



Build an EA Repository they said.....

Our Journey Implementing a
Repository (or two)

BOC Strategic Partners Meeting - 2022

Molson Coors Beverage Company

For over two centuries Molson Coors has been brewing beverages that unite people to celebrate all life's moments. From Coors Light, Miller Lite, Molson Canadian, Carling, and Staropramen to Coors Banquet, Blue Moon Belgian White, Blue Moon LightSky, Vizzy, Leinenkugel's Summer Shandy, Creemore Springs, Hop Valley and more, Molson Coors produces many beloved and iconic beer brands. While the company's history is rooted in beer, Molson Coors offers a modern portfolio that expands beyond the beer aisle as well.

Molson Coors Beverage Company is a publicly traded company that operates through Molson Coors North America and Molson Coors Europe, and is traded on the New York and Canadian Stock Exchange (TAP). The company's commitment to raising industry standards and leaving a positive imprint on our employees, consumers, communities, and the environment is reflected in Our Imprint and our 2025 sustainability targets.

AT A GLANCE

| | | | |
|---------------------------------------------------------|----------------------------------------------------|--------------------------------------------|----------------------------------------------------------------------------|
| 5 th Largest beer company in the world | ~\$10.3 Billion in net sales revenue in 2021 | >84 Million hectoliters sold in 2021 | 15 Brand families with \$100+ million in annual net sales revenue |
| ~100 Countries where our beer is sold | 40 Beverage Production Facilities | >16,000 Employees | |

Two basic rules of life:
1. Change is Inevitable
2. Everyone resists change

Remember this: When you are
through changing... you're through

- Source Unknown



The charge for “Truth” – a multi-year chase (6 years)



**I HAVE AN
ENTHUSIASM
GAP**

2019





ADOIT



Foundations – Understand Why (& Why Not)



Executive Sponsorship

Use Cases – What are you trying to solve, what's your expected outcome

“Master Data” & Golden Sources

Role Clarity – CMDB and EA Repository

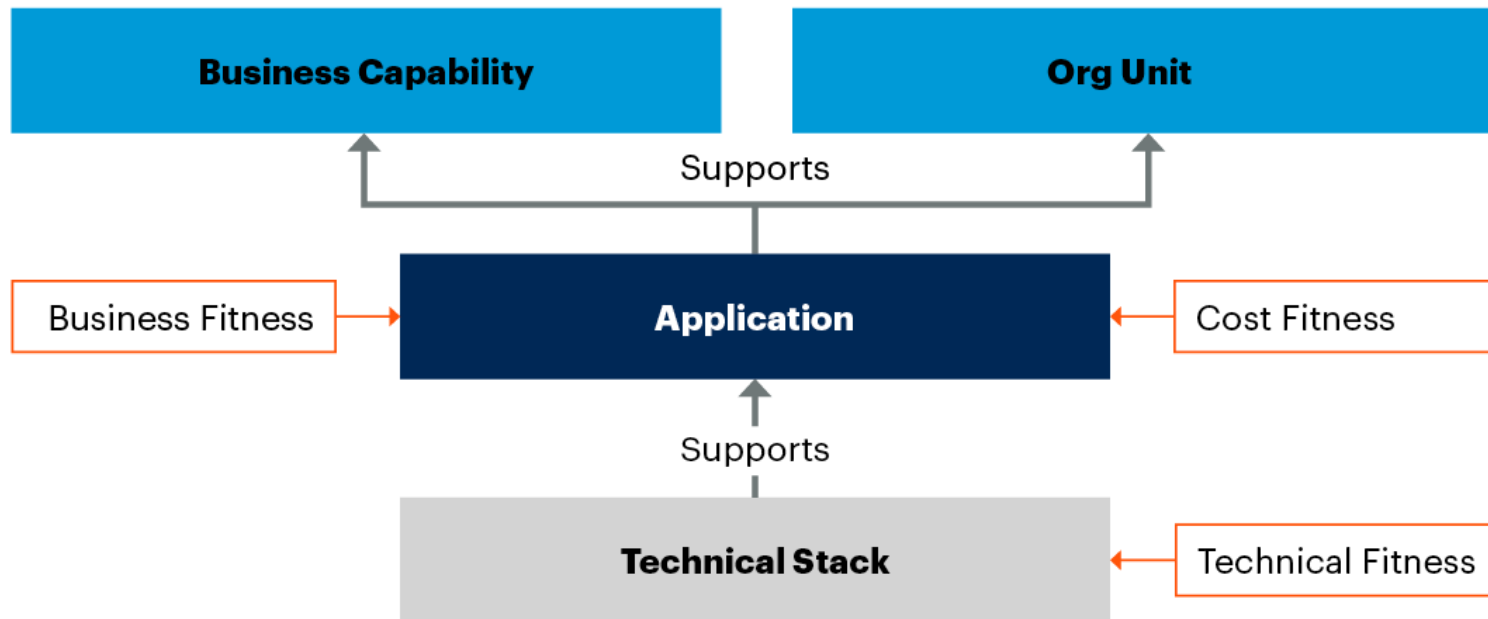
Role Clarity – Owners of Data

You specific meta-model

Make it (Easily) Accessible

Portfolio Rationalization – Understand & Optimize

Units of Assessment and Fitness Dimensions

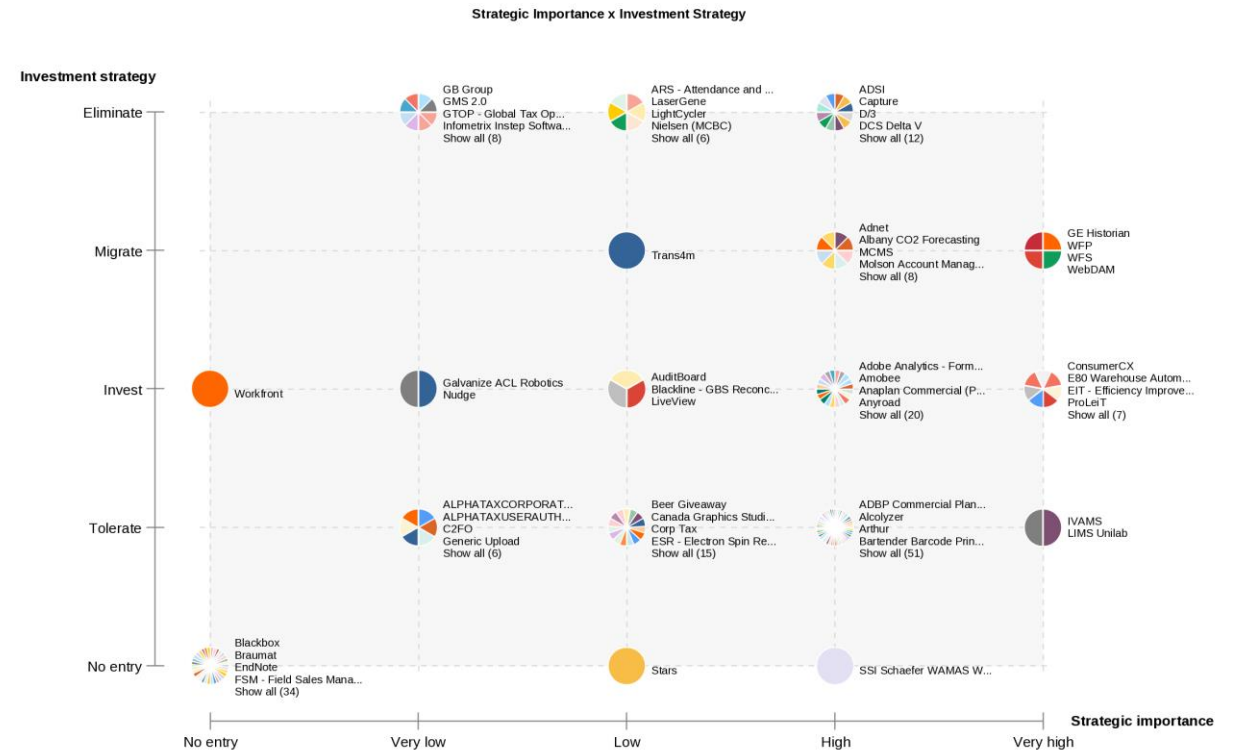
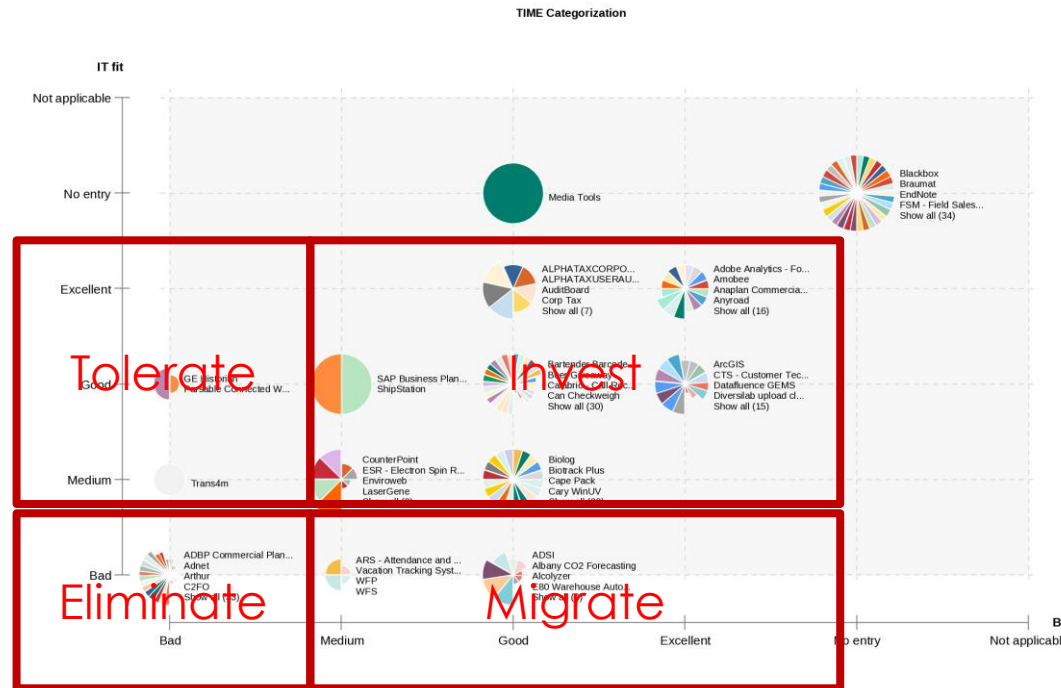


Source: Gartner
756915_C

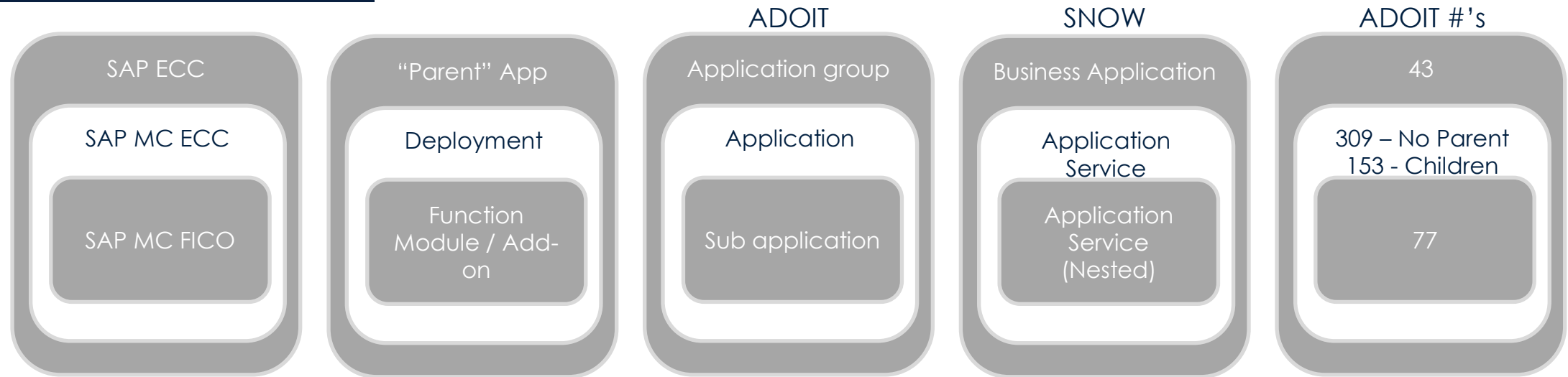
- Application Owners (Business Partners) execute scoring
- Scoring Attributes (Strategic Importance, Business Fit, IT Fit, Investment Strategy)
- Best Practice: Define and publish definitions for scoring
- Lesson Learned: Culture of application ownership did not exist; several people did not want to do the activity; get C level buy in and support
- Outcome: Prioritized list of applications to gather required details about and execute savings activities against

Gartner

Understand and Optimize – “Top 10 lists”

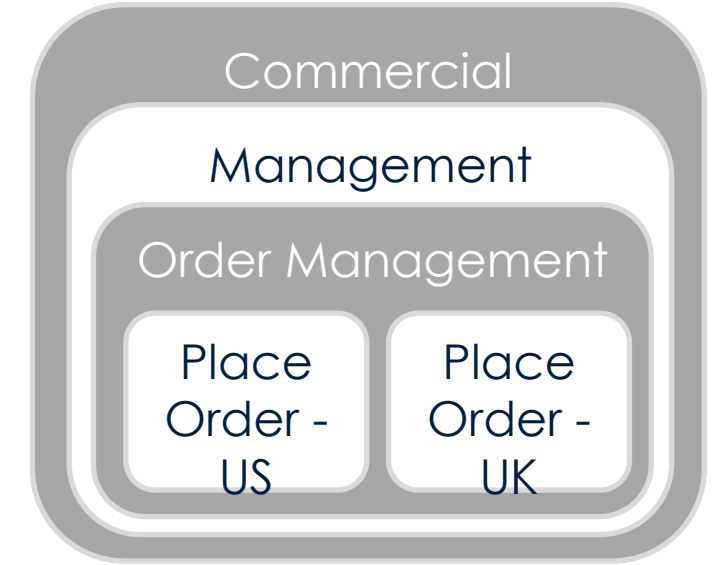
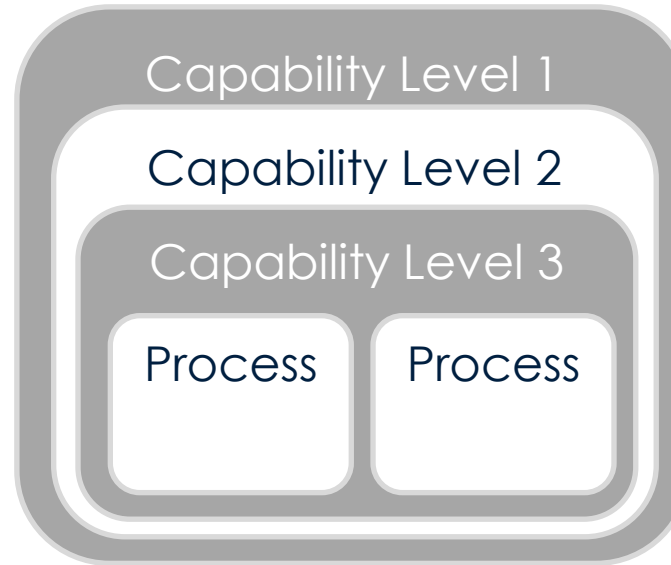
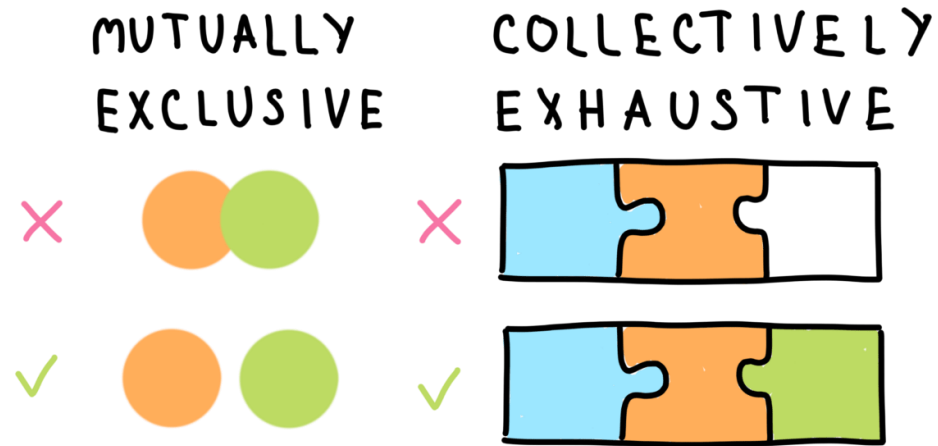


Clarification of App Hierarchy from App Scoring



- Enables viewing of 'platforms' as applications and interface end points
- Supports understanding 'how many' deployments do we have
- Supports CMDB need to have functional modules where distinct support groups are assigned within an application

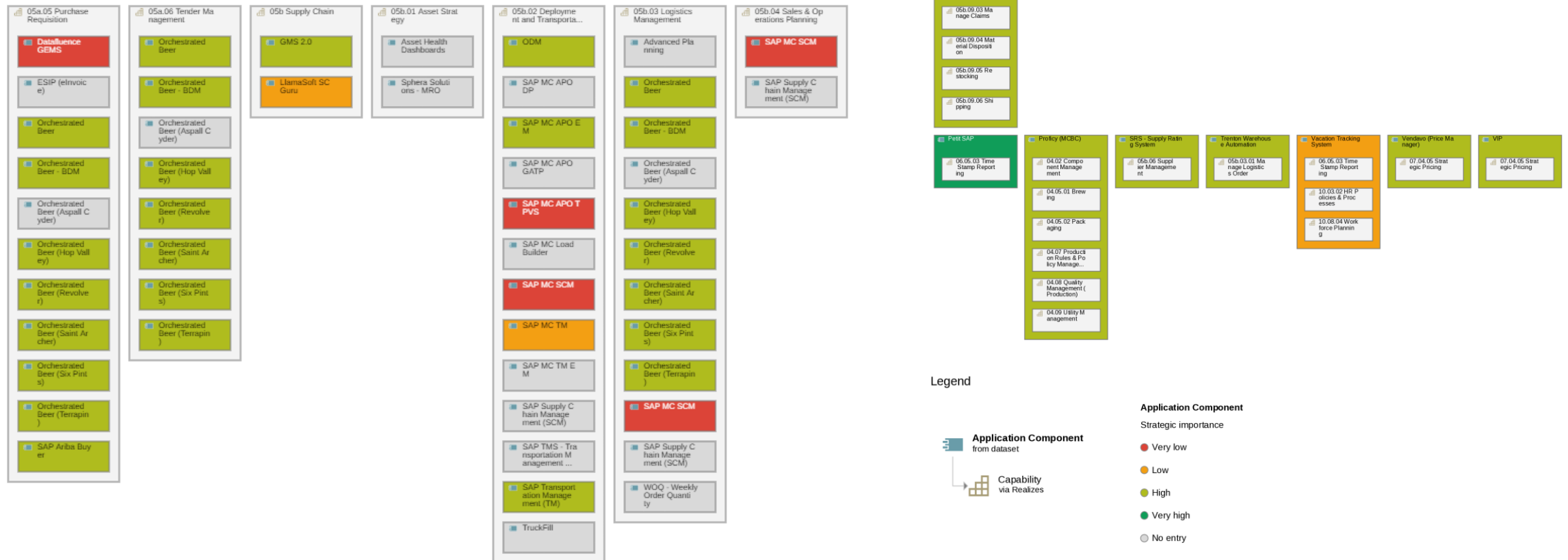
Capability Management



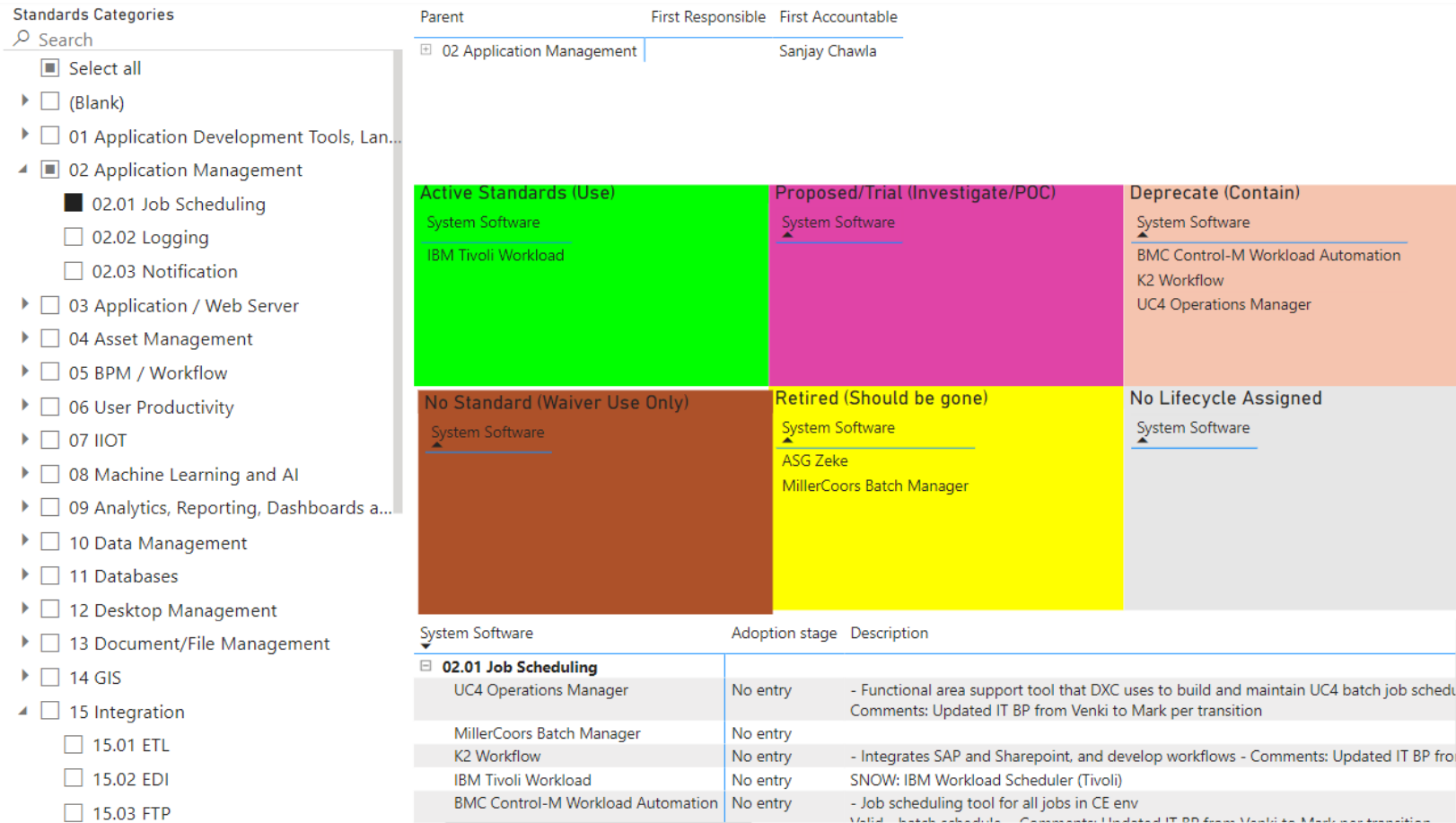
- What do we do and what applications do we use to do it
- All applications assigned to a L3 capability
- Score capabilities as Key or Operational (Specialisation)
- Score capabilities as Strategically Differentiated vs. Standard (Strategic Importance)
- Process is where we identify different ways of doing things
- Slow moving change – should not be in-flux

Capability Led Conversations

- Principle: Only applications that support differentiating capabilities should be highly customized



Standards Management – Power BI



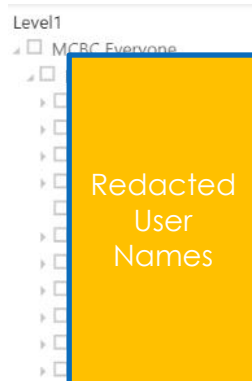
- **Objective: Make it easy for people to find and understand what is 'approved'**
- **New Feature & Opportunity: The Radar provides a nice view of where technology fits, but it still requires you to know what technology you want to appear on the Radar.**
- **Developed interactive Power BI report to allow on-demand lookup of what's within a category**
- **Lesson Learned: Data ownership is still critical and the biggest challenge. Focus on 'category' owners to establish the roadmap/plan for their category.**

Adoption and Usage Challenges



- Solve a problem for them
- Small focused use cases
- Change Management – Culture change is hard
- WIIFT

Login and Update Analysis – Power BI



Components Last Edited

| Business Actor | Business Role | Days Since Last Login | Apps Assigned | Apps Last Edited | Nodes | Category | Product | Version | Visu |
|---------------------|--------------------------------------|-----------------------|---------------|------------------|------------|------------|------------|------------|------|
| Redacted User Names | EA Repository Admin | 0 | | 500 | 156 | 129 | 277 | 160 | |
| | Business Partner - Supply Chain | 2 | 175 | 155 | | | | | |
| | Business Partner - Supply Chain | 0 | 72 | 76 | | | | | |
| | Business Partner - Commercial | 11 | 39 | 30 | | | | | |
| | Business Partner Director - Enabling | 40 | 24 | 17 | | | | | |
| | Business Partner - Enabling | 5 | 23 | 14 | | | | | |
| | Business Partner - Western Europe | 13 | 21 | 12 | | | | | |
| | Solution Architecture | 0 | 27 | 11 | 7 | | | | |
| | Manufacturing Systems Engineer | 1 | 1 | 10 | | | | | |
| | Enterprise Architect | 13 | | 9 | 1 | | | | |
| | Business Partner - Supply Chain | 7 | 33 | 8 | | | | | |
| | Business Partner - Supply Chain | 1 | 43 | 4 | | | | | |
| | Solution Designer/Delivery | 8 | 48 | 4 | 4 | | | | |
| | Business Partner VP - Commercial | 1 | 88 | 4 | | | | | |
| | Enterprise Architect | 8 | | 4 | 12 | 1 | 4 | | |
| | Solution Architecture | 8 | 34 | 3 | 1 | | | | |
| | Business Partner - Commercial | 46 | 14 | 2 | | | | | |
| | Total | 6593 | 1340 | 870 | 194 | 130 | 282 | 162 | |

Last Edit Data is highly variable, especially as the administrator (Paul) is executing data cleanup activities.

Metrics – Power BI

- ☐ High
- ☐ Low
- ☐ No entry
- ☒ Very high
- ☐ Very low

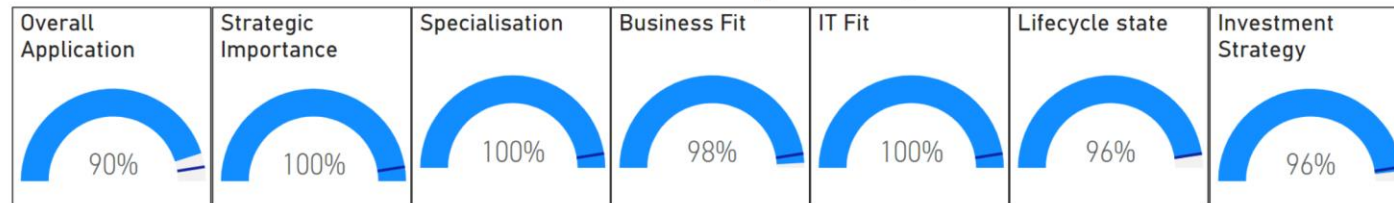
Level1

► ☐ MCBC Everyone

112

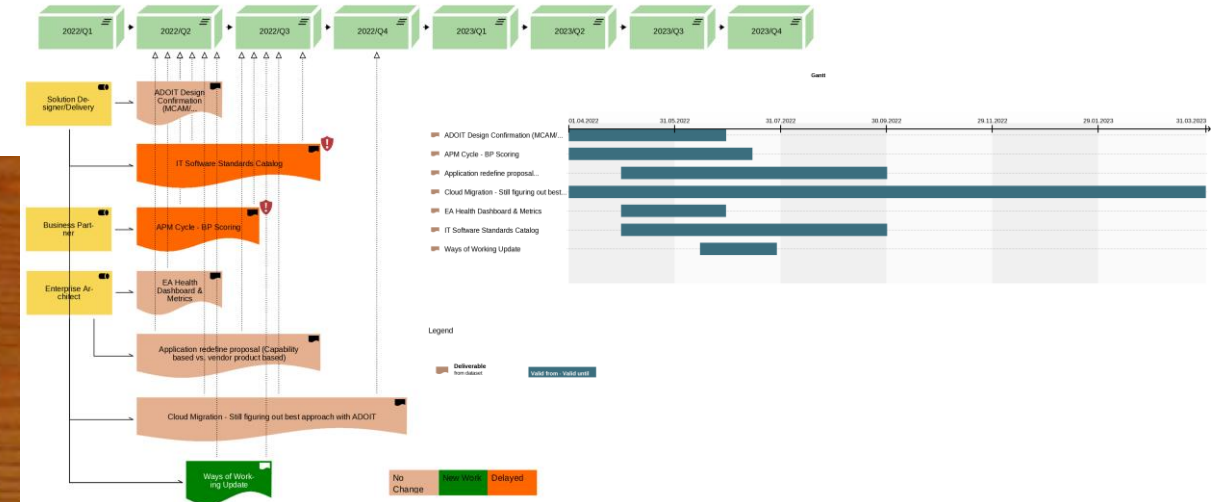
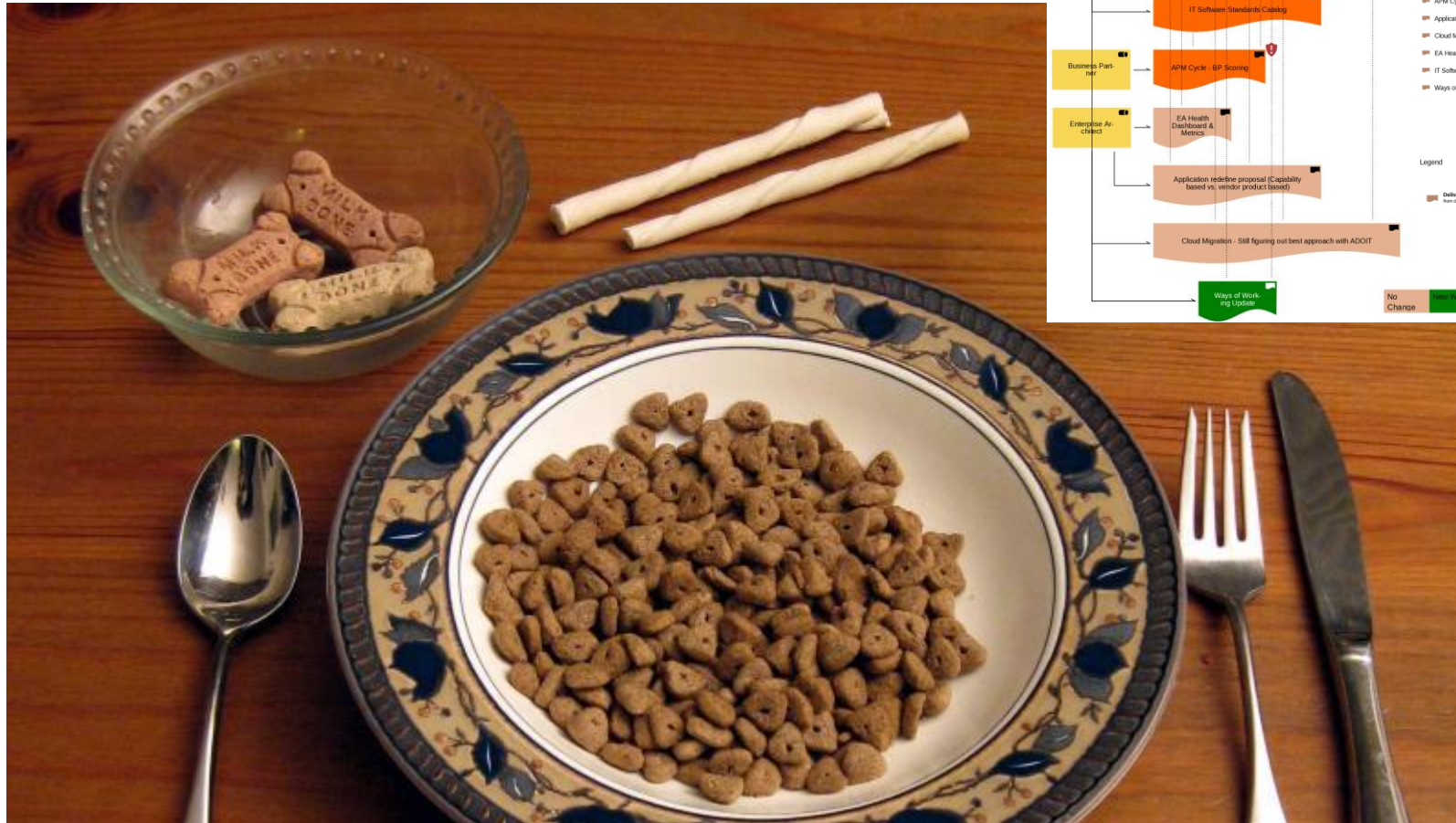
Total Applications

Completeness - BP Application Scoring



| Application Component | Strategic importance | Specialisation | Business fit | IT fit | Lifecycle state | Investment strategy |
|------------------------------------------------|----------------------|-------------------|----------------|----------------|-----------------|---------------------|
| Acquia Drupal CMS | Very high | Application | Not applicable | Not applicable | In production | Invest |
| Avatier - Brew House | Very high | Application | Bad | Bad | Retired | Eliminate |
| BW Cross-Application - UK | Very high | Application | Bad | Bad | In production | Tolerate |
| Cognos Controller | Very high | Application | Bad | Bad | Retired | Tolerate |
| Consumer Care Portal | Very high | Sub application | Excellent | Excellent | In production | Invest |
| ConsumerCX | Very high | Application | Excellent | Excellent | In production | Invest |
| E80 Warehouse Automation | Very high | Application group | Good | Bad | In production | Invest |
| EIT - Efficiency Improvement Tool | Very high | Application group | Excellent | Good | In production | Invest |
| EIT - Efficiency Improvement Tool (Albany) | Very high | Application | Excellent | Good | In production | Invest |
| EIT - Efficiency Improvement Tool (Fort Worth) | Very high | Application | Excellent | Good | In production | Invest |
| EIT - Efficiency Improvement Tool (Golden) | Very high | Application | Excellent | Good | In production | Invest |
| EIT - Efficiency Improvement Tool (Milwaukee) | Very high | Application | Excellent | Good | In production | Invest |
| EIT - Efficiency Improvement Tool (Shenandoah) | Very high | Application | Excellent | Good | In production | Invest |
| EIT - Efficiency Improvement Tool (Trenton) | Very high | Application | Excellent | Good | In production | Invest |

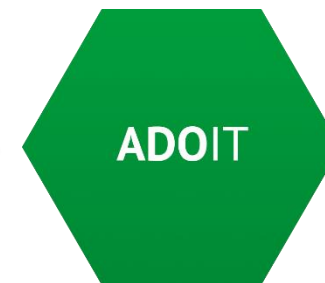
Lead by Example



Next Steps - Backlog



servicenow™



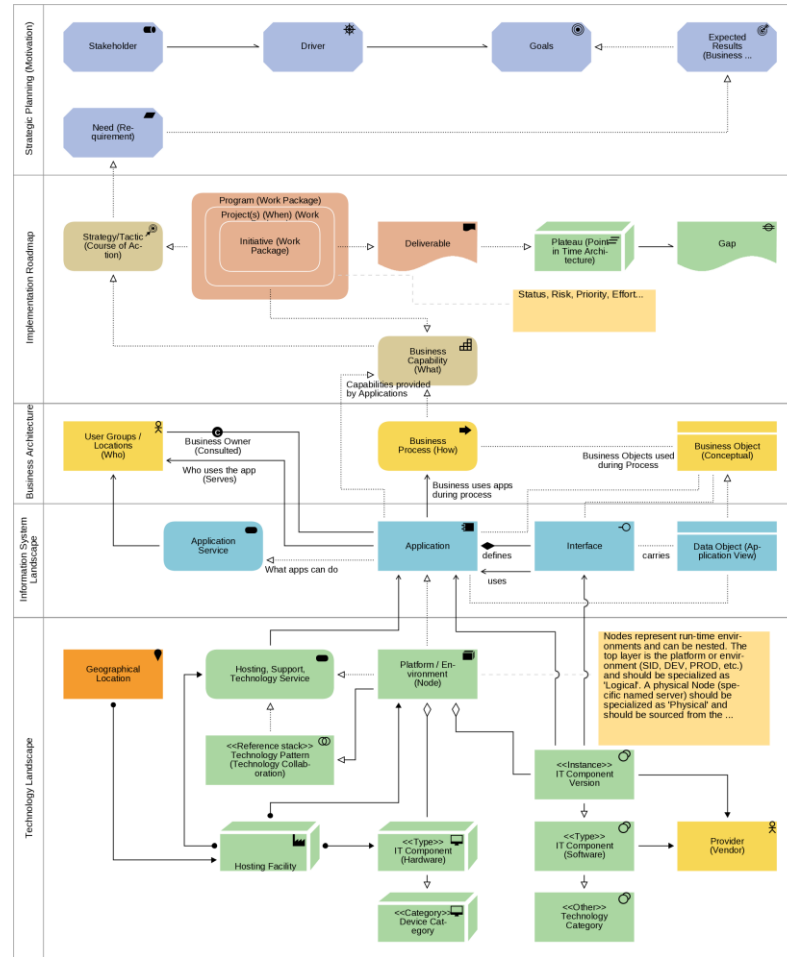
QUESTIONS?

Contact Information



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MCBC Metamodel



Make it (Easily) Accessible – Organize Objects & Kiosk

The screenshot displays the Molson Coors EA Repository interface. On the left is a navigation pane with a search bar and tabs for 'Objects', 'Models', and 'Quick Access'. The 'Objects' tab is active, showing a hierarchical list of objects from 00 to 999. The main content area is divided into two panels: 'Inventories' and 'Reference Maps'.

Inventories Panel:

- Capabilities (What)
- Business Processes (How)
- User Groups (Who)
- Business Objects
- Applications
- Interfaces
- Data Objects
- Technology Platforms
- IT Components
- Providers
- Technology Categories
- Hosting Facilities

Reference Maps Panel:

- Capability Map
- Business Process Map
- User Group Map
- Business Object Map
- Technology Category Map

Reports/Analytics Panel:

Select Analyse from the menu along the top of the window, then select the 'EAM with ADOIT' set of reports.

Additionally, you can run reports on specific components by right clicking a component(s) selection and selecting Reports or by ...

Application Model Building Template (Green button)

MCBC Metamodels (Pink button)

Molson Coors Site Model (Green button)

Molson Coors Brand Information (Green button)

Work in Progress (may not be accurate)

- System Reference Model Examples** (Pink button)
- Organization Reference & Ownership** (Pink button)
- Technology Standards Catalog** (Pink button)