Prep and Solution Validation
Execute: Config & System Test, Business Test & Train
Rollout: Final Prep, Go-live, Roll-Out (red =large, green = small)

Benefits of Wave Approach

- ✓ Saves estimated \$5m per annum in project efficiency.
- ✓ Streamlined program scheduling and monitoring.
- ✓ Creates momentum and discourages schedule slippage.
- ✓ Lower T&E costs.
- ✓ Improved template exploitation and evolution.
- ✓ Better alignment with SIF releases.
- ✓ Reinforces standardisation and discourages market-by-market specific approach.
- ✓ Sustainable for a large number of markets.

An example of the Wave approach & governance



Key Dates Wave 2.1



- Dec/Jan Pre-engagement
- 23rd Jan Engagement complete
- 6th Feb Initiate - Project Preparation complete
- 27th Feb Solution Validation complete
- 3rd Apr Configure & System test complete
- 24th Apr Business Test & Training complete
- 1st May Final Prep complete
- 4th May Go-Live & support

WiSE Market Playbook: Engage



#	Activity / Deliverable	Timing	Supporting Materials
1)	Perform Roadshow for Market/Cluster/Region	As appropriate	<ul style="list-style-type: none"> • 100 Why - WISE Introduction
2)	Perform Market Readiness Assessment	12+ months prior to Initiate	<ul style="list-style-type: none"> • 224 How PMO - Market Readiness Assessment
3)	Prepare Market Project Charter	As per Market Kick-Off	<ul style="list-style-type: none"> • 321 What - Project Preparation
4)	Collate Action Plan to close hotspots (gaps)	Post MRA completion	<ul style="list-style-type: none"> • Hotspot Register • Hotspot Process – Section Change Control Process P. 18 • 224 How PMO - Market Readiness Assessment
5)	Build Business Case	Per IS Portfolio schedule	<ul style="list-style-type: none"> • 271 How Strategy - Financial Processes
6)	Conduct PM Introduction to WiSE	As per Market Kick-Off	<ul style="list-style-type: none"> • 310 What - Engage

Week Commencing 5-Jan-2015

- Key Activities
 - Readiness Assessment & Actions
 - Draft Project Scope Charter
 - Hotspots (Scope)
 - Commence data clean-up

Task Name	Duration	Start	Finish	Deliverable
Wave 2.1	125 days	Mon 5/01/15	Fri 26/06/15	
00 Engagement	15 days	Mon 5/01/15	Fri 23/01/15	
Send Pre Engagement communication (Send in OCT)	1 day	Mon 5/01/15	Mon 5/01/15	Pre engagement email
Prepare market readiness assesment (Pre)	5 days	Mon 5/01/15	Fri 9/01/15	Readiness Assesment
Prepare project scope charter	4 days	Mon 12/01/15	Thu 15/01/15	Draft Project Scope Charter
Identify key hotspots (gaps)	10 days	Mon 5/01/15	Fri 16/01/15	Scope Charter - Scope
Evaluate market legal and compliance requirements	10 days	Mon 5/01/15	Fri 16/01/15	Scope Charter - Scope
Comence data cleanup	10 days	Mon 5/01/15	Fri 16/01/15	
Commence perfect store rollout	5 days	Mon 5/01/15	Fri 9/01/15	
Commence 6 steps to a call rollout	4 days	Mon 12/01/15	Thu 15/01/15	
Finalise project organisation structure & confirm resources	15 days	Mon 5/01/15	Fri 23/01/15	Final Project Scope Charter
- 01 Project preparation	10 days	Mon 26/01/15	Fri 6/02/15	

The Gantt chart displays a timeline from 5 Jan '15 to 19 Jan '15. A legend indicates 'PMO' with a blue bar. Tasks are represented by horizontal bars: 'Sales lead' (blue), 'Field specialist' (blue), 'Project Manager' (blue), 'Data analyst' (blue), and 'Change lead' (blue). A red bar at the bottom represents a summary task. Arrows indicate dependencies between tasks.

Wave 2.1 Tracker

The screenshot shows a Microsoft Excel Web App interface. The browser address bar displays 'https://collaboration.kraft.com/sites/WISEWinning' and 'intranet.mdlz.com'. The spreadsheet title is 'Wave2.1Tracker.xlsx'. The interface includes a ribbon with 'FILE', 'EDIT WORKBOOK', 'DATA', and 'FIND' options. The spreadsheet data is as follows:

	A	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
1	Region	AP	EEMEA	EEMEA	EEMEA	EEMEA	EEMEA	LA	LA	LA	LA	MEU	MEU	MEU	NA	NA	Comments
2	Market	Malaysia	Kuwait	Oman	Qatar	Saudi Ar	South Af	Costa Ric	El Salvad	Guatemala	Nicaragu	Belgium	France	Netherla	Canada	USA	Crossmark
3	Users	224	161	31	17	288	104	3	4	8	4	65	617	18	250	500	
4	Scope																MEU: Digital merchandising
5	Risks																
6	Resources																
7	Schedule																
8	Pre engagement email																
9	Market Readiness Assessment																
11	Draft Project Scope Charter																
12	Hotspots (Documented in tracker)																
13	Scope (Charter)																
14	Risks (Charter and RAID Log)																
15	SIF SOW																
16	Organisation Chart Confirmed (Charter)																
17	Project Kick Off Meeting																
18	(23-Jan) 00 Engagement																
19	Project Team Training																
20	Market Project Plan																
21	Finalise Project Scope Charter																
22	4 Box Report																
23	Change Impact Assessment																
24	Training & Test Strategy (Charter)																
25	(06-Feb) 01 Project preparation																
26	Configuration Specification																

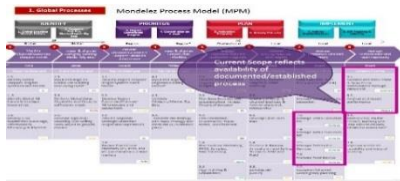
Tracking & Reporting – Operational Excellence Program



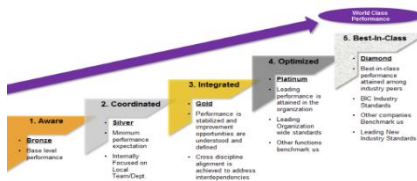
Operational Excellence: “the relentless pursuit of doing things better”



- The purpose of Operational Excellence program is to provide roadmap and guidance for In-store processes towards the desired maturity



- L2 of In-store Retail Execution processes defined in Sales Taxonomy model have been identified as a starting point for RE Operational Excellence assessments



- 5 stages of maturity model, from aware / bronze (low) to best in class / diamond (top) specifically developed to measure maturity of each process



- Regular tracking & consistent measures will allow for market level development action plans and the linkage back to process & tool development

Operational Excellence Key Elements

1. Establish regular Review forums with markets & regions

Operational Excellence – Drum Beat

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Scope	Participants	Preparation needed
Must Win & Priority markets REX call (All others bi-annually)	X	X	X	X	X	X	1h call, week 2. • RE 4-box • Top 12 KPIs • 8 WISE KPIs individual by market, only Must Win & Priority markets, can cluster markets where applicable.	Host: Global OpEx Lead Participants: • Global RE team • Sorin N • Market Sales Ops Lead, Field Sales Lead/MD Optional: • Stuart J • Regional WISE/RE lead	• Global RE team sends BKPIs report (incl. WOW/KPIs compliance), Top 12 KPIs report and CRFs summary (all at market level) • Sorin adds support report (market level) • Market prepares RE 4-box
Regional review	X		X			X	1h call, week 3 (not only top markets)	Host: Regional WISE/RE Lead Participants: • Global RE team • Sorin N	• Global RE team sends 8 WISE KPIs report (incl. WOW/KPIs compliance), Top 12 KPIs report and CRFs summary (regional) • Sorin adds support report (regional level) • Market prepares RE 4-box (total region + markets)

Must Win markets: Australia, Brazil, France, Germany, Russia, UK, US. (China, India, Japan and Vietnam not included as they are non-WISE markets)
Priority others: RSA/Canada/Argentina/Indonesia/Philippines

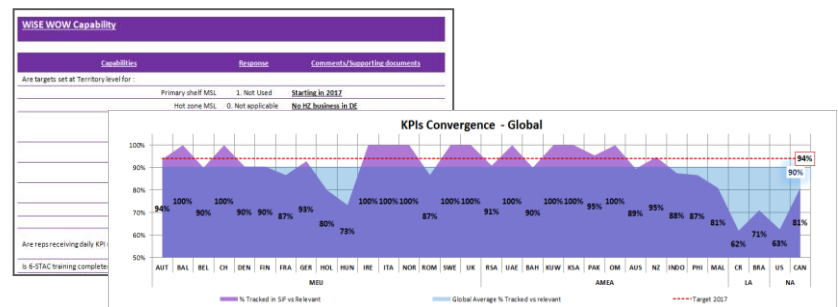
2. Run detailed E2E assessment +12 months from deployment

Focus Area	Scope
Front Office	<ul style="list-style-type: none"> 6 STAC usage, application and compliance in field In-depth assessment up to L3 process level
FO Modules	<ul style="list-style-type: none"> Modules usage per sales reps role and device vs. GRC
Back Office	<ul style="list-style-type: none"> 12 standard Back-office process compliance and usage In-depth assessment up to L2 process level
Master-data	<ul style="list-style-type: none"> Proper Master-Data set-up in SIF (REs, channel, categories, store grades, etc.) Alignment with Global master-data structure to ensure correct reporting
KPIs Tracking	<ul style="list-style-type: none"> Global WISE Sales KPIs, tracking and methodology Other KPIs developed
Reporting	<ul style="list-style-type: none"> Market Pulse reporting (global and local reports configuration) Overall Market Pulse usage
DMS	<ul style="list-style-type: none"> Trade Edge evaluation Reporting DMS

3. Establish Monthly Dashboard to create rhythm & focus on key measures

Jan 2017	Must Win Markets						Priority Others						ALL
	AUS	BRA	FRA	GER	RUS	UK	US	RSA	CAN	ARG	INDO	PHI	
KPI Convergence	81%	88%	94%	91%	63%	91%	78%	82%	76%	83%			
WOW Compliance	91%	71%	61%	91%	71%	75%	72%	92%	80%	78%			
App Usage	83%	83%	67%	100%	67%	100%	83%	100%	100%	87%			
Rep level reporting	67%	67%	67%	67%	67%	67%	67%	100%	33%	67%			
Sales Mgr level reporting	100%	100%	50%	67%	100%	100%	67%	100%	100%	87%			
KPI links to SP	67%	100%	67%	100%	33%	67%	33%	100%	100%	74%			
Territory level targets		67%	42%	90%	33%	44%	78%	100%	71%	66%			
Training	100%	83%	67%	100%	100%	100%	67%	67%	67%	83%			
Other operational	100%	56%	89%	100%	78%	89%	67%	78%	89%	83%			

4. Standardized market level reports & measures



In Summary:

- Clear Vision & Scope
- Create 1 team across Sales/IS & Vendors
- Establish Governance & Sponsorship early
- Establish clear success measures & tracking methodology
- Consider deployment options to match desire for speed & consistency
- Create standard playbook & process of engagement
- Think of what comes after deployment – Operational Excellence



THANK YOU

