| No | Area | Solution Provider Question | Gates Response |
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| 1. | Exhibit 2, Slide 3  Global Data Stewards Master Data | Please define CoA (Certificate of Authority?) | CoA stands for Chart of Accounts. Gates has global CoA used in consolidations (HFM) and we need a governance process to manage changes/additions to the G/L accounts in various ERPs. |
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| 2. | Exhibit 2, Slide 3  Global Data Stewards Master Data | Recipe? What is it and can you share more details on this requirement? | As a rubber manufacturing company Gates must manage chemical substance specification and recipes (i.e. 3 parts per volume of substance X + 1 Parts per volume of Substance Y)  In addition these recipes later on will become process sheets telling Gates to mix with mixer A and vulcanize it with furnace B, etc. |
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| 3. | Exhibit 2, Slide 3  Global Data Stewards Master Data | Pricing? (Price and conditions records) Data is not typically considered as master data. Is there more detail around the requirement on this? | The pricing from a pricing condition perspective is conditional data. For example consider an ERP and the purchase info record. Gates needs to govern changes to mapping between Vendor, material, UoM, order unit, Incoterms and Net Price. Any change to the record could lead to maverick procurement thus invalidating negotiated prices, conditions, etc. |
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| 4. | Exhibit 2, Slide 9  MDM Create/Modify Process Vision | Sourcing contract? Are you looking for contract management functionality? | In the larger MDG/Master ERP/Ariba scope yes we are looking for contract mgmt. functionality since we do have sourcing contracts. This is optional - not critical at this time. |
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| 5. | Exhibit 2, Slide 9  MDM Create/Modify Process Vision | Customer credit? Please share more information on requirements for this. | The RFP content is referring to managing Customer Credit Limits. Some ERP systems have simple mapping to customer master or as a part of customer master. We need to be able to govern changes to these limits. This is relevant for Phase 2. |
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| 6. | Exhibit 2, Slide 9  MDM Create/Modify Process Vision | Do you need GL account governance? | Global Chart of Accounts is used in consolidations (HFM) and Gates needs a governance process to manage changes/additions to the G/L accounts in various ERPs. |
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| 7. | Exhibit 2, Slide 9  MDM Create/Modify Process Vision | Specification/Doc record? Do you require a content management like solution? For example, Documentum or OpenText to store the documents? | A content management system is not in the scope if this RFP, content management will be part of the PLM/ERP implementation not MDG. |
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| 8. | Exhibit 2, Slide 24  PO Approval Req’s | “Gates is open to a recommendation on Supplier Portal solution that will work best with proposed MDS Solution”: MDS solution? What is MDS? | MDS is a typo it should read MDG - Master Data Governance. Gates is interested in a recommendation for Supplier Portal functionality that can be leveraged, used by MDG as a data source or as part of the governance process. |
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| 9. | Exhibit 2, Slide 12  Sourcing & Procurement Key Req’s | Duns number? Is there a real time interface required to get the duns number from Dun & Bradstreet? | Gates needs to use DUNS numbers to verify that the supplier is a registered business. Typically verification will occur at the time of supplier onboarding, real time interface is not required. |
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| 10. | Exhibit 2, Slide 12  Sourcing & Procurement Key Req’s | Please clarify this requirement: Management and approval portal with required key data fields/elements and underlining data quality rules (i.e. UoM, purchase price, incoterms, payment terms, MFG Part Numbers, Engineering. Part Numbers, UNSPSC codes and etc.) | The Gates requirement is a single place to maintain all key fields and values for master records and ensure that updates to ERP systems are completed with correct data. |
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| 11. | Exhibit 2, Slide 12  Sourcing & Procurement Key Req’s | Please further clarify DPO reporting related requirements. | DPO is Daily Payables Outstanding report. Gates needs a reporting and analytics function that can show we are in compliance with our negotiated payment terms, or have rogue P.O.s with manually overwritten payments terms. (Sales person calls buyer and offers 20% for Net Cash vs. Net 90, buyer places manual P.O.) |
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| 12. | General | Please clarify Supplier Certificate of Analysis Management? | Gates utilizes chemicals and we need to monitor Certificate of Analysis provided periodically by suppliers for the compounds they supply. If the certificate is expired, Gates cannot buy that material from that supplier. The Suppler Master Record needs to be deactivated to prevent use in P.Os |
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| 13. | RFP Doc, pg. 7  Proposal Req’s Phase 2 | "The majority of the data migration activities should be executed by Gates IT.”. Based on this statement, will Gates own responsibility for Data migration? | Yes, Gates will execute the majority of the data migration activities |
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| 14. | RFP Doc, pg 10  Project Outcome | "Ability to connect all 29 ERP instances as well as Spec and PDM systems to MDG solution" what is SPEC and PDM systems? | The Gates SPEC and PDM systems are many custom SQL based systems with standard .Net APIs |
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| 15. | General | Are you able to provide a matrix with quantitative data of the objects involved, as well for the events frequency (Create / Changes / Approval per object)? | At this time, Gates is not able to provide a matrix with quantitative data of the objects involved |
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| 16. | General | What compliance applications are currently in use/in implementation/ under evaluation, which need to be considered for the DoA compliance? Are we able to propose a solution set? | Gates DoA is managed today via email. We need be able to monitor and analyze P.O.s (i.e. every few hours). If there is a P.O. that fits criteria for DoA, an approval and recording process needs to be triggered. The process to invalidate/cancel P.Os. in ERP systems will continue to be manual. |
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| 17. | General | Is a global road map for the business transformation available (considering all other E2E processes – OTC, RTR etc.)? | At this time, Gates is not able to provide a global road map for the business transformation. |
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| 18. | General | The RFP focuses on procurement and relevant master data object (incl. transactional documents, as P.O.) How do you consider the scope for financial related integration Master data objects for Accounts payable and G/L? | Master data objects for Accounts payable and G/L are part of Phase two and will require Master ERP with Shared Services for sourcing, procurement and AP |
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| 19. | Proposal Req’s | Will a Global leading practices template be available upon start of Phase 1 Pilot? If not, when is it to be expected to be available? | Global leading practices is a separate project and it will be available during phase 1. The GLPT is based on best industry practices. |
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| 20. | Proposal Req’s | a.) What is the target Master data format, which has to be used during Phase Pilot?  b.) Will the format be provided? c.) Will the target Master ERP platform solution be decided upon start Phase Pilot? | We are in the process of ERP strategy, there is currently no defined timeline. The ERP solution will either be Oracle or SAP S4. |
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| 1. 1. | Exhibit 2, Appendix A/B (slide #3, and #9) | The Master Data Management domain areas are specified in Exhibit 2, Appendix A/B. Please elaborate on rough order magnitude of the # of records and # of attributes for each domain (Customer, Part/Item, Engineering BOM, Recipe, Specification/Doc. Record, GL Account, Price, Credit, Vendor Master, and Sourcing Contract). | Gates Direct procurement Item Masters are approximately 100K.  Gates Suppliers are approximately 25K. |
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| 22. | Exhibit 1, Section 2 (ERP Landscape) | The ERP Landscape is specified in Exhibit 1. Please elaborate on the current integration platform(s) and integration requirements of the 29 ERP systems in scope of the RFP – e.g., bi-directional or one way (hub inbound/outbound), and real time or batch, batch frequency, etc. | Gates does not have an integration platform between ERPs. Gates owns WebMethods and Informatica ETL and could utilize that middleware as one possible option. Please advise/propose a preferred integration platform. |
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| 23. | Exhibit 2, Appendix A (slide #) | Exhibit 2, Appendix specified the Master Data Governance Organization structure. Please elaborate on the existing Data Governance process, framework, and maturity currently in place at Gates – have Data Stewardship roles been established?, Data Governance Council in place?, and any artifacts (data dictionary, business data glossary, RACI matrixes) available. | Gates Master Data Governance Organization structure is a green field. We have poor MDM practices, and no governance model. Establishing a governance model and MDG organization is a critical scope item for this RFP. |
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| 24. | Tools and Processes | Exhibit 2, Appendix A specifies some of the software tool requirements. Please elaborate on the feature/function requirements of the DQ and MDM Tools or applications/solutions (DQ profiling/audit, cleansing, match/deduplication, MDM, etc), otherwise should general capabilities be assumed? | Gates position is that a comprehensive MDM/MDG solution should have capabilities of data profiling, cleansing, deduplication, as well as maintain standards regarding data quality. For example enforcing common unit of measures, common naming conventions, required fields and data elements. |
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| 25. | Section 4 | Each phase: Pilot, Phase 1 & Phase 2, have been clearly outlined. Is the Governance of the end state ERP to be planned as part of Phase 2? | Governance should be fully operational as phase 2 begins. Phase 2 is primarily the data migration exercise as we shrink ERP footprint and start migration to a global/master ERP. |
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| 26. | Section 4 | Within Exhibit 2, Appendix A, page 2 “Option C Requires Master Data Governance Organization” there is a reference within the Build Process to “Data Retirement”. Is there an expectation that a Data Retirement solution be included in the Proposal? | Yes, data retirement should be included in the Proposal and planned as part of the scope in Phase 2. |
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| 27. | Section 7 | Within the Schedule of Events section the Submission on Nov 14th is listed as on-line and Nov 15th hard copy. Is the On-Line submission via email, or is there a URL, drop-box, or other process? | The online submission is via email. If you prefer that Gates download the proposal due to its size, you can provide an email with URL to a drop box or send multiple e-mails to capture all content under size restrictions. |
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| 28. | Section 4 | Within Section 4, Pricing Requirements, sub bullet “Solution Cost” and also in Exhibit R, tab “Cost – Solution & Maint” there are two options to price: Cloud and On-Prem for Data Governance. We plan to address this. Would you like a cost for the Phase 2 Data Migration to only include On Prem? | For Phase 2 data migration, Gates would like to see price for both On-Prem and Cloud, if both are supported by the proposed software solution. |
| 29. | Generic | What are the potential target platforms - SAP, Oracle, Informatica? | This decision of the target platform is RFP dependent. |
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| 30. | Generic | How many potential ERP integration points for each of the object? | Gates has up to 35 potential ERP integration points for each of the objects. |
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| 31. | Generic | What's the Gates data governance maturity model level at? | See response to Question 23. |
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| 32. | Generic | Does Gates have internal capability to support a Data Governance organization? | Gates does not have the internal capability to support a Data Governance organization at this time. We are in process of building a team. |
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| 33. | Generic | What technology is available currently for EAI? | Gates primary system is WebMethods and Informatica ETL |
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| 34. | Generic | Will the proposed platform become system of record for master data? | Yes, the proposed platform will become system of record for master data. |
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| 35. | Generic | Does bi-directional data integration required with 30 legacy systems during phase 1? | Yes, bi-directional data integration is required with 30 legacy systems during Phase 1. |
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| 36. | Generic | What’s multi-lingual requirement for descriptions? | The multi-lingual requirements for descriptions are English, German, French, Polish, Korean, Chinese, Spanish, Portuguese, Thai, Dutch, Flemish. |
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| 37. | Generic | Does Gates have an enterprise view of master data objects? | Gates does not have an enterprise view of master data objects. |
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| 38. | Generic | What is Gates ARB model? | Not familiar with ARB acronym. |
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| 39. | Generic | Does Gates have agreement with D&B/How does Gates intend to utilize DUNS? | Yes, Gates has an agreement with D&B and we need to use DUNS number to verify that the supplier is a registered business typically at the time of supplier onboarding. Real time interface is not required. |
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| 40. | Generic | When will the MDM/MDG central governance and replication functionalities be activated? (I.e., is it in advance of Master ERP deployment or as part of phase 2 along with ERP deployment) | MDM/MDG central governance and replication functionalities be activated Mid to late Phase 1. |
| 41. | General | What is the success criteria for the Pilot? How will success be measured or will this be defined during the Pilot? | The SOW for the Pilot will clearly define Success Criteria. Pilot is intended to identify possible leakage in 2 or 3 ERP systems in scope for a specific material group, or list of materials relevant from direct procurement perspective. |
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| 42. | General | What are the skill sets and estimated FTEs for your core team? | Gates resource investment will be minimal. Gates will provide 2FTEs with minimal technical skills.to assist with data interpretation. |
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| 43. | Scope of Process | For Phase One, which master data domains do you envision to be in scope? (e.g.; Material, MRO Parts, Vendor, Procurement Contracts, Supplier Portal) What are the proposed volumes for each domain for the Pilot? | For Phase One, the Gates master data domains to be in scope are directly procured materials (raw material used in our products) Vendor and Procurement Contracts. Volumes should not be elevated probably less than 100k total materials and 20K suppliers |
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| 44. | Scope of Phases | The Gates RFP refers to MDM/MDG. MDG is a SAP-specific product name. Is Gates' intention to move to an SAP ERP Platform in the near future? | The Gates RFP is referring to the Master Data Governance process not to a product. Gates has not made a decision on the ERP platform. |