



Fazer Group

SAP governance model Case Fazer

- **Anders Bäckman 07.11.2007**

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- Introduction and Fazer Group in brief
- Fazer SAP History
- Governance model, a practical approach
- Q&A

Fazer Group



Fazer Group in brief



- Family owned company established in 1891
- Catering services, bakery products and confectionery
- Operates in 9 countries
- Turnover approximately 1 billion euros
- Number of personnel approximately 15 300
- Cloetta Fazer (publ) is the most important associated company



Fazer Group

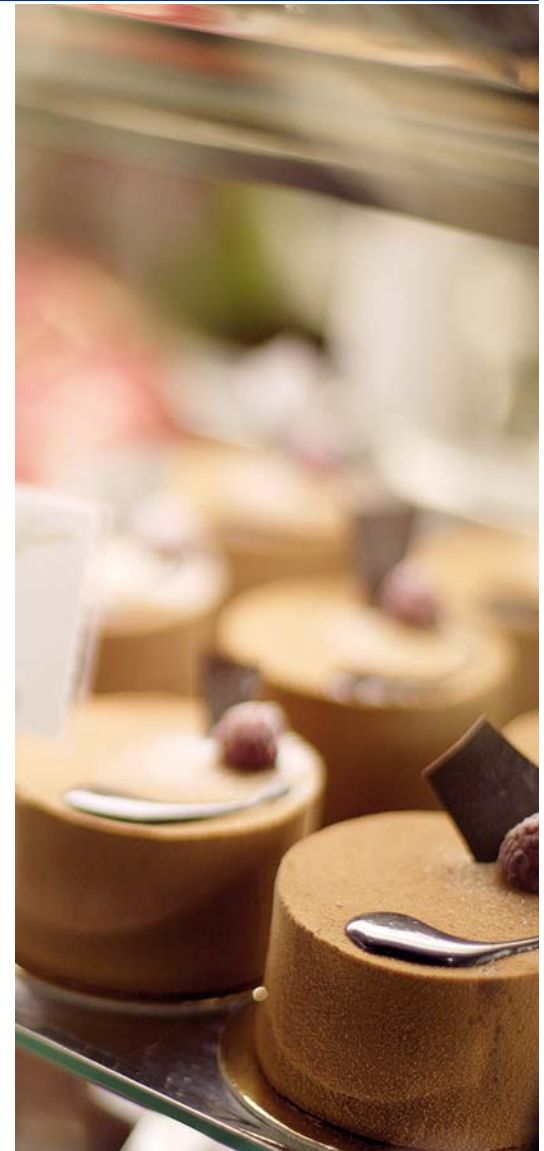


Mission and vision

- Our mission is to offer taste sensations.
- Vision
 - Our vision is to be the leading food and service company on defined markets.

"We must always strive to exceed our customers expectations."

Karl Fazer



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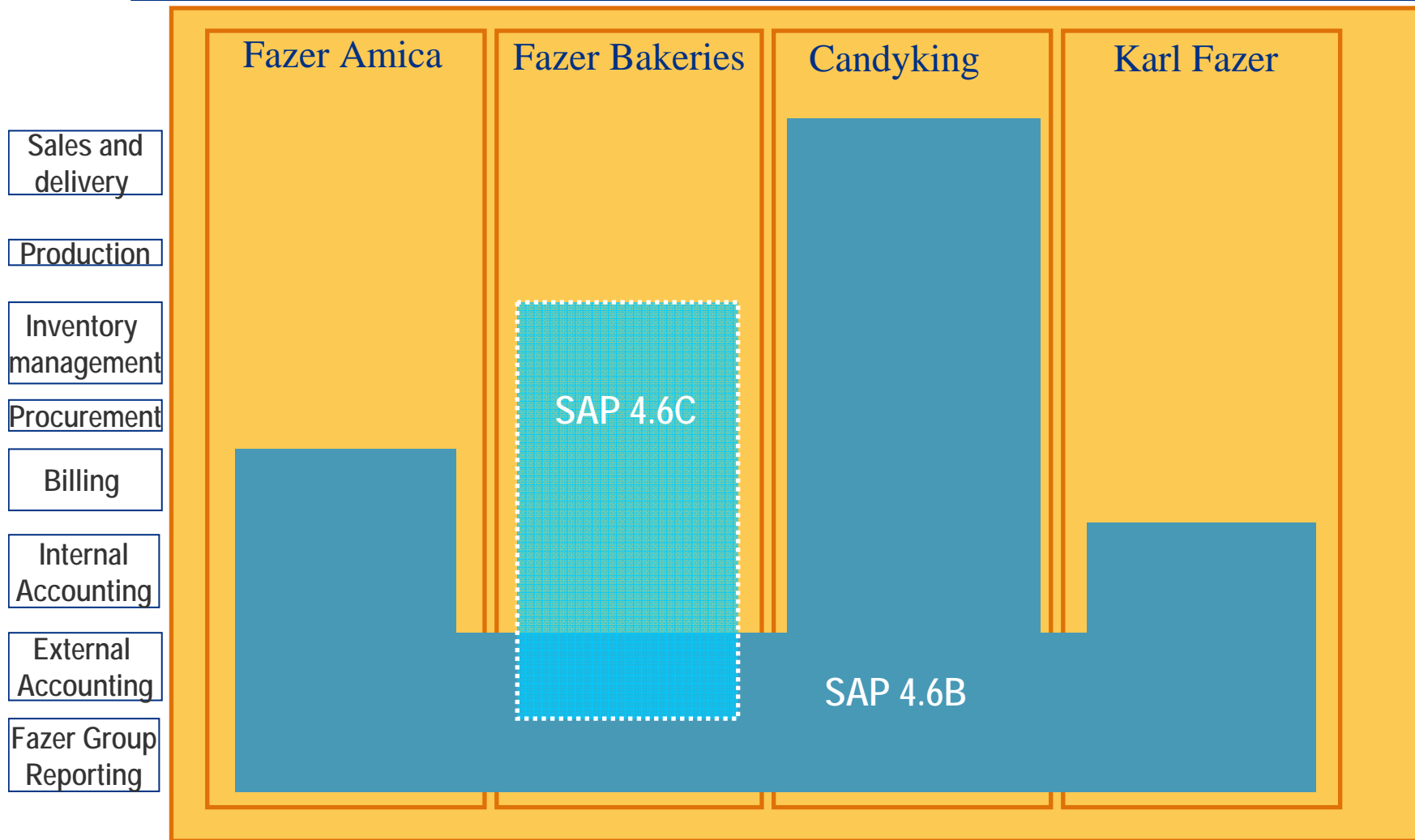
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Brief Fazer SAP History

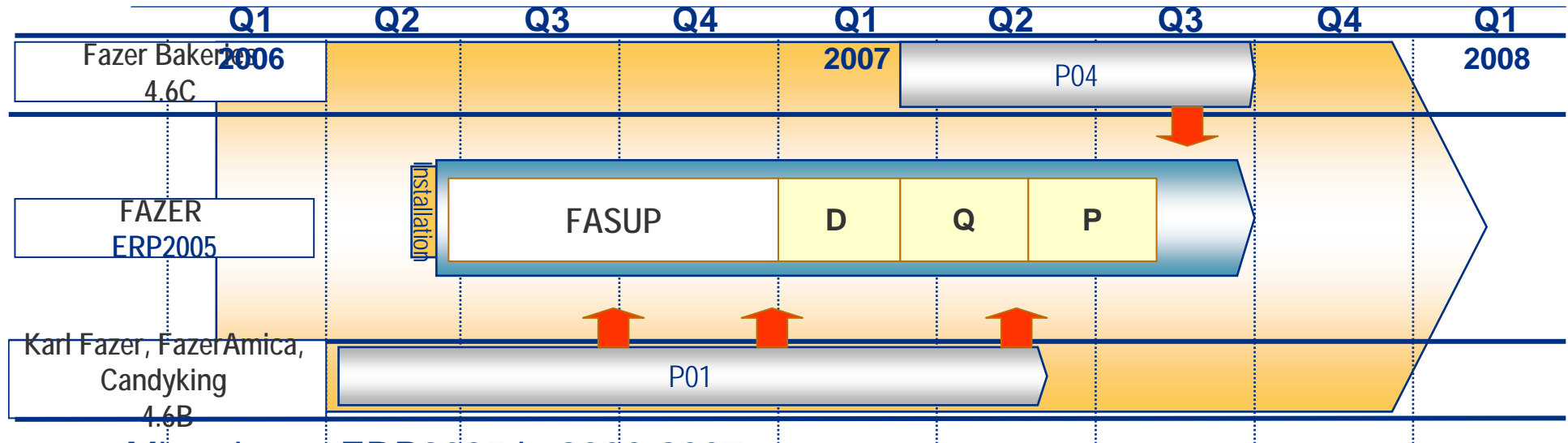
- First implemented in late 199x
 - Challenging implementation
 - Several implementation partners
 - Split into 2 instances
- Both instances upgraded to 4.6 in early 200X
- Governance and management localized in divisions
- SAP functional scope



SAP Scope by business function and division



Fazer FASUP, migration of legacy SAP:s into same instance



- Migration to ERP2005 in 2006-2007
 - Migration rather than upgrade.
 - Goals include consolidation, structure and better governance.
 - Very challenging timeline, corporate + 3 divisions in just over a year. (10 companies in 4 countries).
- Consolidation/migration project has made the need for improved governance more transparent and apparent.

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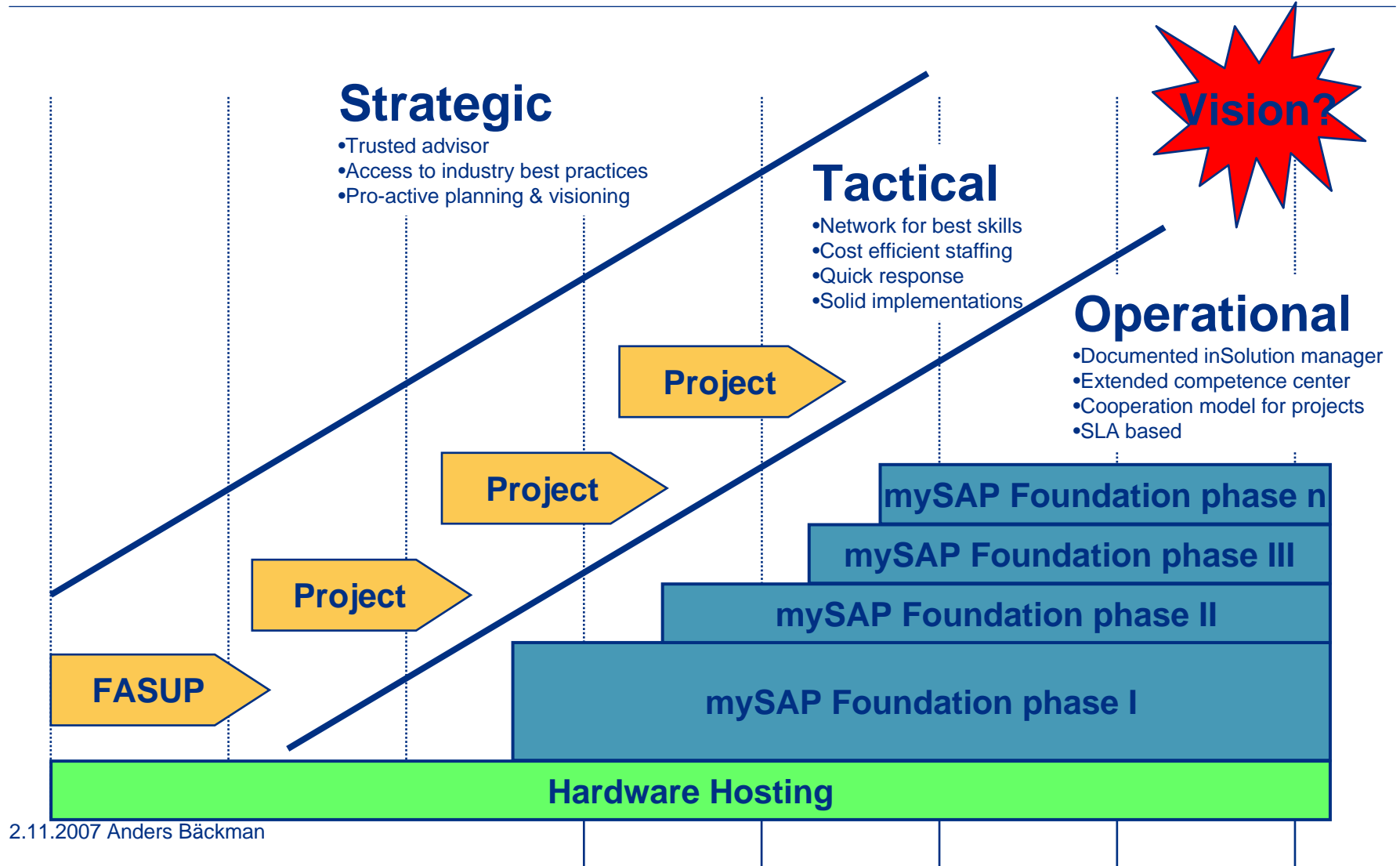
Governance model, a practical approach

- **General steps to building a Governance Model**
 - Step 1 – Partner with the Right Consultancy
 - Step 2 - Conduct a Scoping Exercise with Management Team
 - Step 3 - Define the Governance Requirements
 - Step 4 - Design the Model
 - Step 5 - Implement the Model
 - Step 6 - Build a Skills Plan

Governance model, a practical approach

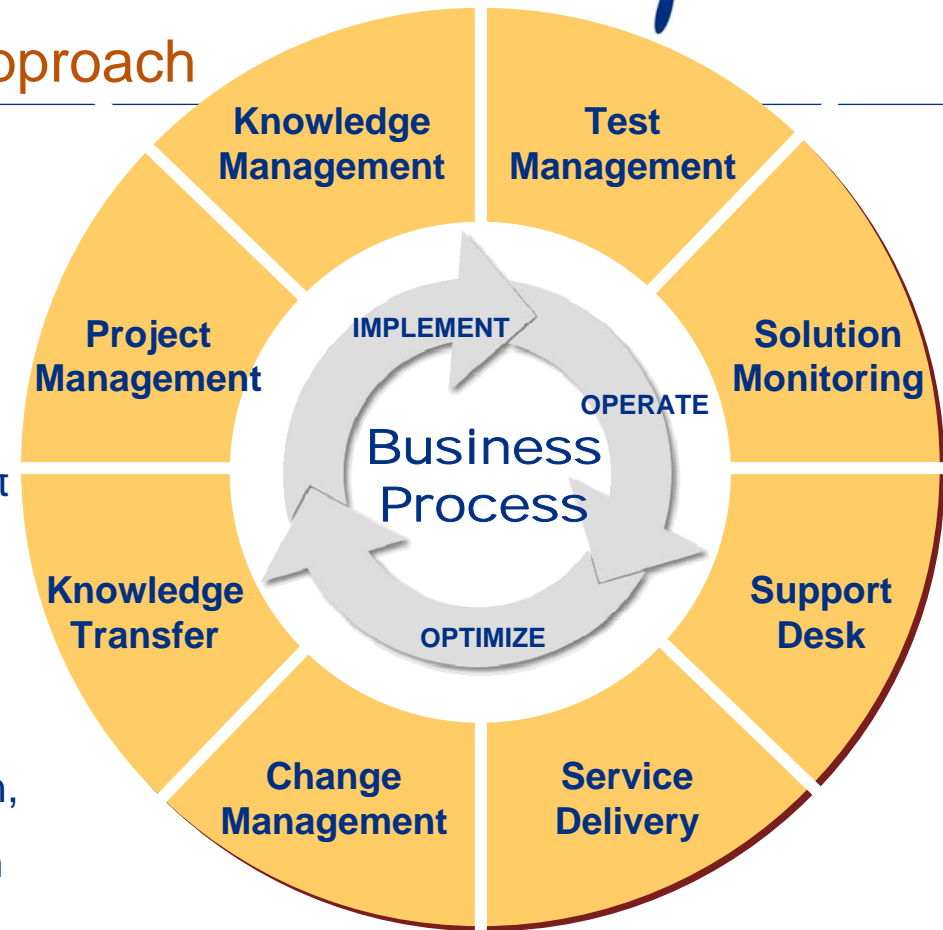
- **Fazer steps to Build a Governance Model**
 - Step 2 - Conduct a Scoping Exercise with Management Team
 - Step 1 - Partner with the Right Consultancy
 - Step 4 - Design the Model
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Fazer mySAP Foundation, result from a scoping exercise



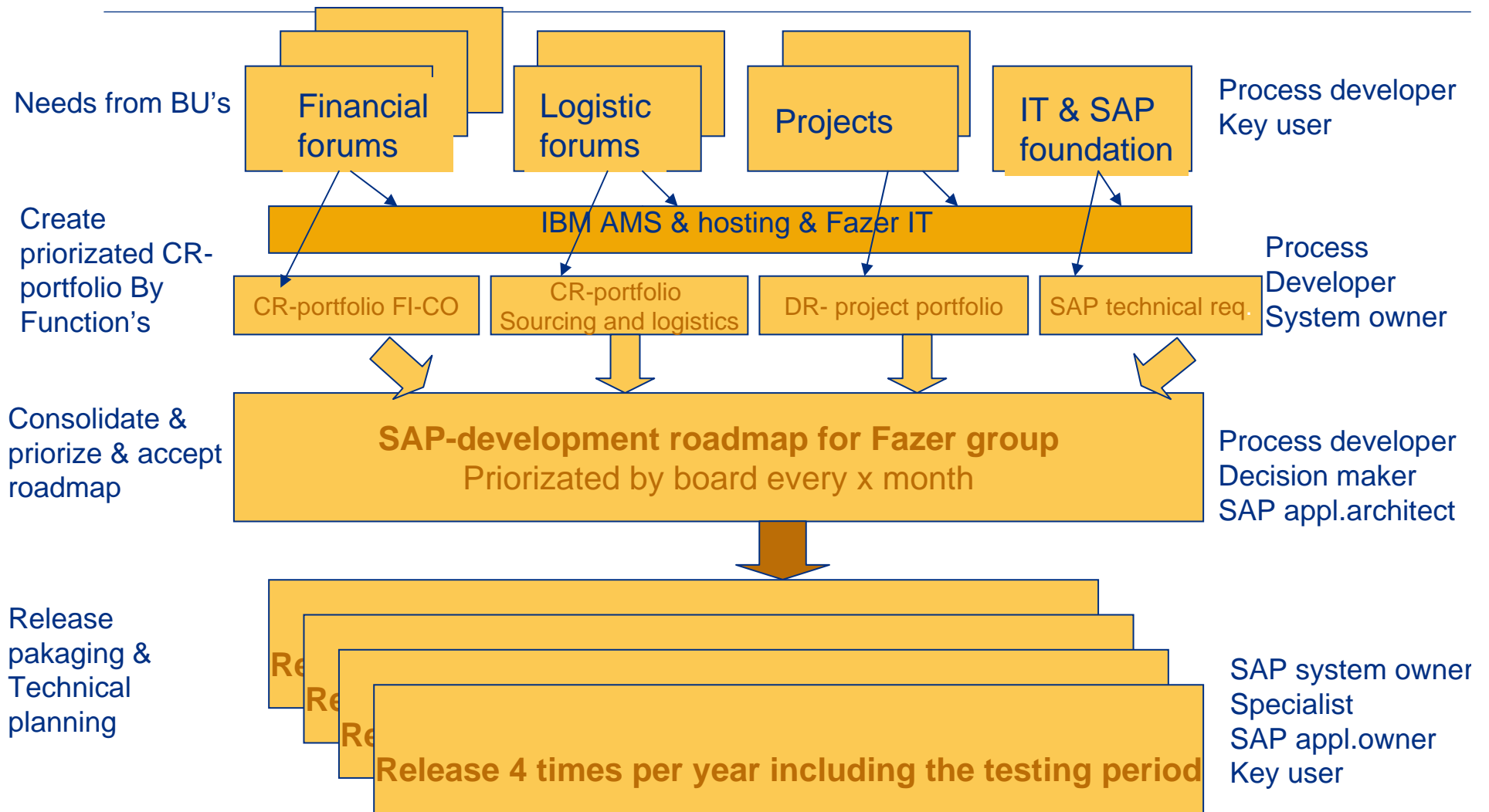
The SAP Solution Manager Approach

- Takes a consistent business-process and phase-oriented approach
- End-to-end functionality for application management and continuous improvement
- Provides full life-cycle support and collaboration with SAP
- Contains best practices for implementation, operation and optimization of SAP solution



→ Simply everything you need to manage your SAP solution !!!

SAP-governance model, including requirements



Roles in Fazer SAP community

<ul style="list-style-type: none">• User• Supervisor (Administrative role)• Key user• Process developer• Decision maker (process owner)	Business roles
<ul style="list-style-type: none">• Point of contact (Service desk)• Specialist (consultant, Fazer IT)• SAP system owner• SAP application architect and or “SAP master mind”	IT roles



Responsibility matrix

		R = Responsible				
		A=Resource/Assisting				
		* = according to defined role				
	Roles	Problem solving	User support	Change Request	Development Request	Authorization
Business roles	Users					
	Key users	R	R - Resp for	A	A	
	Business Process Developer			R-Approve, Initiate	R-Approve, Initiate	
	Supervisor		A			R*
	Decision maker				R - Approve cost	
Fazer IT	POC - Point of Contact (Fazer SD)	R	A			A
IBM	Specialist/Consultants (AMS)	A		A - working CR	A-Working with DR	
	System Owner	A		A	R	A
	SAP Application Owner				R	

SAP competence improvement – training plan goals

- To raise awareness of SAP functionality used
- To raise awareness of Fazer internal processes with regards to the SAP solution.
 - Authorizations
 - Development needs
 - User support
 - Problem solving
- To improve understanding applications usage in a process oriented context
- To enable a more self sufficient usage of application, eg people who are able to use and explain how we use the SAP applications
- To train user who can use the application for his/hers everyday tasks



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