

supplier master data management

supplier master data management is a critical process for organizations aiming to streamline procurement, improve vendor relationships, and ensure data accuracy across enterprise systems. Effective supplier master data management enables companies to maintain a centralized, consistent, and up-to-date repository of supplier information that supports decision-making and operational efficiency. This article explores the key concepts, benefits, challenges, and best practices associated with supplier master data management. It also examines the role of technology and data governance in optimizing supplier data quality and usability. By understanding these elements, businesses can enhance their supplier collaboration, reduce risks, and drive cost savings through more reliable and actionable supplier data.

- Understanding Supplier Master Data Management
- Key Benefits of Supplier Master Data Management
- Challenges in Managing Supplier Master Data
- Best Practices for Effective Supplier Master Data Management
- Technology Solutions for Supplier Master Data Management
- Data Governance and Compliance Considerations

Understanding Supplier Master Data Management

Supplier master data management (MDM) refers to the systematic process of collecting, maintaining, and governing all essential information related to suppliers within an organization. This data includes supplier names, contact details, banking information, payment terms, certifications, and performance metrics. The goal of supplier MDM is to create a single source of truth that eliminates duplicate or inconsistent supplier records and ensures data integrity across various business units and systems.

Components of Supplier Master Data

The core components of supplier master data typically consist of:

- **Basic Supplier Information:** Legal name, address, tax identification numbers, and contact details.
- **Financial Data:** Payment terms, bank account details, credit limits, and

tax-related information.

- **Compliance and Certification Data:** Regulatory compliance documents, quality certifications, and sustainability credentials.
- **Performance Data:** Delivery history, quality scores, and contract terms.

Importance of Centralization

Centralizing supplier master data helps organizations avoid fragmented and siloed information stored in disparate systems. A unified database supports seamless procurement processes, reduces operational risks, and enhances strategic sourcing initiatives by providing clear visibility into supplier relationships and performance.

Key Benefits of Supplier Master Data Management

Implementing robust supplier master data management delivers significant advantages that impact procurement efficiency and overall business performance. Some of the primary benefits include improved data accuracy, enhanced supplier collaboration, cost reduction, and risk mitigation.

Improved Data Accuracy and Consistency

Supplier MDM ensures that supplier information is accurate, up-to-date, and consistent across all platforms. This prevents errors caused by duplicate entries, outdated contacts, or incorrect payment details, which can lead to payment delays and compliance issues.

Enhanced Supplier Collaboration and Relationship Management

Accurate supplier data enables better communication and collaboration with suppliers. It facilitates timely updates on contract changes, delivery schedules, and compliance requirements, fostering stronger and more transparent partnerships.

Cost Savings and Operational Efficiency

By maintaining clean and reliable supplier data, organizations can optimize procurement processes, reduce manual data entry, and minimize the risk of overpayments or fraudulent activities. This leads to direct cost savings and

improved efficiency in purchasing cycles.

Risk Mitigation and Compliance

Effective supplier master data management supports regulatory compliance by ensuring that all necessary certifications and licensing information are documented and monitored. This reduces the risk of non-compliance penalties and protects the company's reputation.

Challenges in Managing Supplier Master Data

Despite its importance, managing supplier master data comes with several challenges that organizations must address to maintain data quality and reliability.

Data Silos and Fragmentation

Many companies suffer from fragmented supplier data spread across multiple departments and systems, making it difficult to maintain a consolidated and accurate supplier database. This fragmentation often leads to inconsistent information and inefficiencies.

Duplicate and Inaccurate Records

Duplicate supplier records and inaccurate data entries can cause significant issues, including payment errors, compliance breaches, and poor supplier performance tracking. Detecting and resolving duplicates is a complex and ongoing task.

Complex Supplier Networks

Modern supply chains often involve multiple tiers of suppliers, subcontractors, and service providers. Managing master data across this complex network requires sophisticated data models and continuous updates to reflect changes.

Data Governance and Ownership

Assigning clear ownership and responsibility for supplier data is critical yet challenging. Without defined governance policies, data quality deteriorates due to lack of accountability and inconsistent data management practices.

Best Practices for Effective Supplier Master Data Management

Implementing best practices is essential for overcoming challenges and achieving successful supplier master data management outcomes.

Establish a Centralized Supplier Data Repository

Create a single, centralized system that consolidates all supplier information accessible to relevant stakeholders across the organization. This repository should support integration with other enterprise systems such as ERP and procurement platforms.

Implement Rigorous Data Quality Controls

Apply validation rules, duplicate detection algorithms, and routine data cleansing procedures to maintain high data quality. Regular audits and updates ensure supplier records remain accurate and compliant.

Define Clear Data Governance Policies

Develop and enforce policies that specify data ownership, update protocols, and access controls. Assign dedicated roles such as data stewards responsible for maintaining supplier master data integrity.

Leverage Supplier Self-Service Portals

Enable suppliers to directly update their information through secure portals. This approach reduces administrative burden and improves data accuracy by involving suppliers in data maintenance.

Train Staff and Promote Data Awareness

Educate employees on the importance of supplier master data management and provide training on processes and tools. Raising awareness helps ensure consistent adherence to data management standards.

Technology Solutions for Supplier Master Data Management

Modern technology plays a pivotal role in enabling efficient supplier master data management through automation, integration, and advanced analytics.

Master Data Management Platforms

Dedicated MDM software solutions provide centralized control over supplier data, offering features such as data consolidation, validation, workflow automation, and audit trails. These platforms facilitate seamless data governance and compliance management.

Enterprise Resource Planning (ERP) Integration

Integrating supplier master data with ERP systems ensures consistent data flow between procurement, finance, and supply chain modules. This integration supports real-time updates and reduces data discrepancies.

Artificial Intelligence and Machine Learning

AI and machine learning technologies can enhance supplier data management by identifying patterns, detecting anomalies, and automating data cleansing tasks. These capabilities improve data accuracy and reduce manual workload.

Cloud-Based Data Management

Cloud solutions offer scalability, accessibility, and collaboration benefits for managing supplier master data. Cloud platforms facilitate centralized data access for global teams and suppliers, supporting continuous data updates and synchronization.

Data Governance and Compliance Considerations

Ensuring compliance with regulatory requirements and internal policies is a fundamental aspect of supplier master data management.

Regulatory Compliance Requirements

Organizations must comply with regulations such as the Sarbanes-Oxley Act, GDPR, and industry-specific standards that mandate accurate record-keeping, data privacy, and auditability of supplier information. Non-compliance can result in legal penalties and reputational damage.

Data Privacy and Security

Protecting sensitive supplier data from unauthorized access or breaches is critical. Implementing strong encryption, role-based access controls, and regular security audits helps safeguard supplier information.

Auditability and Reporting

Maintaining comprehensive audit trails and generating accurate reports on supplier data changes support transparency and accountability. These capabilities are essential for both internal reviews and external regulatory audits.

Continuous Improvement and Monitoring

Regularly reviewing data governance processes and compliance status ensures ongoing adherence to standards and identifies opportunities for improvement in supplier master data management practices.

Frequently Asked Questions

What is supplier master data management?

Supplier master data management is the process of collecting, maintaining, and governing accurate and consistent information about suppliers across an organization to ensure data integrity and support procurement, compliance, and operational efficiency.

Why is supplier master data management important for businesses?

It is important because accurate supplier data helps reduce risks, improve supplier collaboration, streamline procurement processes, ensure regulatory compliance, and enhance decision-making related to supplier performance and sourcing.

What are the common challenges in supplier master data management?

Common challenges include data duplication, inconsistent data formats, incomplete or outdated supplier information, lack of data governance policies, and integration issues across different IT systems.

How can automation help in supplier master data management?

Automation can help by reducing manual data entry errors, enabling real-time data updates, enforcing data validation rules, streamlining supplier onboarding, and improving data accuracy and consistency across platforms.

What role does data governance play in supplier master data management?

Data governance establishes policies, standards, and responsibilities for managing supplier data, ensuring data quality, security, and compliance, and maintaining accountability across the organization.

Which technologies are commonly used for supplier master data management?

Technologies include master data management (MDM) software, enterprise resource planning (ERP) systems, supplier relationship management (SRM) tools, data integration platforms, and AI-powered data quality solutions.

How does supplier master data management impact procurement efficiency?

By providing accurate and unified supplier information, it reduces procurement cycle times, minimizes errors, enhances supplier selection, and enables better contract management, leading to more efficient procurement operations.

What best practices should organizations follow for effective supplier master data management?

Best practices include implementing strong data governance frameworks, standardizing data entry processes, regularly cleansing and updating data, integrating systems for seamless data flow, and leveraging automation and analytics to monitor data quality.

Additional Resources

1. Supplier Master Data Management: Best Practices and Strategies

This book offers comprehensive guidance on establishing and maintaining accurate supplier master data. It covers key processes, data governance frameworks, and technology solutions to ensure data quality and compliance. Readers will gain insights into reducing risks and improving supplier relationships through effective master data management.

2. Mastering Supplier Data: Techniques for Efficient Data Governance

Focused on the practical aspects of data governance, this title explores methodologies for managing supplier information throughout its lifecycle. It highlights tools and techniques to streamline data entry, validation, and cleansing. The book is ideal for professionals seeking to enhance data accuracy and operational efficiency.

3. Data Quality in Supplier Management: A Practical Approach

This book addresses the challenges of maintaining high-quality supplier data in complex supply chains. It presents case studies and real-world examples of data quality issues and their impact on procurement and finance. Readers will learn actionable strategies to identify, prevent, and correct data errors.

4. Supplier Master Data Integration: Connecting Systems for Better Insights

Examining the integration of supplier master data across enterprise systems, this book sheds light on achieving seamless data flow between ERP, procurement, and finance platforms. It discusses integration frameworks, data synchronization, and automation techniques. The content is valuable for IT and business leaders aiming to unify supplier data landscapes.

5. Strategic Supplier Data Management: Enhancing Supply Chain Performance

This title explores how strategic management of supplier data can drive supply chain excellence. It discusses the alignment of supplier data with corporate strategy, risk management, and supplier performance evaluation. The book provides frameworks for leveraging data to make informed sourcing decisions.

6. Supplier Data Governance: Policies, Processes, and Compliance

Focusing on governance, this book outlines the creation and enforcement of policies related to supplier master data. It covers regulatory compliance, audit readiness, and roles and responsibilities within organizations. Readers will learn how to build a sustainable governance model to support data integrity.

7. Implementing Supplier Master Data Solutions: A Step-by-Step Guide

This practical guide walks readers through the implementation of supplier master data management systems. It includes project planning, stakeholder engagement, system selection, and change management. The book is suited for project managers and IT professionals involved in MDM initiatives.

8. Advanced Analytics for Supplier Master Data Management

Delving into the role of analytics, this book illustrates how data science techniques can enhance supplier master data quality and usability. Topics include predictive analytics, anomaly detection, and data visualization. It is geared towards data analysts and supply chain professionals looking to leverage analytics.

9. Global Supplier Master Data Management: Challenges and Solutions

Addressing the complexities of managing supplier data in a global context, this book covers issues such as multi-currency, multi-language, and regional compliance requirements. It offers strategies for harmonizing data standards and managing diverse supplier networks. The book is essential reading for multinational corporations aiming for consistent global data management.

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supplier master data management: Process Management Jörg Becker, Martin Kugeler, Michael Rosemann, 2013-06-05 Process Management is a comprehensive compendium for the contemporary design of process-oriented organizations. It presents a proven methodology for the introduction and sustainable management of business processes. This book discusses each phase of a business process lifecycle model in the light of current research. A continuous case study provides interesting insights into the actual experiences with this lifecycle model and adds to the credibility of the presented contents. This also includes recommendations which are summarized in pragmatic checklists for each stage of the project. This book is of relevance for business analysts, business process managers, consultants, and all practitioners dealing with the analysis and re-design of business processes. It is also a valuable resource for lecturers and students in the disciplines of Business, Information Systems and Engineering.

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supplier master data management: Enterprise Master Data Management Allen Dreibelbis, Eberhard Hechler, Ivan Milman, Martin Oberhofer, Paul van Run, Dan Wolfson, 2008-06-05 The Only Complete Technical Primer for MDM Planners, Architects, and Implementers Companies moving toward flexible SOA architectures often face difficult information management and integration challenges. The master data they rely on is often stored and managed in ways that

are redundant, inconsistent, inaccessible, non-standardized, and poorly governed. Using Master Data Management (MDM), organizations can regain control of their master data, improve corresponding business processes, and maximize its value in SOA environments. Enterprise Master Data Management provides an authoritative, vendor-independent MDM technical reference for practitioners: architects, technical analysts, consultants, solution designers, and senior IT decisionmakers. Written by the IBM ® data management innovators who are pioneering MDM, this book systematically introduces MDM's key concepts and technical themes, explains its business case, and illuminates how it interrelates with and enables SOA. Drawing on their experience with cutting-edge projects, the authors introduce MDM patterns, blueprints, solutions, and best practices published nowhere else—everything you need to establish a consistent, manageable set of master data, and use it for competitive advantage. Coverage includes How MDM and SOA complement each other Using the MDM Reference Architecture to position and design MDM solutions within an enterprise Assessing the value and risks to master data and applying the right security controls Using PIM-MDM and CDI-MDM Solution Blueprints to address industry-specific information management challenges Explaining MDM patterns as enablers to accelerate consistent MDM deployments Incorporating MDM solutions into existing IT landscapes via MDM Integration Blueprints Leveraging master data as an enterprise asset—bringing people, processes, and technology together with MDM and data governance Best practices in MDM deployment, including data warehouse and SAP integration

supplier master data management: Practical Data Quality Robert Hawker, 2023-09-29 Identify data quality issues, leverage real-world examples and templates to drive change, and unlock the benefits of improved data in processes and decision-making Key Features Get a practical explanation of data quality concepts and the imperative for change when data is poor Gain insights into linking business objectives and data to drive the right data quality priorities Explore the data quality lifecycle and accelerate improvement with the help of real-world examples Purchase of the print or Kindle book includes a free PDF eBook Book Description Poor data quality can lead to increased costs, hinder revenue growth, compromise decision-making, and introduce risk into organizations. This leads to employees, customers, and suppliers finding every interaction with the organization frustrating. Practical Data Quality provides a comprehensive view of managing data quality within your organization, covering everything from business cases through to embedding improvements that you make to the organization permanently. Each chapter explains a key element of data quality management, from linking strategy and data together to profiling and designing business rules which reveal bad data. The book outlines a suite of tried-and-tested reports that highlight bad data and allow you to develop a plan to make corrections. Throughout the book, you'll work with real-world examples and utilize re-usable templates to accelerate your initiatives. By the end of this book, you'll have gained a clear understanding of every stage of a data quality initiative and be able to drive tangible results for your organization at pace. What you will learn Explore data quality and see how it fits within a data management programme Differentiate your organization from its peers through data quality improvement Create a business case and get support for your data quality initiative Find out how business strategy can be linked to processes, analytics, and data to derive only the most important data quality rules Monitor data through engaging, business-friendly data quality dashboards Integrate data quality into everyday business activities to help achieve goals Avoid common mistakes when implementing data quality practices Who this book is for This book is for data analysts, data engineers, and chief data officers looking to understand data quality practices and their implementation in their organization. This book will also be helpful for business leaders who see data adversely affecting their success and data teams that want to optimize their data quality approach. No prior knowledge of data quality basics is required.

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retailer. This book answers four questions: - How to develop an end-to-end supply chain - strategy? - How to create the necessary supply chain infrastructure? - How to make collaboration work between the partners in the network? - How to plan and manage the supply chain flows? It will enable you to: - Systematically improve your sales productivity in the retail stores; - Enhance the operational / qualitative performance of your processes and those of your partners in the supply chain; - More effectively balance the trade-off Time v Costs. This book provides you with: - A Supply Chain System - Model: a framework to develop your End-to-End Supply Chain; - 10 Strategic Building Blocks which can be used as a toolkit; - 50 Lessons Learned based on experiences from practice; - A strategic roadmap: to plan, organise, lead and control your supply chain. The 2nd edition has many new cases, toolboxes and a new chapter on process management. In addition, more attention is given to topics like procurement, demand planning, omnichanneling and supply chain-design, -planning and -execution. For whom has this book been written? This book is useful for thinkers and practitioners! For everyone who wants to learn more about supply chain management and the development and implementation of an end-to-end supply chain strategy.

supplier master data management: *Supply Chain Management Professional (CPSM) Exam Study Guide* Kaında Masaru Russell, Supply Chain Management Professional (CPSM) Exam Study Guide Step-by-Step Preparation for Modules 1,2 and 3 Master all three exams of the prestigious CPSM certification with this comprehensive study guide designed specifically for supply chain professionals aiming to advance their careers and credentials. This authoritative resource provides a structured approach to understanding the complete CPSM exam content outline, breaking down complex concepts into manageable sections aligned with the certification's three modules. This meticulously researched guide delivers in-depth coverage of all 21 essential chapters spanning Supply Management Core, Supply Management Integration, and Leadership and Transformation in Supply Management. Each topic is explained through clear, educational writing focused on practical application, helping you translate theoretical knowledge into real-world procurement expertise. What sets this guide apart is its emphasis on applied learning through detailed case examples that showcase procurement principles in action. Each chapter concludes with carefully crafted practice questions that mirror the actual exam format, allowing you to test your understanding and build confidence before exam day. Key features include: Comprehensive coverage of all CPSM exam topics in a structured, logical format Real-world case examples illustrating practical applications of procurement principles Strategic advice on developing core competencies valued by employers Practice questions with detailed answer explanations for each chapter Time-saving study schedules tailored to different preparation timeframes Expert guidance on navigating complex exam scenarios requiring critical thinking This guide goes beyond simple test preparation to serve as a valuable professional reference, with insights into emerging trends like digital transformation, risk management, and sustainability in supply chain. The clear, straightforward writing style makes even the most complex procurement concepts accessible to readers at all experience levels. Perfect for current procurement professionals seeking certification, supply chain practitioners looking to expand their expertise, or students preparing to enter the field, this study guide provides the knowledge foundation needed to excel in the CPSM exams and advance in today's competitive supply chain landscape.

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systems and describes the objectives of project management and system analysis, not to mention why they are so essential to developing information systems. It also defines critical terms before turning to sector-specific hardware and software solutions for logistics operations: data collection, data processing, and data analytics solutions. In addition, the book includes sections that introduce readers to programming and the core of the database, piquing their interest and guiding them to a higher level of specialization. Study questions are provided at the end of each chapter to test reader comprehension. This book will be a helpful resource for students in logistics or professionals working in the fields of business administration, foreign trade, industrial engineering, ERP, or MIS who want to advance their knowledge and skills in the logistics industry.

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calculating interest, customer statements, and dunning. Understand the organizational structure and master data and walk through the typical daily and periodic tasks, and all the closing operations. This guide offers practical insights, detailed step-by-step instructions, and real-world scenarios to help you get the most out of AR in SAP S/4HANA Fiori. Whether you're new to SAP or looking to deepen your knowledge, this book will empower you to optimize AR processes, reduce manual effort, and improve financial accuracy. - Key closing processes - Bank statement and payment matching automation - Introduction to FSCM Credit, Collections, and Dispute Management - How to use Fiori-based reports and dashboards

supplier master data management: Tools, Strategies, and Practices for Modern and Accountable Public Sector Management Azevedo, Graça, Oliveira, Jonas, Marques, Rui Pedro, Ferreira, Augusta, 2019-11-15 The recent global financial and economic crisis has had surprising effects on several economies worldwide. This global event has promoted the discussion on how ethical, transparent, and rigorous the accountability of public sector institutions is. However, public manager accountability is translated into a vision that goes beyond its sphere of activity, demanding information on how public resources have been managed based on the maximization of social welfare and sustainable development. Tools, Strategies, and Practices for Modern and Accountable Public Sector Management is an essential reference source that discusses the process behind how public resources are managed as well as how they are coordinated to achieve collective success. Featuring research on topics such as corporate responsibility, fiscal accountability, and public administration, this book is ideally designed for researchers, managers, financial authorities, auditors, public managers, public administrators, regulatory authorities, accountants, professionals, and students involved with the accountability and reform of public management in local governments.

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supplier master data management: Introduction to SAP S/4HANA Prof. Dr. Bernd Scheuermann, Prof. Dr. Christian Drumm, Stefan Weidner, This easy-to-understand introduction to SAP S/4HANA guides you through the central processes in sales, purchasing and procurement, finance, production, and warehouse management using the model company Global Bike. Familiarize yourself with the basics of business administration, the relevant organizational data, master data, and transactional data, as well as a selection of core business processes in SAP. Using practical examples and tutorials, you will soon become an SAP S/4HANA professional! Tutorials and exercises for beginners, advanced users, and experts make it easy for you to practice your new knowledge. The prerequisite for this book is access to an SAP S/4HANA client with Global Bike version 4.1. - Business fundamentals and processes in the SAP system - Sales, purchasing and procurement, production, finance, and warehouse management - Tutorials at different qualification levels,

exercises, and recap of case studies - Includes extensive download material for students, lecturers, and professors

supplier master data management: Design and Implementation of a service-oriented Information System Architecture based on a Case Study Tobias Thiel, 2007-04-02

Inhaltsangabe:Abstract: In today's companies changes happen very fast. On the one hand more and more new technologies are arising, on the other hand business processes have to change because of mergers and acquisitions, new regularities, changing customer requirements and so forth. As business processes are supported by information technology, information technology has to cope with both types of changes. From a business perspective on-demand adaptation of information technology to business is required. Service-oriented architecture (SOA) is currently discussed as an opportunity to better adapt to those changes. According to Gartner's hype cycle for emerging technologies SOA already crossed the peak and is now in the trough of disillusionment. But SOA is far from being unfashionable as it would be expected during this phase. There is still high media coverage and a lot of SOA books have been published recently or will be published during the next months. What is true, however, is that the expectations are getting more realistic and people start to think about the real benefits. This is probably due to the fact that companies experienced, that implementing an SOA is not as fast and easy as the marketing hype might have given the impression. Although the hype surrounding SOA is immense, the concept is still in its early childhood with regards to concrete implementations. According to a survey conducted by Experton Group only three percent of 110 German enterprises, all with over 100 Employees, have a SOA based solution in place. Besides high costs expected from migration to SOA the lack of SOA know-how is identified as a main reason. As the survey reveals 45 percent of the interviewed enterprises have nearly no knowledge or no knowledge about SOA at all. Another 38 percent have only basic knowledge. The lack of knowledge is confirmed by a survey from the research company Quocirca, which found out, based on a sample size of 1500, that 30 percent of respondents have absolutely no knowledge about SOA and 25 percent have only minimal knowledge. Similar results are found among enterprises using SAP software. The results of an online survey conducted by the German speaking SAP User Group (DSAG) shows that 64 percent of 344 enterprises are just a little or not at all familiar with enterprise SOA and only every fifth enterprise has developed a platform strategy. Furthermore, enterprise SOA is still a topic of the IT department, although it would be [...]

supplier master data management: Manager's Guide to Compliance Anthony Tarantino, 2012-06-25 Compliance requirements are here to stay. Prepare your company for the growing challenge. A Wall Street Journal/Harris poll revealed that two thirds of investors express doubts in the ability of corporate boards of directors to provide effective oversight. In the shadow of recent global scandals involving businesses such as Parmalat and WorldCom, Manager's Guide to Compliance: Best Practices and Case Studies is essential reading for you, whether your organization is a major corporation or a small business. This timely handbook places U.S. and global regulatory information, as well as critical compliance guidance, in an easy-to-access format and helps you make sense of all the complex issues connected with fraud and compliance. Wide perspectives and best practices combined deliver a punch that will knock your 'SOX' off! The author has blended together a critical mix necessary for effectively handling the requirements of SOX. —Rob Nance, Publisher, AccountingWEB, Inc. Robust compliance and corporate governance is an absolute necessity in today's business environment. This new book by Anthony Tarantino is an authoritative guide to understanding and implementing compliance and regulatory requirements in the United States and around the world. From SOX to COSO to ERM, this book covers them all. —Martin T. Biegelman, Certified Fraud Examiner, Fellow and Regent Emeritus of the Association of Certified Fraud Examiners, and coauthor of Executive Roadmap to Fraud Prevention and Internal Control: Creating a Culture of Compliance If compliance wasn't difficult enough, now companies are faced with a barrage of technology vendors claiming to automate compliance as if it were a project. In his new book, Dr. Tarantino paints the reality of the situation: companies need to embrace the broader tenets of governance and use technology to embed governance policies and controls into their daily

business processes. Only then can they gain business value from their compliance investments.

—Chris Capdevila, CEO and cofounder, LogicalApps

supplier master data management: SAP NetWeaver MDM 7.1 Administrator's Guide

Uday Rao, 2011-09-21 Don't just manage? Excel at managing your master data with SAP NetWeaver MDM 7.1 using this book and eBook.

supplier master data management: Collaborative Communication Processes and Decision Making in Organizations Nikoi, Ephraim, 2013-08-31 Although organizational decision-making can be very complex, the understanding of technology applications is significant in not only determining the usefulness of virtual groups in organizations, but also in the designing of electronic collaborative activities. Collaborative Communication Processes and Decision Making in Organizations focuses on the role of technology in organizational decision-making processes and activities, providing academics and management teams with current research in the field of virtual teams in organizations. This publication is an essential resource for instructors and students of organization and group communication, and institutions that have networks of offices and employees in multiple geographical locations.

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