



DATA OWNERSHIP AND RESILIENCE

WHY SUPPLY CHAINS MUST EMBRACE INFORMATION AS AN ASSET



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A TASTE OF WHO WE ARE

~90k

We have approx. 90,000 diverse and talented employees around the world

150+

Our snacks are enjoyed in more than 150 countries

\$36.4B

2024 net revenues of approx. \$36 billion

39%

39% of 2024 net revenues from emerging markets

\$55M

\$55+ million charitable contributions in local communities in 2024



OUR SUPPLY CHAIN



63,000 Employees

+ **67** Countries

of **145** nationalities

Made up of **38%** female

62% male

\$26Bn COGS

Mondelēz International Internal



134 plants

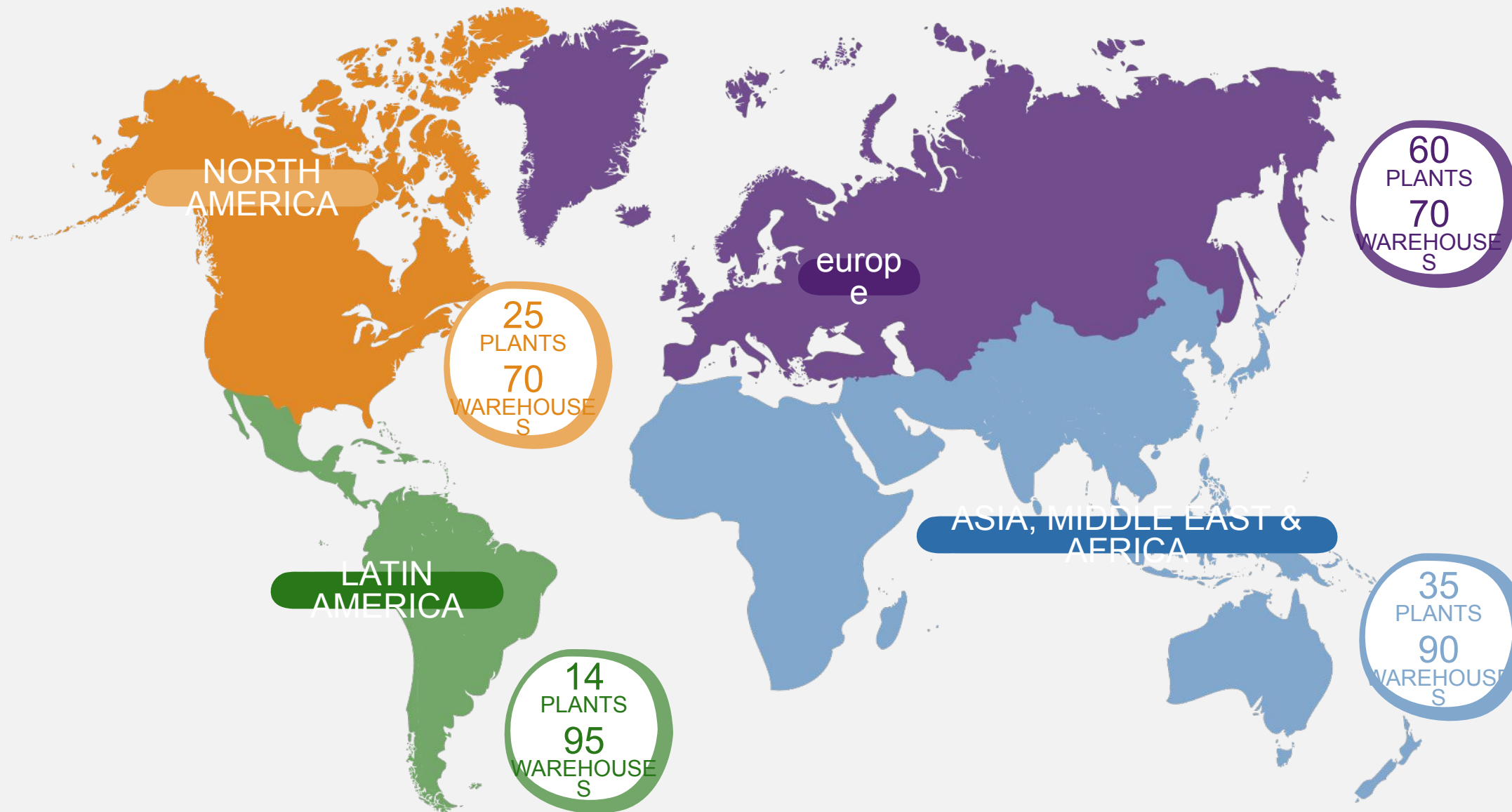
300+ Warehouses

5+ Mm tons produced per year

80 Engagement score
+5 vs. Benchmark



OUR GLOBAL MANUFACTURING FOOTPRINT



FROM RAW TO READY: DATA CREATES RESILIENCE

10 years ago, we captured data to check past.

Today, we capture it to predict future.

Would You Ignore 80% of Your Senses?

FROM RAW TO READY: THE INGREDIENTS BEHIND DATA THAT DELIVERS

4 Skills & Curiosity

- Teams are encouraged to explore, not just report
- Data literacy is built into everyday learning
- Curiosity and questioning are valued

3 Accessibility & Awareness

- People know what data exists and where to find it
- Data is available at the right level of granularity
- Tools and sources are demystified — no “black boxes”

1 Leadership role modeling

- Decisions are visibly data-driven
- Data is part of discussions
- Leaders challenge data quality

2 Data governance

- Clear ownership and accountability
- Shared definitions (e.g., "What is OTIF?")
- Regular review of quality and consistency



LEADERS SET THE DATA STANDARD

“It’s okay not to have the answer — it’s not okay to ignore the data.”

“Let’s reward the teams who bring forward data, not just ideas.”

“Before I visit the site, I always review their latest KPI trends — I want to speak their language.”

“You wouldn’t ship products with the wrong label — why accept reports with the wrong numbers?”

DATA GOVERNANCE: THE MOST MISUNDERSTOOD INGREDIENT IN THE RECIPE

Things to consider

Start small, scale fast: Don't wait for perfect governance — begin with your most painful data set.

Use ongoing projects: Embed data governance work track into existing project(s) vs creating a separate one

Steps

Define shared standards: for data in scope, set definitions (“Available Stock” or “OEE”)

Document flows: Understand where data comes from and who uses it — map the pipeline.

Assign ownership: Every key field (e.g. SKU status, stock levels, batch ID) should have defined and named roles.

ROLES

Data Owner: Accountable for the accuracy and purpose of specific data (e.g., SKU master, batch release)

Data Steward: Maintains and cleans data regularly, ensures it meets standards

Process Owner: Ensures data flows are embedded into operations (e.g., batch release workflow)

IT/Data Team: Provides tools, access, and ensures data security and architecture

DATA DOESN'T SPEAK UNTIL SOMEONE ASKED THE RIGHT QUESTION

You can have perfect dashboards, complete datasets, and the latest tools — but without **curiosity**, they won't move the business.

Make data **easy to access** at every level (dashboards, screens, reports) by building confidence to use tools (Excel, Power BI, Grafana)

Remove “**data gatekeepers**” — democratize access

Ensure data is **real-time and relevant** — like any form of trust, trust in data is hard to earn and easy to lose.

Encourage **exploration**:

A line operator spots a repeated stop reason and asks, “Why always at shift change?” → insight leads to a micro-maintenance change

Provoke **curiosity**:

A team lead starts tier reviews by asking, “What's the one number that surprised you this week?”



😊 7



★ 14

MONDAILY CHAIN TEAM!



❤️👍 19



😊👍 27

THANK YOU



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