

GP Strategies Corporation and Grant Thornton Oracle Cloud Implementation Services

December 21, 2016



Today's Agenda



Agenda item	Time	Duration	Slide number
Introduction & Company Overview	1:30 – 1:45 PM	15 Minutes	3
Key Differentiators	1:45 – 2:15 PM	30 Minutes	15
Approach / Methodology	2:15 – 3:15 PM	1 Hour	20
Break	3:15 – 3:30 PM	15 Minutes	29
Proposed Timeline	3:30 – 4:00 PM	30 Minutes	30
Implementation Pricing	4:00 – 4:30 PM	30 Minutes	37
General Questions and Review of Follow Ups	4:30 – 5:00 PM	30 Minutes	43

Appendices	Slide number
Appendix A: GPS Team Bios	Separate document
Appendix B: Methodology	45
Appendix C: Project Role Definitions	66
Appendix D: Change Management	79
Appendix E: Scope	84
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Introduction and Company Overview



With you today Your team

Jonathan Walls, Managing Partner

Devon Snyder, Principal

Brian Eccher, Principal

Ken Fontenot, Managing Director

Dan Mills, Senior Manager

John Egelston, Director

Chris Thom, Director

Ben Bohning, Manager

David Snodgrass, Senior Solutions Architect

Eric Wendler, Client Relationship Manager



Our value proposition

- ✔ Grant Thornton is familiar with GP Strategies — current tax client
- ✔ We service clients together — Community Health Project (Maverick Solutions)
- ✔ We understand the challenges of multi-service line professional services
- ✔ We understand global complexities
- ✔ We use Deltek and understand the nuances between commercial and government contracting
- ✔ You will have access to our leadership including our CEO, COO, Head of Advisory and other service line leaders
- ✔ We are a leader in implementing Oracle Cloud with product harmonization
- ✔ We think we can help GP Strategies grow through other partnership opportunities

Introduction

What we have heard

Business Issue

GPS would like to select an experienced system integrator with significant international qualifications for the implementation, configuration and setup of Oracle Cloud software including but not limited to Enterprise Resource Planning (ERP), Human Capital Management (HCM), Enterprise Performance Management (EPM), and Platform as a Service (PaaS). As part of the implementation, GPS will require best practice consultation based on Oracle's functionality in order to streamline many of the current processes.

Situation

GPS has experienced tremendous growth, and anticipates accelerating that growth to meet organizational goals. The current business system mix was selected and configured nearly ten years ago when the company was considerably smaller, the mix of offerings was very different than it is today, and business process decisions were made for a business environment that no longer applies. GPS lacks an integrated system to automate and/or manage critical business functions like subcontractor management, resource tracking and assignment, project setup and management, and inter-company transfers. Lacking these tools, the Company has managed their business with a mix of disparate systems and various manual and spreadsheet-driven processes. The existence of disparate systems and lack of automation causes timing, data quality, and data integration issues, and it is difficult to provide critical business information early enough to affect decision making.

Our Qualifications

Grant Thornton is a Platinum Oracle partner who has been implementing Oracle applications for over 15 years and Oracle Cloud applications for over five years. Our streamlined implementation approach and project accelerators enable our clients to realize quicker time to value and greater knowledge transfer. We pride ourselves on our ability to incorporate lessons learned and promote rapid self-sufficiency.

About us

Grant Thornton

We are the U.S. member firm of Grant Thornton International, a global organization of member firms providing audit, tax and advisory services to clients for more than 90 years.

42,204

PEOPLE AND GROWING

00,733

OFFICES AND GROWING

00,130

COUNTRIES

Best network in 2013, best managed in 2014 and, in 2015, both employer of the year and best leadership development program.



MPF Awards For Management Excellence 2014

Winner Best managed international firm
Grant Thornton
An instinct for growth



MPF Awards For Management Excellence 2015

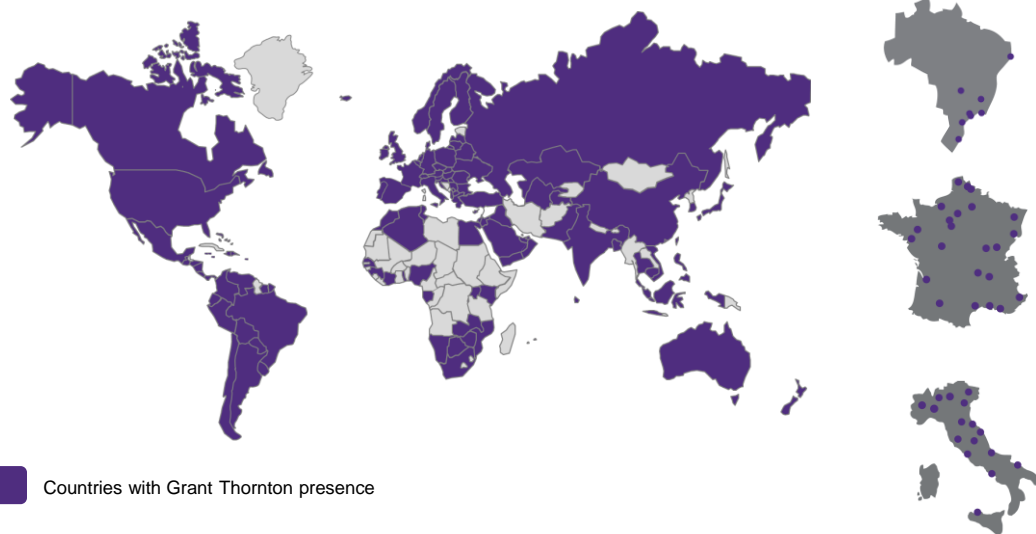
Winner Best Programme for Leadership Development

	Grant Thornton International Ltd*	Grant Thornton LLP
Revenues (USD)	\$4.6 billion	\$1.65 billion
Personnel (incl. Partners)	42,204	8,560
Partners	3,087	575
Offices	733	60
Statistics as of:	Sep. 30, 2015*	Jul. 31, 2016

* Collective figures of Grant Thornton International Ltd member firms. Note: Partners are not members of one global partnership but partners in independent member firms

Grant Thornton International Ltd

We are where you need us – even in "difficult" countries



Brazil

- Head office in Sao Paulo
- Revenue USD \$51.05 million
- 987 people across 11 offices
- International Business Contact: Artur Jacinto, Manager

France

- Head office in Paris
- Revenue USD \$182.24 million
- 1,543 people across 28 offices
- International Business Contact: Frédéric Blanchot, Partner

Italy

- Head offices in Milan and Rome
- Revenue USD \$40.36 million
- 410 people across 19 offices
- International Business Contact: Gabriele Labombarda, Partner

A CONNECTED INTERNATIONAL NETWORK

- Exceptional cross-border relationships
- Strong relationships with local authorities
- A single point of contact but access to local member firm specialists in each jurisdiction
- Support with ad hoc business needs as they arise
- Regular formal and informal check-ins to get GP Strategies feedback and understand opportunities for improvement
- Access to a transparent and customized management technology with agreed deadlines and ownership of deliverables
- Central document management
- Regular reporting and communication channels

Core business

Full suite of services

Financial statement audits

- SEC registrants (public companies)
- Private companies
- Employee business plans
- Non-profit organizations
- Government

Examination & reviews

- Conflict minerals reporting
- Sustainability reporting
- Vendor compliance
- Service organization controls
- HIPAA/HITECH security and privacy controls
- Cybersecurity controls
- Other subject matters

Public finance services

- Cash flow and yield verification
- Arbitrage rebate compliance

Accounting consulting services

- U.S. GAAP
- Implementation of new standards
- IFRS reporting and conversions
- Fresh start
- Other comprehensive bases of accounting

Compliance

- Federal, multistate and foreign tax returns
- Loan staff and outsourcing services

State and Local Tax

- Controversy
- Credits and incentives
- Real and personal property tax
- Reorganizations, mergers and acquisitions
- Sales, use and other transactional tax
- Unclaimed property (escheat)

International Tax

- Global mobility services
- Global tax compliance
- International tax advisory
- Regional specialty consulting
- Transfer pricing

Transaction Advisory

- Diligence
- Corporate finance
- Operations
- Tax
- Markets

Business Risk Services

- Risk advisory services
- Fraud & forensics
- Engagement quality & risk management
- Data analytics

Business consulting and technology

- Financial management
- Strategy & performance improvement
- Technology solutions

Tax accounting and risk advisory

- Accounting for income taxes
- Tax function optimization

Compensation and benefits

- Benefits
- Compensation
- Employment tax
- Human resource services



Core business

Advisory core competencies

Advisory Business Lines



Transaction services

Diligence

- Commercial / strategy
- Operational
- Financial / business
- Tax

Corporate finance

- Capital markets
- Valuations
- Corporate advisory

Operations

- Integrations & separations
- Information technology
- Performance improvement

Tax

- Transaction structuring
- Cash tax optimization
- Tax attributes
- Human capital



Business risk services

Governance, risk and compliance

- Enterprise Risk Management
- Third party risk management & contract compliance
- Internal controls & SOX advisory
- Regulatory compliance
- Internal audit
- Independent monitoring
- Special attestation reporting

Cybersecurity

- Strategy & management
- Privacy
- Access management
- Application & infrastructure security
- Incident management & forensic analytics

Fraud and forensics

- Litigation & dispute resolution
- Investigations
- Anti-corruption
- Forensic technology services

Data analytics

- Enterprise analytics
- Big data discovery
- Event-related analytics



Business consulting and technology

Financial management

- Finance transformation
- Cost & performance management
- Financial operations
- Shared services

Strategy and performance improvement

- Project management/change management
- Performance improvement
- Human capital management
- Supply chain management

Technology strategy and management

- IT strategy & architecture
- Agile & project management
- Data management
- Digital services and innovation

Technology Solutions

- Enterprise performance management
- Business intelligence and analytics
- Enterprise resource planning
- Human capital management systems

Industry know-how

Professional services

Grant Thornton has decades of experience serving service-based companies. Nationally, we provide audit, tax and advisory services to **over 300 professional and business service organizations**. You can count on us to know the issues commonly faced by professional services firms, understand the environment and culture of your business, and provide solutions to the issues that affect your bottom line.

REPRESENTATIVE PROFESSIONAL SERVICES CLIENTS

Aero Systems Engineering, Inc.
 Atos Originnot
 Berkeley Research Group, LLC
 Bird & Bird
 Broadridge Financial Solutions LLC
 CAG International
 Ciber, Inc.
 DCS Corp.
 Deloitte Consulting LLP
 DLA Piper
 DST Systems Inc.
 Fragomen Worldwide
 Freeborn & Peters LLP
 FTI Consulting
 Gannett Fleming

GP Strategies Corporation
 HAVI Global Solutions
 ICF International, Inc.
 Katten Muchin Rosenman
 Liquidity Services, Inc.
 Locke Lord LLP
 Mayer Brown
 Nathan Associates, Inc.
 Navigant Consulting, Inc.
 Ricardo Group
 Stroz Friedberg
 The Hackett Group
 The North Highland Company
 Two (2) Big Four Accounting Firms*
 Two (2) Global Management Consulting Firms*

300

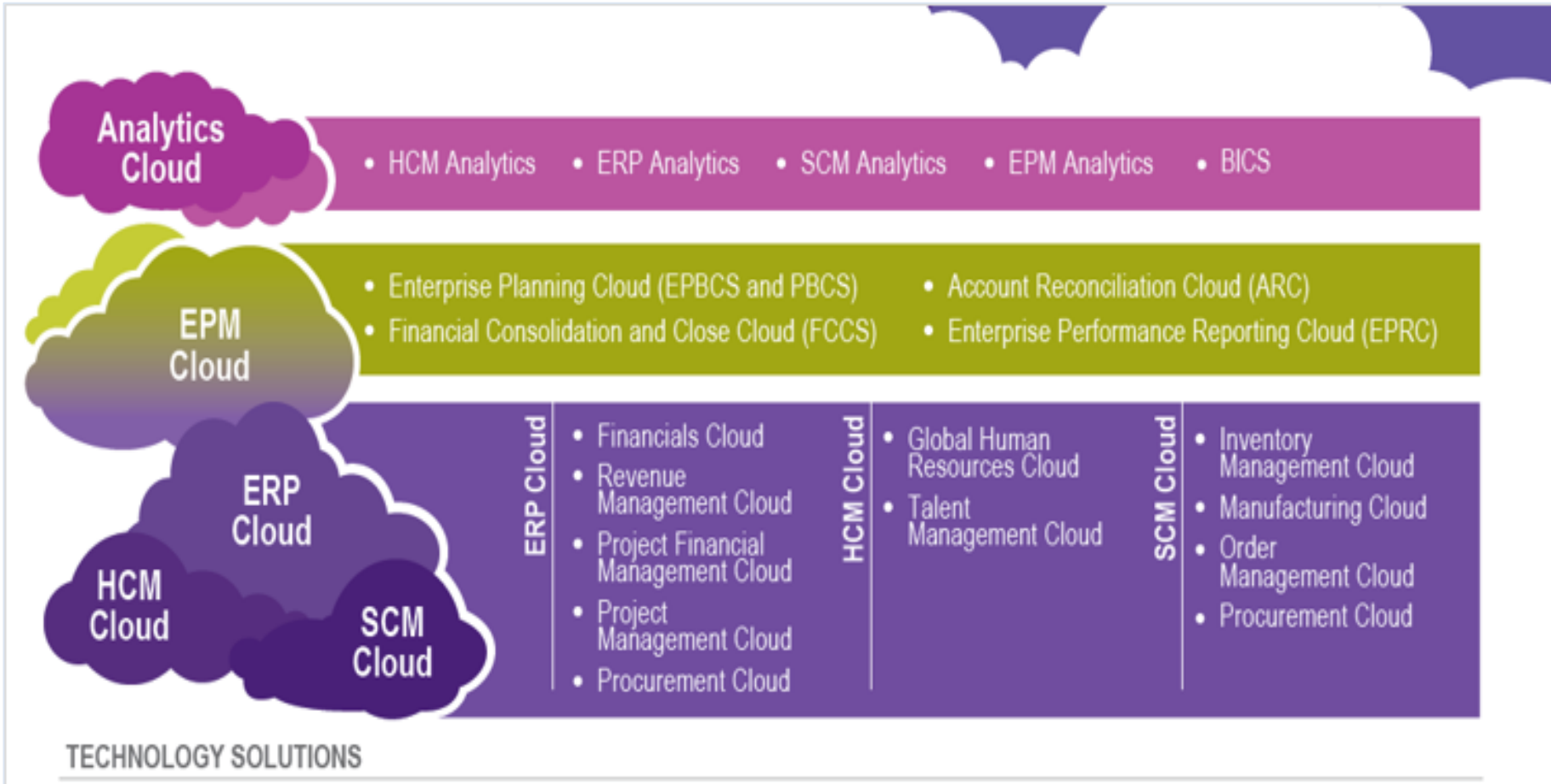
Professional and business services clients, including two of the largest global management consulting firms



Grant Thornton serves:

- **33%** of companies on the 2016 Fortune 1000 list
- **35%** of companies on the 2016 Fortune 500 list
- **43%** of companies on the 2016 Fortune 100 list
- **25%** of companies on the Russell 2000 list
- Auditor of **6%** of companies on the Russell 2000 list (Largest Non-Big 4 Auditor of Russell 2000)

About Grant Thornton's Oracle Practice solution focus



Technology solutions thought leadership

"Journey to the Cloud" initiative

The Silver Lining Series





- Is the cloud right for you?
- Finance and accounting implications in the cloud
- Reporting in the cloud
- Phased rollout for the cloud
- CIOs see new benefits of the cloud but remain cautious over security
- How cloud computing maximizes growth opportunities for a firm challenging established rivals
- Winning in the cloud: A CFO's perspective
- Preparing for the perpetual state of change with Cloud SaaS applications



<http://grantthornton.com/silverlining>

Example case studies

Multi-pillar Oracle Cloud projects

Transportation	Hospitality & Entertainment	Financial services	e-Commerce
 <ul style="list-style-type: none"> ▪ \$5B global transportation leader with over 33K employees ▪ Multi-pillar Cloud implementation with full suite ERP Cloud and HCM Cloud (including Payroll) ▪ Replacing PeopleSoft Financials and HR/Payroll (with Kronos integration) 	 <ul style="list-style-type: none"> ▪ Global gaming, hospitality, and entertainment ▪ Multi-pillar Cloud implementation of ERP Cloud and HCM Cloud ▪ Replacing legacy Infinium financial and HR systems 	 <ul style="list-style-type: none"> ▪ Asset management and financial planning firm ▪ Multi-Pillar Cloud implementation with full suite EPM Cloud, ERP Cloud and HCM Cloud (including Payroll). 	 <ul style="list-style-type: none"> ▪ Publicly traded (LQDT) global technology company with the world's largest marketplace for business surplus ▪ Multi-Pillar Cloud implementation including full suite ERP Cloud (Financials and Procurement), HCM Cloud (including Payroll) and PBCS
<p>Integrated Methodology, Templates and Tools</p>			

Key Differentiators



Why Grant Thornton

The difference

Grant Thornton has listened to discover what is important to you and we've made it important to us. We understand the complexities and how we can best achieve success.

EXPERIENCE

Risk Mitigation

GT pioneered the concept of business harmony and the effective implementation of ERP, EPM and HCM solutions under a single umbrella

- Capabilities required years of investment
- We begin with the end — a focus on the ultimate reporting required and the linkage the CoA represents
- Our experience blends both functional and technical expertise

APPROACH

Speed-to-Value

Our approach is built upon an agile mindset that begin with GT expertise, incorporates unique client needs, and delivers tangible product early and often

- Templates that allows clients to leverage and learn from similar implementations
- Custom Agile development approach to improve product quality and user adoption
- Recognized expertise and innovation with the industry integrating Oracle ERP, EPM, and HCM solutions

RELATIONSHIP

Manage to Success

Project success begins with a cultural alignment and the meaningful involvement of GT leadership at every step of the project

- Every project is led by a Partner in our organization
- Our leaders bring more than viewpoints on best practices, they bring hands-on implementation experience making these a reality

Methodology and approach

Uniquely tailored approach

We are uniquely tailoring our methodology and approach to the situation at hand which will benefit GP Strategies by:

- **Accurately predicting the future effort, timeline, and cost from an Implementation Team perspective**
- **Providing a world class pool of talent from a Best Practices consulting viewpoint.**

Employing a single firm for both "Best Practices" and "Implementation" has distinct synergies, such as:

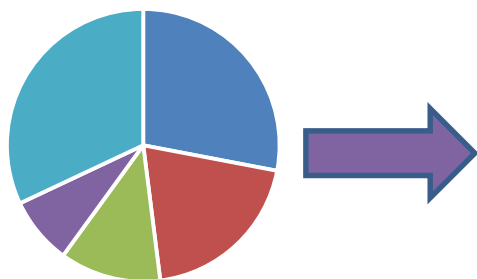
- **GPS will never be "in the middle"**
- **No ambiguity over responsibilities**
- **Single "hand to shake"**
- **If it isn't practical we won't recommend it**
- **Less overhead and administration cost**

Best practices consulting

Flexible executive resource pool

The Best Practice Consulting sample questions (RFP Appendix D) are both pertinent and strategic while covering very diverse subject areas. A dedicated resource is not our recommended solution. To bring the very best resources to bear for each discussion, we will coordinate time with senior executives across Grant Thornton – unleashing the real power of our 40,000 professional services staff.

Question Focus Areas

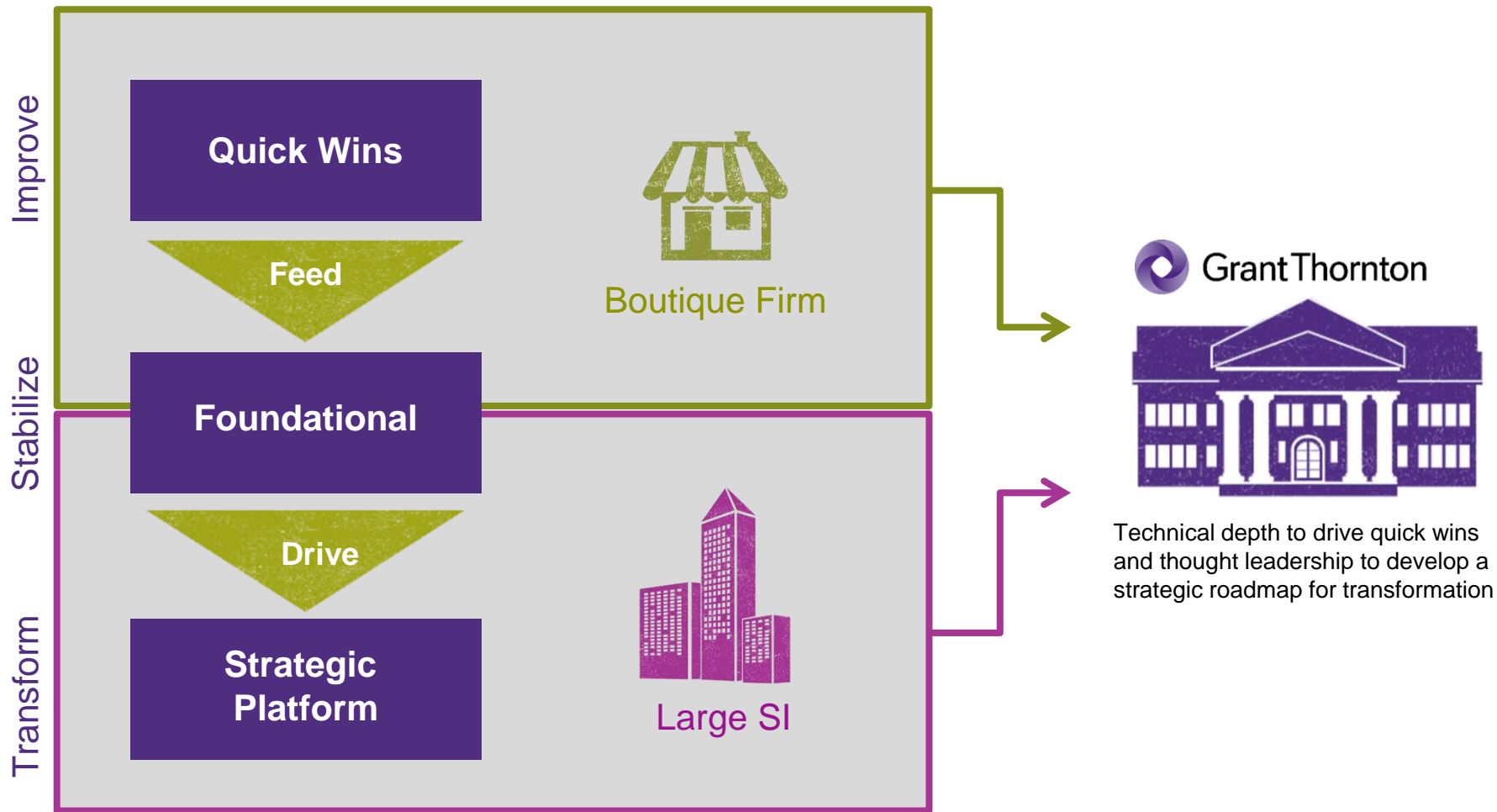


- Accounting
- Oracle Implementations
- Professional Services Firms
- Government Vs Commercial
- Process Specifics (e.g., T&L)

GT Leader	Title	Focus / Background
Jim Brady	COO, GT Americas	Professional Services Firm structure, operations, optimization
Srikant Sastry	Managing Partner, Advisory Services	Government and commercial sector consulting management & reporting
Chris Lilley	Managing Partner, Technology Services	Oracle technology landscape, implementation best practices
Gino Sipione	Accounting Partner, Professional Services Firms	Accounting processes, methods and industry specific optimization
TBD	Various	As needed SME's (e.g., Time & Labor /Procurement/Other)

About Grant Thornton

Differentiation for mid-sized enterprises



Approach / Methodology



Our understanding Background and goals

Background:

GP Strategies Corporation (NYSE: GPX) is a global performance improvement solutions provider of sales and technical training, eLearning solutions, management consulting and engineering services. GPS's solutions improve the effectiveness of organizations by delivering innovative and superior training, consulting and business improvement services. Clients include Fortune 500 companies, manufacturing, process and energy industries, and other commercial and government customers.

GPS would like to select an experienced System Integrator with significant international qualifications for the implementation, configuration and setup of Oracle Cloud software including but not limited to Enterprise Resource Planning (ERP), Human Capital Management (HCM), Enterprise Performance Management (EPM), and Platform as a Service (PaaS). As part of the implementation, GPS will require best practice consultation based on Oracle's functionality in order to streamline many of the current processes.

Solutions:

1. Project Best Practice Consulting
2. ERP Implementation
3. HCM Implementation
4. EPM Implementation

Project Goals:

The key objectives for GPS's implementation are as follows:

- Provide more timely and simplified access to financial data, including project and business unit performance
- Improve the ability to forecast financial performance, and ease the budgeting process, (bottom up, project budgets linked to business unit budgets)
- Automate and simplify major business processes, remove unnecessary manual steps
- Condense the time required for the monthly, quarterly and yearly close processes with an efficient consolidation of income statement results
- Continue to provide excellent customer service, without requiring extraordinary individual efforts — allow for changing customer needs without major overhauls of systems and processes
- Create a technology landscape with the ability to adapt to growth and change

Implementation methodology

Keys to success

- Acceptance of cloud applications — **adapt to capabilities**
- Understand and **integrate the cloud release cycle** into your plans
- Top management **support and commitment**
- Proper **allocation of resources** to support implementation lifecycle
- Full-time project management including proper usage of **Oracle Implementation Success Manager**
- Proven **methodology** and project approach
- **User involvement** throughout the project to begin to create buy-in and support for the new system
- Redesign and alignment of **business processes** to support the new system
- Structured **change management** process
- Detailed **implementation plan** — and manage to it
- Develop and execute robust **testing plan**
- Ability to make **timely decisions** throughout the project



Implementation methodology

Guiding principles

Solution-driven

What do you want?



vs.

Will this work?



Understand capabilities

Leverage built-in leading practices

Emphasis on adapting to gaps

Adapt processes

Can we customize?



vs.

Is it configurable?



Highly-configurable options

Shorter test cycles

Predictable results

Iterative

When can we see it?



vs.

Ready to try again?



Frequent visualization of solution

Ability to inject changes

Better understanding of solution prior to testing

Incremental

Are we done yet?



vs.

What's next?



Shorter implementation cycles

Multiple wins

Change over time

Implementation methodology

Project accelerators

We have a significant amount of intellectual property to ensure predictable results and accelerate project activities.

Examples include:

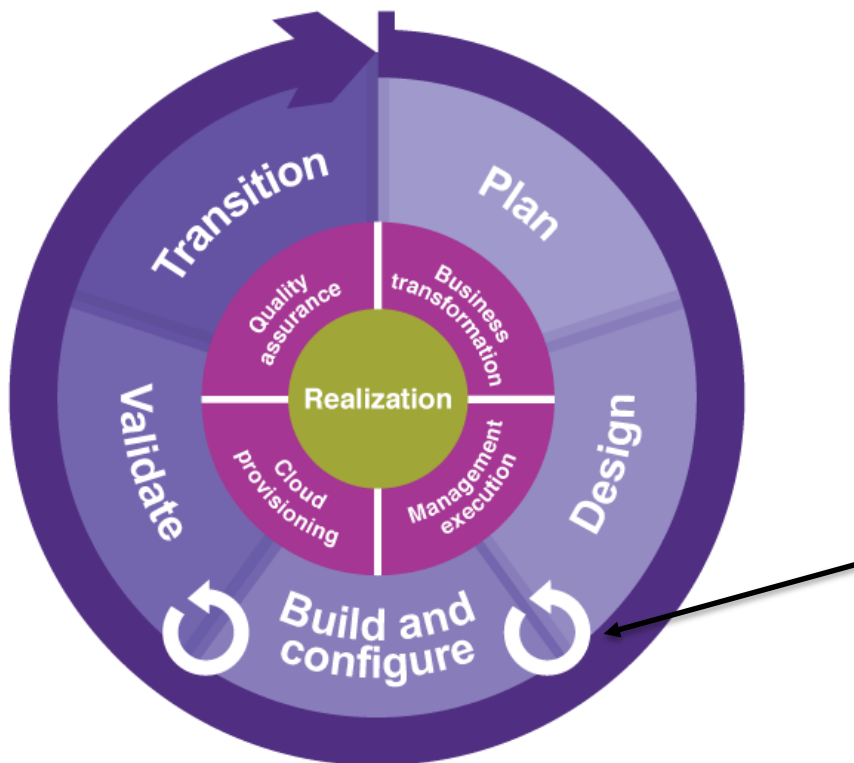
- Project Plans from Similar Engagements
- Business Process Library
- Chart of Account Segment Definition Examples
- Destination Mappings for Data Conversion and Inbound Integrations
- Web Service Payloads Developed for Inbound Integrations
- Data Conversion Playbooks
- Test Script Library
- Access to Already Configured Demo Instances
- Report Templates for Common Custom Reports
- Starter Training Content

The image displays a Gantt chart for an Oracle Cloud ERP implementation project. The chart shows a task list with columns for Task Name, Resource Names, Work, Duration, Complete, Start, Finish, and Predecessor. Key tasks include 'Training and Communications', 'Production Cut', and 'Infrastructure'. Below the chart is a diagram titled 'Web Services' illustrating the integration of on-premise, mobile, and cloud applications with an ERP cloud. The cloud contains components like Web services, Oracle ADP, Oracle Data Integrator, and BEPL.

Implementation methodology

Overview

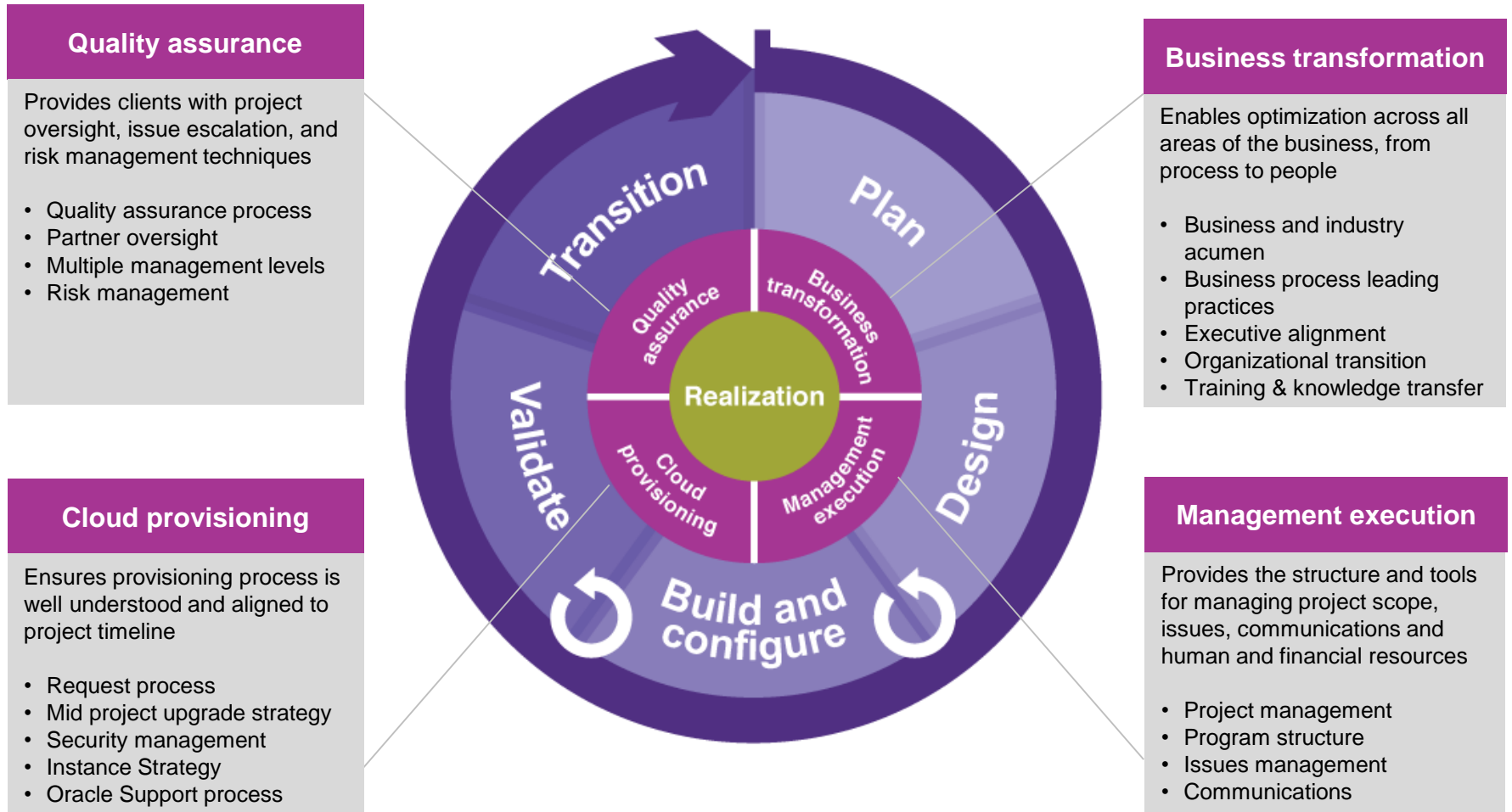
Grant Thornton has developed and utilizes a comprehensive methodology specifically for implementing Oracle Cloud ERP and HCM. Our Methodology is aligned to Oracle's Unified Method (OUM) and was built on the realization of accelerating the benefits of implementing a new system and technology by:



- Incorporating best practices throughout the implementation
- Providing the expertise and leadership to ensure business transformation is addressed and supported by the system
- Accelerating the traditional implementation approaches through the use of deliverable templates and advanced use of the built-in Cloud ERP and HCM tools
- Leverages Agile development principles to allow the user stakeholders to visualize and experience the application early in the implementation process
- Integrating change and quality management activities throughout the project

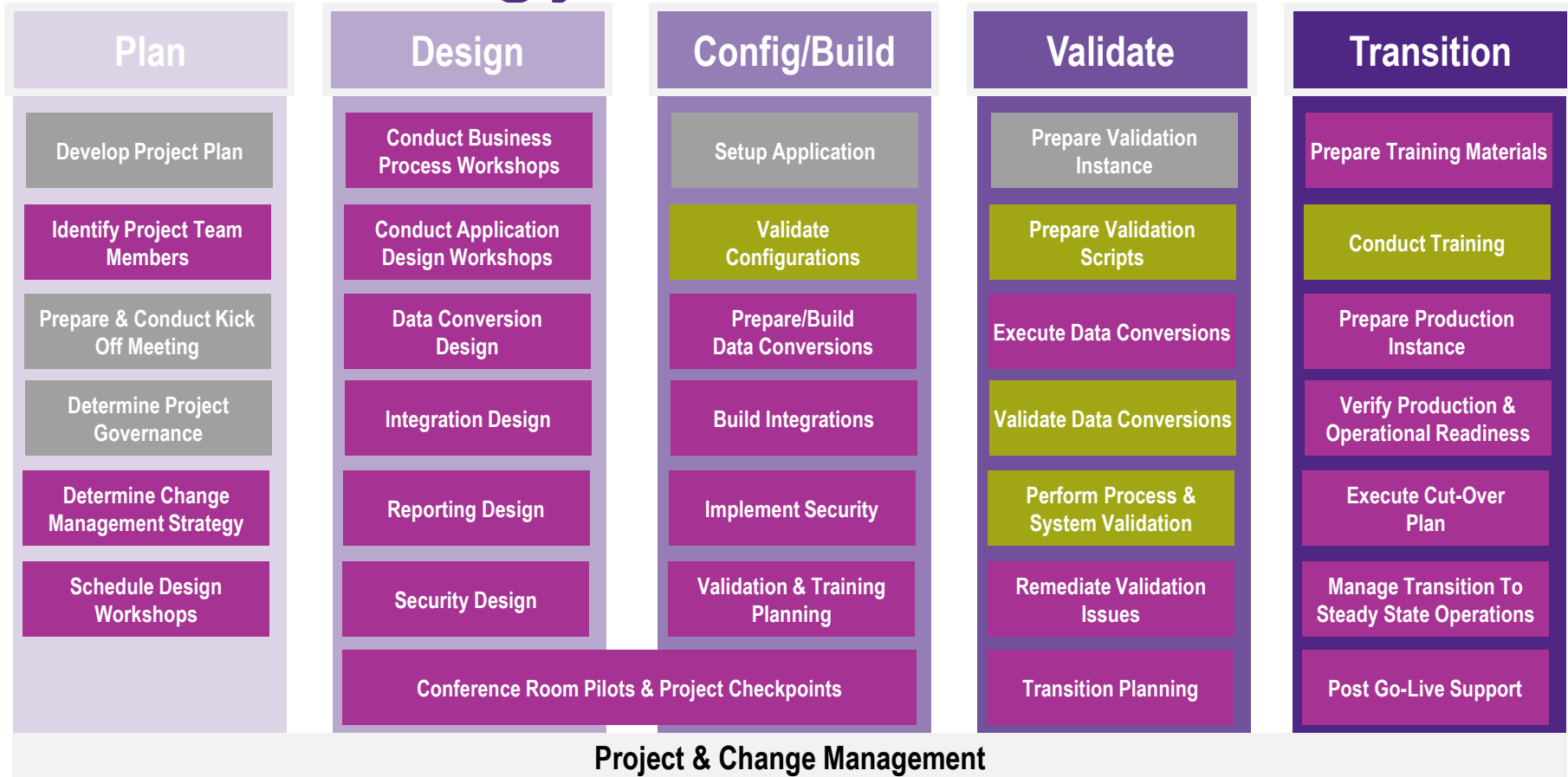
Implementation methodology

Advisory capabilities



Project responsibilities

Methodology view



Grant Thornton Responsibility

Client Responsibility

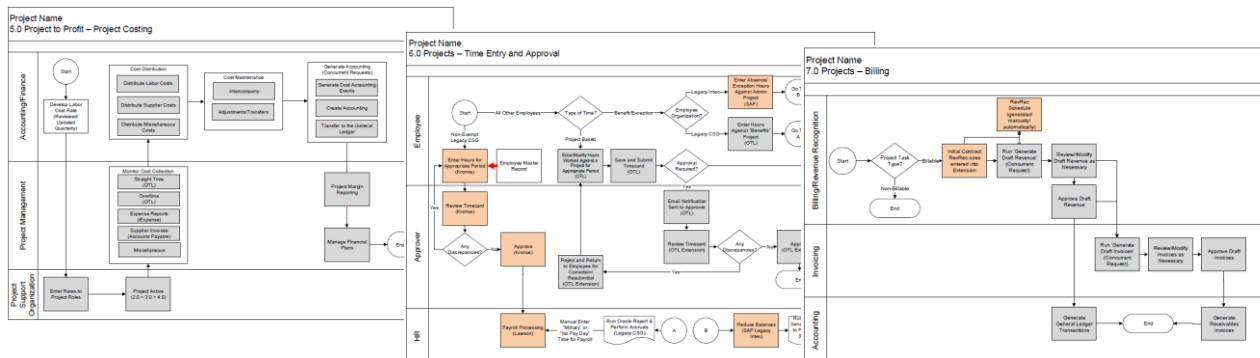
Shared Responsibility

Innovative trends

Business process re-engineering

Business process re-engineering activities are integrated into Grant Thornton's implementation methodology and is a core activity for all our transformational projects:

- In order to accelerate the future state process design, we will draw upon our library of Cloud enabled business process flows as a leading practice example for GPS
- Our team will work with GPS to promote the adoption of Cloud enabled out-of-the-box (OOTB) processes where possible
- For those processes where GPS wishes to transform the business and differentiate themselves from the competition, our expert team of Grant Thornton professionals, our Process Transformation Leads, and our Oracle Cloud Implementation Leads will seamlessly work with GPS to develop *Next practices* – or *Best Practices 2.0*
- Our business process re-engineering approach is depicted on the subsequent slide



Break



Proposed Timeline



Preliminary system implementation schedule

RFP events and dates

Event	Date
Implementation kickoff	December 19, 2016 / TBD
Begin global design of ERP starting with Vendor Management	December 20, 2016 / TBD
Full Vendor Management* System Testing & User Acceptance Testing (Go/No Go)	February 15, 2017
Go live on Vendor Management	March 15, 2017
Full ERP System Testing including User Acceptance Testing (Go/No Go)	December 8, 2017
Go live on full ERP system	January 1, 2018

* Vendor Management includes Self Service Procurement, Purchasing, AP, Supplier Portal

Our approach

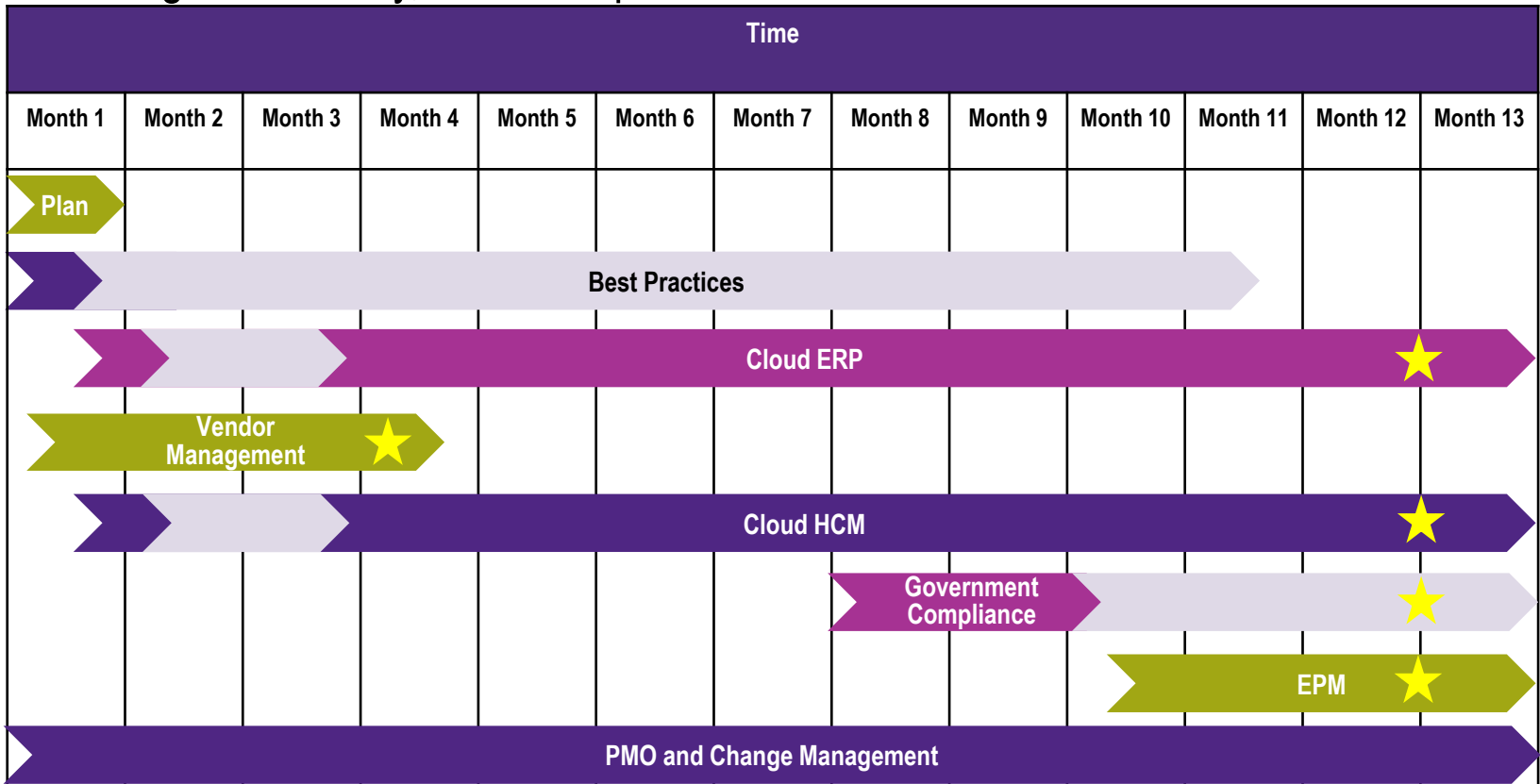
Sizing your project

	 Small	 Medium	 Large	 X-Large
Process	<ul style="list-style-type: none"> • Prescriptive • No Re-Engineering 	<ul style="list-style-type: none"> • Prescriptive • Re-Engineering 	<ul style="list-style-type: none"> • Prescriptive • Re-Engineering • New Process Model 	<ul style="list-style-type: none"> • Prescriptive • Re-Engineering • New Process Model
Module Footprint	<ul style="list-style-type: none"> • 1 Product Family 	<ul style="list-style-type: none"> • 2 Product Families 	<ul style="list-style-type: none"> • 3 – 4 Product Families 	<ul style="list-style-type: none"> • 4 + Product Families
Geography	<ul style="list-style-type: none"> • U.S. Only • Single Locations 	<ul style="list-style-type: none"> • U.S. Only • Multiple Locations 	<ul style="list-style-type: none"> • International • 2 – 4 Countries 	<ul style="list-style-type: none"> • International • 5 Countries Plus
Organizational Design	<ul style="list-style-type: none"> • Remains As Is 	<ul style="list-style-type: none"> • Minor Changes 	<ul style="list-style-type: none"> • Significant Changes 	<ul style="list-style-type: none"> • Major Changes
Data Conversion	<ul style="list-style-type: none"> • Master Data and Open • 1 Source • Average Volume 	<ul style="list-style-type: none"> • Master Data and Open • 2 Sources • Average Volume 	<ul style="list-style-type: none"> • Master Data and Open • 3 – 4 Sources • High Volume 	<ul style="list-style-type: none"> • Master Data and Open • 4 + Sources • High Volume
Integration	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Less than 20 	<ul style="list-style-type: none"> • 20 – 50 • Plus PaaS 	<ul style="list-style-type: none"> • 50 Plus • Plus PaaS
Change Adoption Services	<ul style="list-style-type: none"> • Not Required 	<ul style="list-style-type: none"> • Limited Need 	<ul style="list-style-type: none"> • Required for Success 	<ul style="list-style-type: none"> • Required for Success
Partner Engagement Model	<ul style="list-style-type: none"> • Low Touch 	<ul style="list-style-type: none"> • Medium Touch 	<ul style="list-style-type: none"> • High Touch 	<ul style="list-style-type: none"> • High Touch

Deployment options

Vendor management first

- The RFP release schedule of "Vendor Management" followed by a "big bang" of the remaining functionality, can be depicted as follows:



Deployment options

RFP timeline discussion

- Deploying Vendor Management before ERP and HCM requires at a minimum:
 - COA, Legal Entities (ERP)
 - Enterprise Structure (ERP)
 - Business Unit (ERP)
 - Employees (HCM) – required in order add / change vendors (Employees are then assigned as Procurement Agents)
 - Employment Model (HCM) – required to create employees. Once employment model is chosen it can't be changed.
 - Locations – (HCM/ERP shared) – SSP and Purchasing need these for Ship-To and Bill-To locations
- The partial deployments necessary to support Vendor Management will require interim procedures, integrations, testing and training (throw away)
- Testing required for international complexity may create challenges within the overall timeline (transfer pricing, tax calculations, payments)

Deployment options

RFP timeline discussion

- Common approaches to consider for phasing include:
 - Geography
 - User Base/Business Unit
 - Business Flow/Process
 - Key client / account
 - Application Module
 - Capability/Features with an Application Module
 - Aligning to calendar of business events (e.g., Benefits enrollment)

Deployment options

RFP timeline discussion

- GPS stakeholders should consider the following:
 - Acceptable to wait longer to realize benefits all at once?
 - Do you have the ability to internally staff the project to support all work streams in parallel?
 - Is the organization accepting of the risk associated with a big bang approach?
 - Is the organization able to absorb a significant amount of change at once?
- If "Yes" to each of the questions, then consider Big Bang approach as a viable option
- Otherwise, GPS should be a phased approach

Implementation Pricing



Group, subgroup, module breakdown

Group	Subgroup	Modules*
1-PMO	Program Management	All
2-ERP	1-Project Management	ERP All
	2-Core Financials	General Ledger, Payables, Fixed Assets, Cash Mgmt, Tax
	3-Services Automation	Projects, Contracts, Billing, Receivables, Resource Mgmt
	4-Supply Chain	Purchasing, Supplier Portal, Self Service PO, Expenses
	5-Reporting	All
3-HCM	1-Project Management	HCM All
	2-Core HR	Core HR, Employee & Manager Self Service
	3-Benefits	Benefits, Benefits Self Service
	4-Payroll	Payroll, Payroll Self Service
	5-Time	Time and Labor
	6-Reporting	HCM All
4-Tech	Technical	All
5-Vendor Mgmt	Vendor Management	Purchasing, Self Service PO, Supplier Portal
6-Specialty	UK Business Analyst	All
	Change Management	All
	Prof Services Best Practices	All
	Government Contracting Specialist	All

*Inventory, Order Management and Cloud Planning and Budgeting are noted as a future phase and are not being included in the initial scope and pricing.

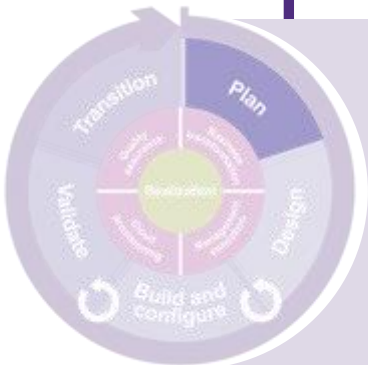
Group pricing summary

Group	Sum of Hours		Sum of Fees	
	Low	High	Low	High
1-PMO	1,116	1,240	\$ 283,500	\$ 315,000
2-ERP	8,388	9,320	\$ 1,549,080	\$ 1,721,200
3-HCM	5,364	5,960	\$ 963,000	\$ 1,070,000
4-Tech	3,136	3,484	\$ 402,030	\$ 446,700
5-Vendor Mgmt	1,152	1,280	\$ 201,600	\$ 224,000
6-Specialty	540	600	\$ 113,400	\$ 126,000
Grand Total	19,696	21,884	\$ 3,512,610	\$ 3,902,900

Group, subgroup pricing summary

Group/Subgroup	Sum of Hours Low	Sum of Hours High	Sum of Fees Low	Sum of Fees High
⊕ 1-PMO	1,116	1,240	\$ 283,500	\$ 315,000
⊖ 2-ERP	8,388	9,320	\$ 1,549,080	\$ 1,721,200
1-Project Management	1,584	1,760	\$ 316,800	\$ 352,000
2-Core Financials	2,736	3,040	\$ 504,720	\$ 560,800
3-Services Automation	2,304	2,560	\$ 422,640	\$ 469,600
4-Supply Chain	1,008	1,120	\$ 191,520	\$ 212,800
5-Reporting	756	840	\$ 113,400	\$ 126,000
⊖ 3-HCM	5,364	5,960	\$ 963,000	\$ 1,070,000
1-Project Management	828	920	\$ 165,600	\$ 184,000
2-Core HR	720	800	\$ 126,000	\$ 140,000
3-Benefits	936	1,040	\$ 163,800	\$ 182,000
4-Payroll	1,440	1,600	\$ 273,600	\$ 304,000
5-Time	720	800	\$ 126,000	\$ 140,000
6-Reporting	720	800	\$ 108,000	\$ 120,000
⊕ 4-Tech	3,136	3,484	\$ 402,030	\$ 446,700
⊕ 5-Vendor Mgmt	1,152	1,280	\$ 201,600	\$ 224,000
⊖ 6-Specialty	540	600	\$ 113,400	\$ 126,000
Change Management	144	160	\$ 32,400	\$ 36,000
Government Contracting Specialis	144	160	\$ 25,200	\$ 28,000
Prof Services Best Practices	72	80	\$ 19,800	\$ 22,000
UK Business Analyst	180	200	\$ 36,000	\$ 40,000
Grand Total	19,696	21,884	\$ 3,512,610	\$ 3,902,900

Option Plan phase only (Phase 0)



Description

The planning phase comprises the administrative and organizational steps necessary to initiate the project. It sets the foundation for the entire implementation by confirming the strategy, scope, executive alignment, timeline, project members, their roles and responsibilities, as well as defining guidelines and standards for project documentation, communications, and issue/risk tracking.

Sample deliverables

The screenshot displays a project management interface. On the left, a 'Team Structure' chart shows roles like Steering Committee, Program Sponsor, and various project teams (EOP, HCM, HRM, HRM). On the right, a Gantt chart shows project tasks such as 'AARC HR Implementation (Remaining Testing to Deploy Phase)', 'Production Call Over', and 'HRM Promulgation (in GLE)', with associated dates and progress indicators.

Key Activities

- Educate Client on Cloud Implementation Approach
- Finalize Project Scope
- Project Planning
- Define Team Structure
- Define Project Management Processes
- Conduct Project Kickoff
- Instance Provisioning
- Change Assurance Planning
- Determine Instance Strategy

Deliverables

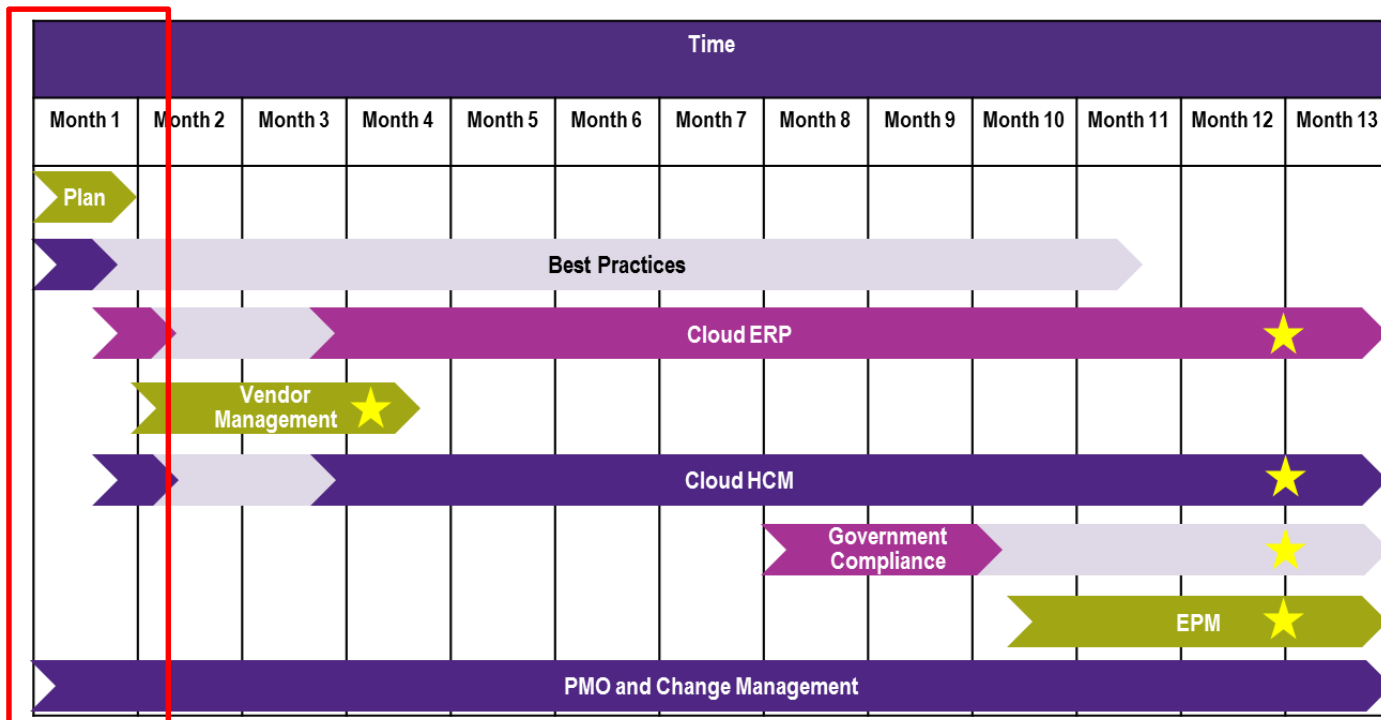
- Scope Definition
- Project Work Plan
- Project Resource Plan
- Project Standards/On-Boarding
- Stakeholder Assessment
- Communication Plan
- Instance Strategy

Key Milestones

- Project Kickoff
- Project Fully Resourced
- Initial Cloud Instance Provisioned

Option Plan phase cost

- We propose conducting the Plan Phase for a fee of \$200,000
- Travel related expenses are additional and billed as incurred on an out-of-pocket basis



General Questions and Review of Follow Ups



Appendices

Appendix A: GPS team bios – provided under separate cover

Appendix B: Methodology

Appendix C: Project role definitions

Appendix D: Change management

Appendix E: Scope

Appendix F: References

Appendix G: EPM



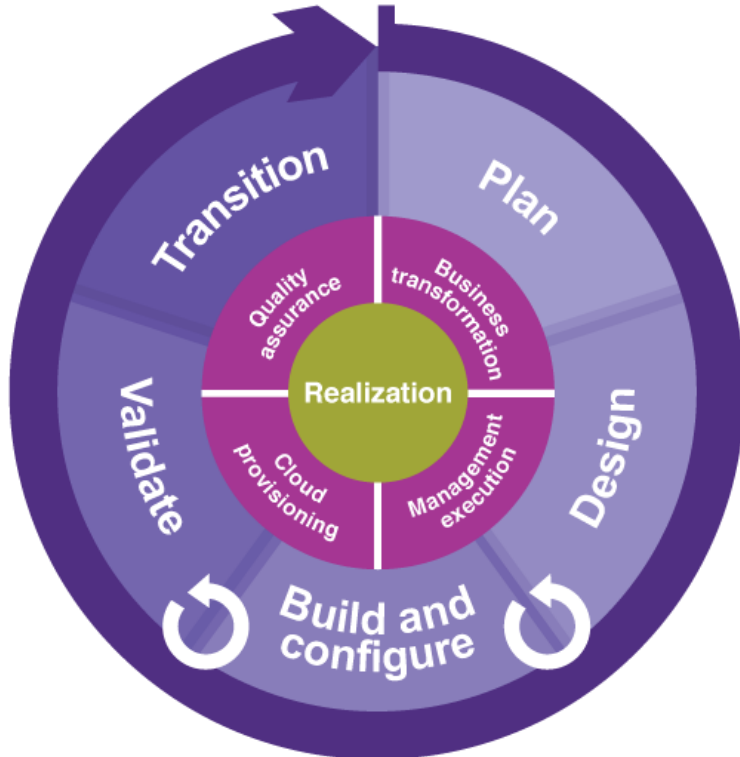
Appendix B1: Methodology SDLC



Implementation methodology

Overview

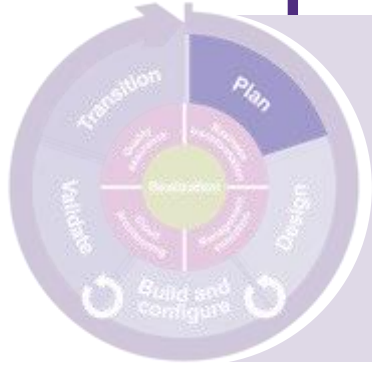
Grant Thornton has developed and utilizes a comprehensive methodology specifically for implementing Oracle Cloud ERP and HCM. Our Methodology is aligned to Oracle's Unified Method (OUM) and was built on the realization of accelerating the benefits of implementing a new system and technology by:



- Incorporating best practices throughout the implementation
- Providing the expertise and leadership to ensure business transformation is addressed and supported by the system
- Accelerating the traditional implementation approaches through the use of deliverable templates and advanced use of the built-in Cloud ERP and HCM tools
- Leverages Agile development principles to allow the user stakeholders to visualize and experience the application early in the implementation process
- Integrating change and quality management activities throughout the project

Implementation methodology

Plan phase



Description

The planning phase comprises the administrative and organizational steps necessary to initiate the project. It sets the foundation for the entire implementation by confirming the strategy, scope, executive alignment, timeline, project members, their roles and responsibilities, as well as defining guidelines and standards for project documentation, communications, and issue/risk tracking.

Sample deliverables

The screenshot displays a project management interface. On the left, a 'Team Structure' chart shows roles like Steering Committee, Program Sponsor, and various project teams (EOP, HPM, HPM, HPM). On the right, a Gantt chart lists tasks such as 'AARC H10 Implementation (Remaining Testing to Deploy Phase)', 'Production Call Over', and 'AARC Promotional (in GLE)', with columns for duration, completion percentage, and dates.

Key Activities

- Educate Client on Cloud Implementation Approach
- Finalize Project Scope
- Project Planning
- Define Team Structure
- Define Project Management Processes
- Conduct Project Kickoff
- Instance Provisioning
- Change Assurance Planning
- Determine Instance Strategy

Deliverables

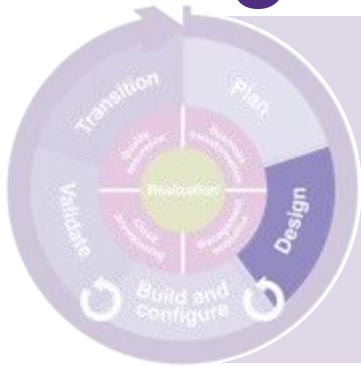
- Scope Definition
- Project Work Plan
- Project Resource Plan
- Project Standards/On-Boarding
- Stakeholder Assessment
- Communication Plan
- Instance Strategy

Key Milestones

- Project Kickoff
- Project Fully Resourced
- Initial Cloud Instance Provisioned

Implementation methodology

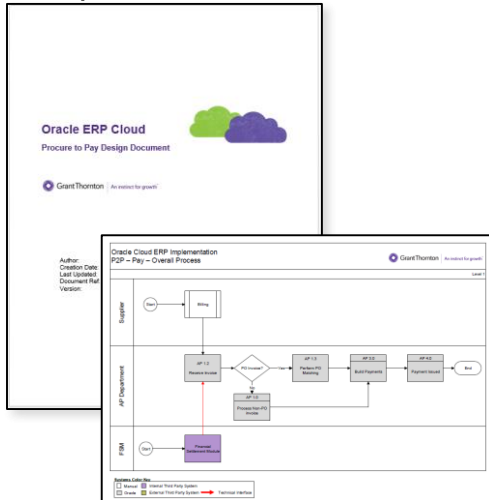
Design phase



Description

In the design phase, interactive workshops will be conducted where project team members focus on communicating to-be processes within the leading practices embedded in the software solution. Various application design topics will be discussed with stakeholders as the organization adapts to the out-of-the-box capabilities of the software solution. Data conversion and integration specifications will be developed. Iterative conference room pilot sessions will initiate a further understanding of the future state processes and solution.

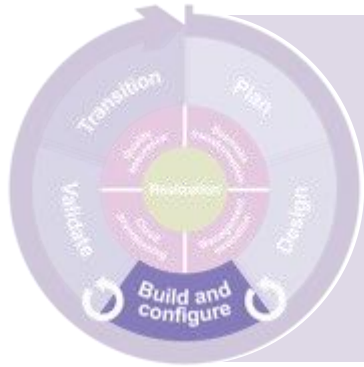
Sample deliverables



Key Activities	Deliverables	Key Milestones
<ul style="list-style-type: none"> Define Data Conversion Strategy Conduct Future-State Process Workshops Conduct Application Design Workshops Define Integration Needs Define Reporting Strategy Specifications for Data Conversions & Interfaces Security Design Conduct Iterative Conference Room Pilot 	<ul style="list-style-type: none"> Data Conversion Strategy Future State Business Process Flows Application Design Interface Strategy Reporting Strategy Security Matrix 	<ul style="list-style-type: none"> Specifications for Data Conversions and Integrations Complete Iterative Application Design and Conference Room Pilots Initiated

Implementation methodology

Build and configure phase



Description

During the build and configure phase, the team fully configures the application while continuing the iterative conference room pilot sessions. Data conversion extract programs and interfaces are built. Data conversion import files are prepped for the execution of the first data conversion run. Test and training planning activities are initiated.

Sample deliverables

Data Conversion Key Activities & Deliverables

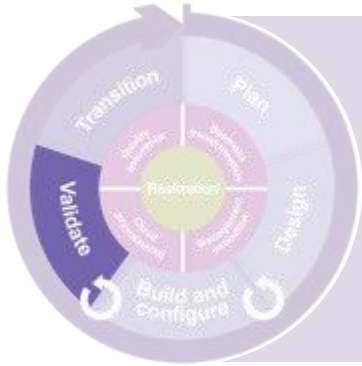
Phase	Key Activities
Planning	<ol style="list-style-type: none"> Identify conversion Identify history to convert Determine resource requirements Determine post-go-live strategy for legacy system
Design	<ol style="list-style-type: none"> If possible, enter sample conversion instructions into new system Identify Data Conversion data using OT Template to populate target mapping Propagate mapping Determine data attributes to be converted
File Prep and/or Development	<ol style="list-style-type: none"> Develop source system extract programs including transformation logic Provide test data Test of ETL templates Final data to be provided templates
Execution	<ol style="list-style-type: none"> Execute conversion with sampling of records Validate data Modify extract interface Execute full conversion
Validation	<ol style="list-style-type: none"> Compare validation data Perform data validation using accurate interface Communicate requirement and/or adjust program changes for next conversion run

Web Services

Key Activities	Deliverables	Key Milestones
<ul style="list-style-type: none"> Perform Full Application Configuration Continue Iterative Conference Room Pilots Prepare Data Conversion Files & Develop Extracts Develop Integrations Initiate Test Planning Initiate Training Planning Execute Data Conversion Run #1 	<ul style="list-style-type: none"> Configuration Blueprints Data Conversion Extract Process & Import Files Integration Code Configured Test Instance 	<ul style="list-style-type: none"> Fully Configured Test Instance Available Data Conversion Run #1 Completed

Implementation methodology

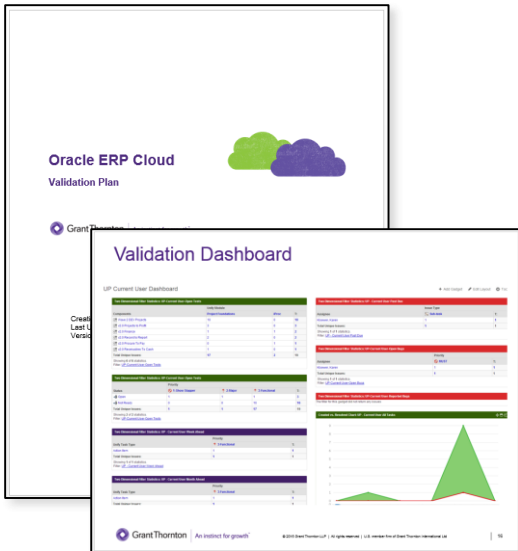
Validate phase



Description

The validate phase focuses on executing the validation plan. Key stakeholders and users will create and execute validation scripts to ensure the application design is complete and accurate. Data conversions will be validated and playbooks developed to ensure a repeatable conversion process during the production transition.

Sample deliverables



Key Activities

- Finalize Validation Strategy and Plan
- Develop Validation Scripts
- Execute Data Conversion Run #2
- Execute Validation Plan
- Validate Data Conversions
- Finalize Training Strategy and Plan
- Initiate Cut-Over Planning

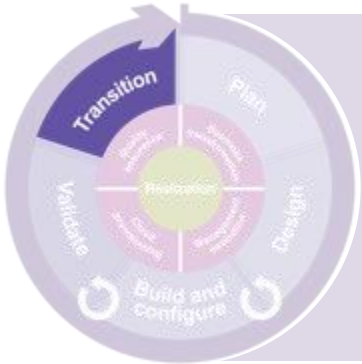
Deliverables

- Validation Plan and Scripts
- Application Validation Results
- Data Conversion Validation Artifacts
- Training Plan

Key Milestones

- Data Conversion Run #2 Completed
- Application Validation Completed

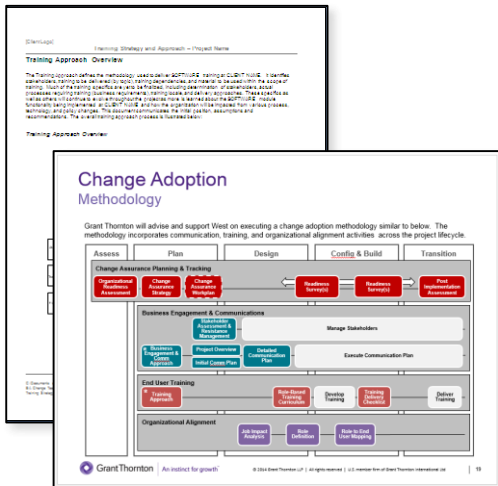
Implementation methodology Transition phase



Description

The transition phase will start with conducting the necessary end-user training. It is also where key client project leaders evaluate the organization's readiness to "go-live" and approve the strategy for a successful migration. Once the data has been migrated successfully to the production instance, operations are transitioned to the new system.

Sample deliverables



Key Activities

- Prepare and develop training materials
- Conduct End User Training
- Finalize Cut-Over Plan
- Communicate Post Go-Live Support Expectations
- Configure Production Instance
- Execute Cut-Over Plan

Deliverables

- Training Materials
- Cut-Over Plan
- Post Go-Live Support Procedures

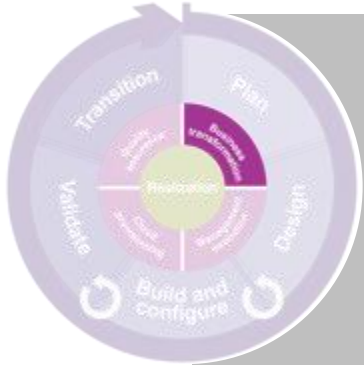
Key Milestones

- End User Training Completed
- Production Instance Available

Appendix B2: Methodology Benefits Realization



Implementation methodology Business transformation



Description

- **Business and industry acumen** – integrating application expertise with business process experts
- **Business process leading practices** – leveraging system capabilities to optimize business activities and meet organizational needs
- **Executive alignment** – engaging executives and securing support while aligning expectations with strategic execution
- **Organizational transition** – structuring roles and responsibilities for workforce utilization and sustainable change
- **Training and knowledge transfer** – using multiple methods to ensure user acceptance and adoption

Please disable pop-up-blocking software before viewing this webcast

Is the cloud right for you?

Determine the right solution to achieve better performance and expected ROI

We will be starting soon...

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Business Process Re-engineering

Our Approach to Defining Business Process

01	Current State Understanding Key Activities • Conduct discovery and current state workshops • Identify current effectiveness and pain points • Conduct current state process RACI survey Deliverable • Discovery and Current State Notes • Current State RACI Matrix
02	Future State Design Key Activities • Leverage library of flows to conduct future state design workshops • Develop future state business process flows considering current pain points and internal control requirements Deliverable • Future State Business Process Flows
03	Define Roles Key Activities • Identify internal roles responsible for executing process steps • Update future state business process flows with roles in "swim lanes" Deliverable • Role Definition
04	Input Into Change Assurance Methodology Key Activities • Summarize future state business process design changes to organization • Integrate process and role definition into training material • Map users to roles Deliverable • iAO Impact Analysis • Role to End User Mapping

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Change Adoption

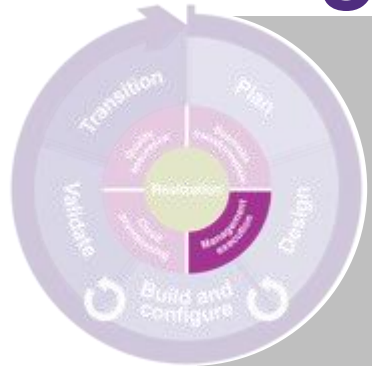
Communication Approach

Step	Key Activities	Outputs	Role
Define Communication Approach	• Identify communication objectives, guiding principles, audience groups, communication leaders and key messages • Define communication vehicles • Define communication approach	• Business Engagement and Communication Approach	• Communication Team
Plan Communication By Audience	• Develop communication plan for each target audience group • Define key messages and delivery channels • Agree on delivery responsibilities • Develop feedback mechanisms • Conduct Audience Analysis and determine current and desired future commitment level	• Initial Communication Plan • Detailed Communication Plan • Stakeholder Analysis summary • Commitment level current and desired future state	• Communication Team
Implement Communication Plan	• Prepare materials • Facilitate approvals • Conduct events • Gather feedback • Maintain communication plan	• Ongoing delivery of communication events • Ongoing additions to Communication Plan	• Ongoing delivery by Executive Leadership, Project Leadership, Track Sponsors, etc.
Assess and Evaluate Communications	• Assess event effectiveness • Assess audience position on Change Acceptance curve • Report analysis back to Project Leadership	• Feedback summary • Ongoing additions to Communication Plan as necessary	• Change Assurance Team implements ongoing assessments and reviews Communications Plan as necessary

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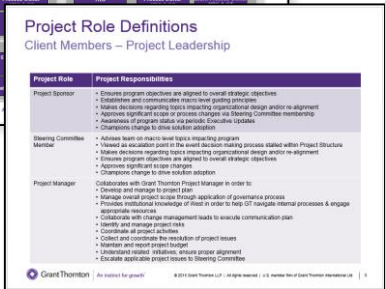
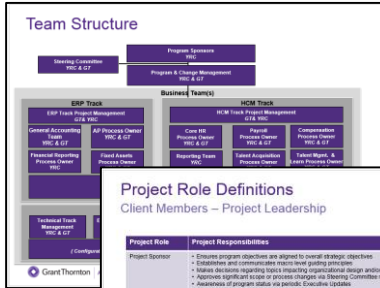
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Implementation methodology Management execution



Description

- **Project management** – providing proprietary project management tools, along with a fine-tuned, proven project management approach
- **Program structure** – clearly outlining roles and responsibilities, a decision matrix and an organizational governance chart
- **Issues management** – addressing identification, management, communication, ownership, resolution and proper escalation of issues
- **Communications** – ensuring proper communication throughout the project to stakeholders



Communication Strategy and Plan - PROJECT NAME

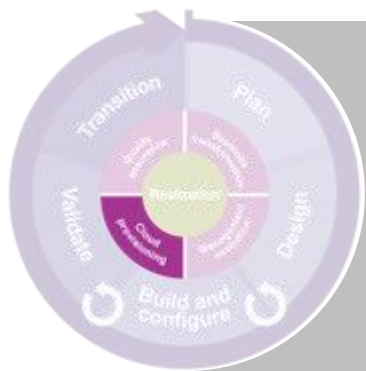
Communication Strategy Introduction

The Communication Strategy is a key component of the Change Team's overall change effort. It identifies the key stakeholders who will be impacted by the change and outlines the communication objectives, to be achieved through the Communication Strategy, to ensure the successful implementation of the change. The Communication Strategy is a key component of the Change Team's overall change effort. It identifies the key stakeholders who will be impacted by the change and outlines the communication objectives, to be achieved through the Communication Strategy, to ensure the successful implementation of the change.

Project Team	Initial	Final	Current	Identified By	Approved By
Classifications	Not Implemented	Not Implemented	Not Implemented	Not Implemented	Not Implemented
Financial	Not Implemented	Not Implemented	Not Implemented	Not Implemented	Not Implemented
Human Resources	Not Implemented	Not Implemented	Not Implemented	Not Implemented	Not Implemented
Information Technology	Not Implemented	Not Implemented	Not Implemented	Not Implemented	Not Implemented
Legal	Not Implemented	Not Implemented	Not Implemented	Not Implemented	Not Implemented
Operations	Not Implemented	Not Implemented	Not Implemented	Not Implemented	Not Implemented
Procurement	Not Implemented	Not Implemented	Not Implemented	Not Implemented	Not Implemented
Quality	Not Implemented	Not Implemented	Not Implemented	Not Implemented	Not Implemented
Risk Management	Not Implemented	Not Implemented	Not Implemented	Not Implemented	Not Implemented
Security	Not Implemented	Not Implemented	Not Implemented	Not Implemented	Not Implemented
Supply Chain	Not Implemented	Not Implemented	Not Implemented	Not Implemented	Not Implemented
Training	Not Implemented	Not Implemented	Not Implemented	Not Implemented	Not Implemented
Vendor Management	Not Implemented	Not Implemented	Not Implemented	Not Implemented	Not Implemented
Other	Not Implemented	Not Implemented	Not Implemented	Not Implemented	Not Implemented



Implementation methodology Cloud provisioning



Description

- **Request process**– assisting with the activities required to initially provision the cloud instances used during implementation
- **Mid Project upgrade strategy** – providing advise on the optimal time and approach to include an application upgrade during project implementation
- **Security management** – assisting with security design, implementation and testing
- **Instance strategy**– ensuring proper use of the various cloud instances over the implementation lifecycle
- **Oracle support process**– educating clients on how to effectively work with Oracle Support

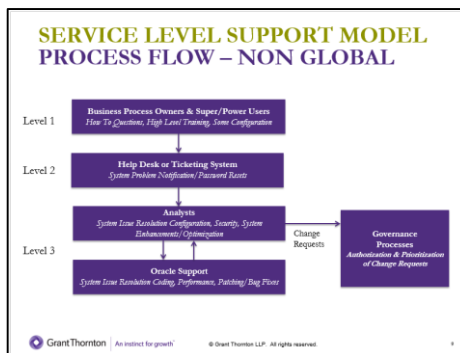
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Grant Thornton Technology Solutions
Instance Management Plan

March 2015

ORACLE Platinum Partner

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Grant Thornton
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Grant Thornton Technology Solutions
Working with Oracle Support

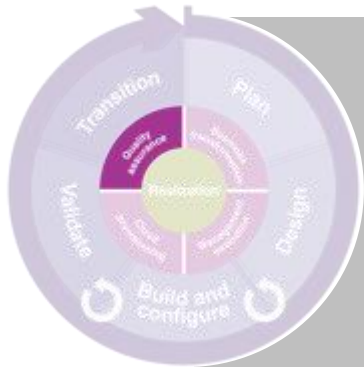
July 2015

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Implementation methodology

Quality assurance



Description

- **Quality assurance process** – integrating partner involvement, deliverable reviews, and regular status updates with project standards to monitor product and service quality
- **Partner access** – partners working directly with clients to provide oversight, monitor client satisfaction, ensure quality and act as the single point for issue resolution
- **Risk management** – A continuous process of identifying risks, addressing them or building contingencies to accommodate them

RISK MANAGEMENT PROCESS RISK REVIEW

Risk Classification and Decision Matrix

	High	
Potential Impact or Severity	Low	

RISK MANAGEMENT PROCESS OVERVIEW

Risk management is the identification, assessment, and prioritization of risks (*the effect of uncertainty on objectives*) followed by coordinated and economical application of resources to minimize, monitor, and control the probability and/or impact of unfortunate events or to maximize the realization of opportunities.

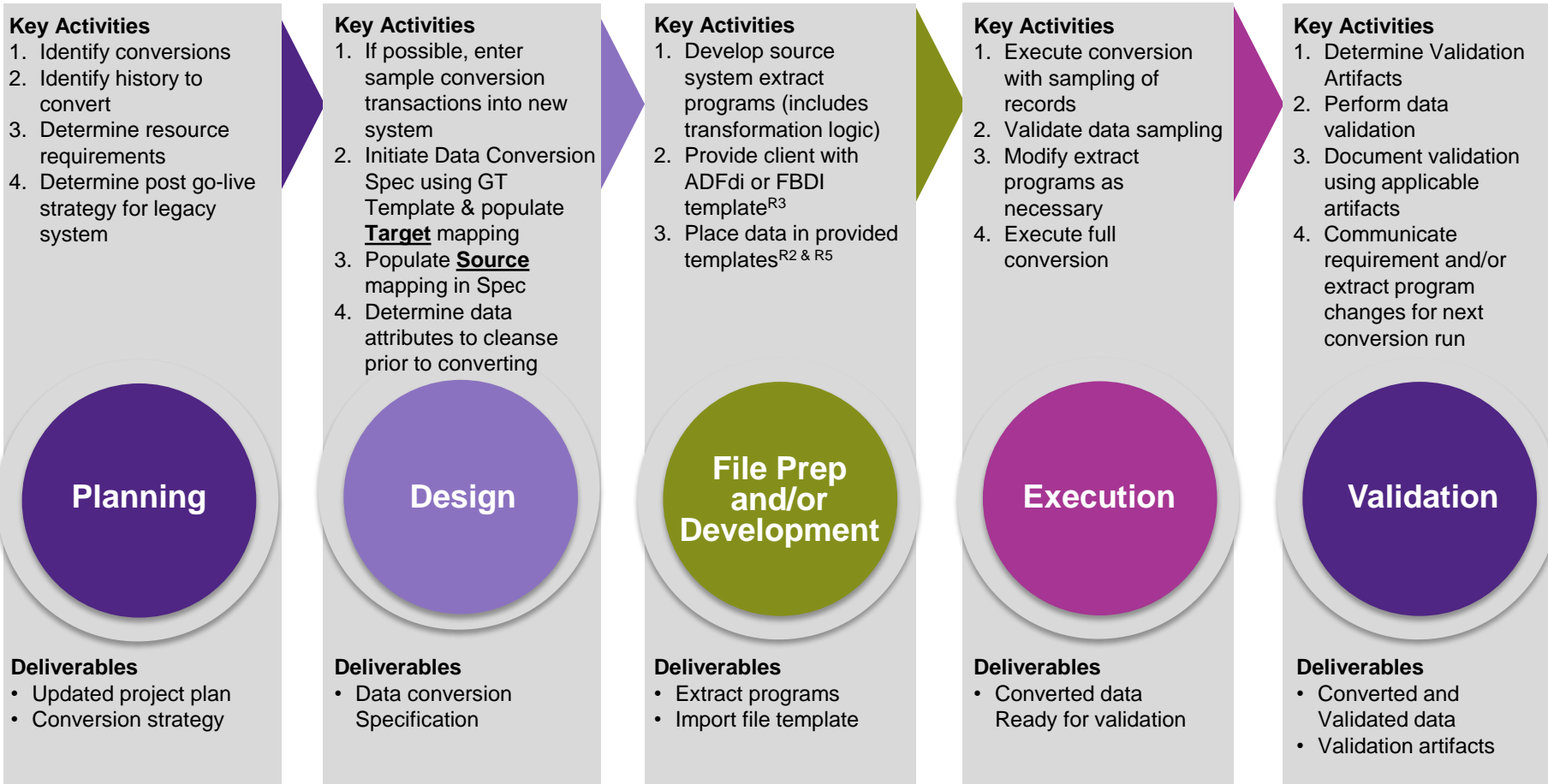
Capture →
 Review →
 Mitigate →
 Monitor

Appendix B3: Methodology Approach to Key Components



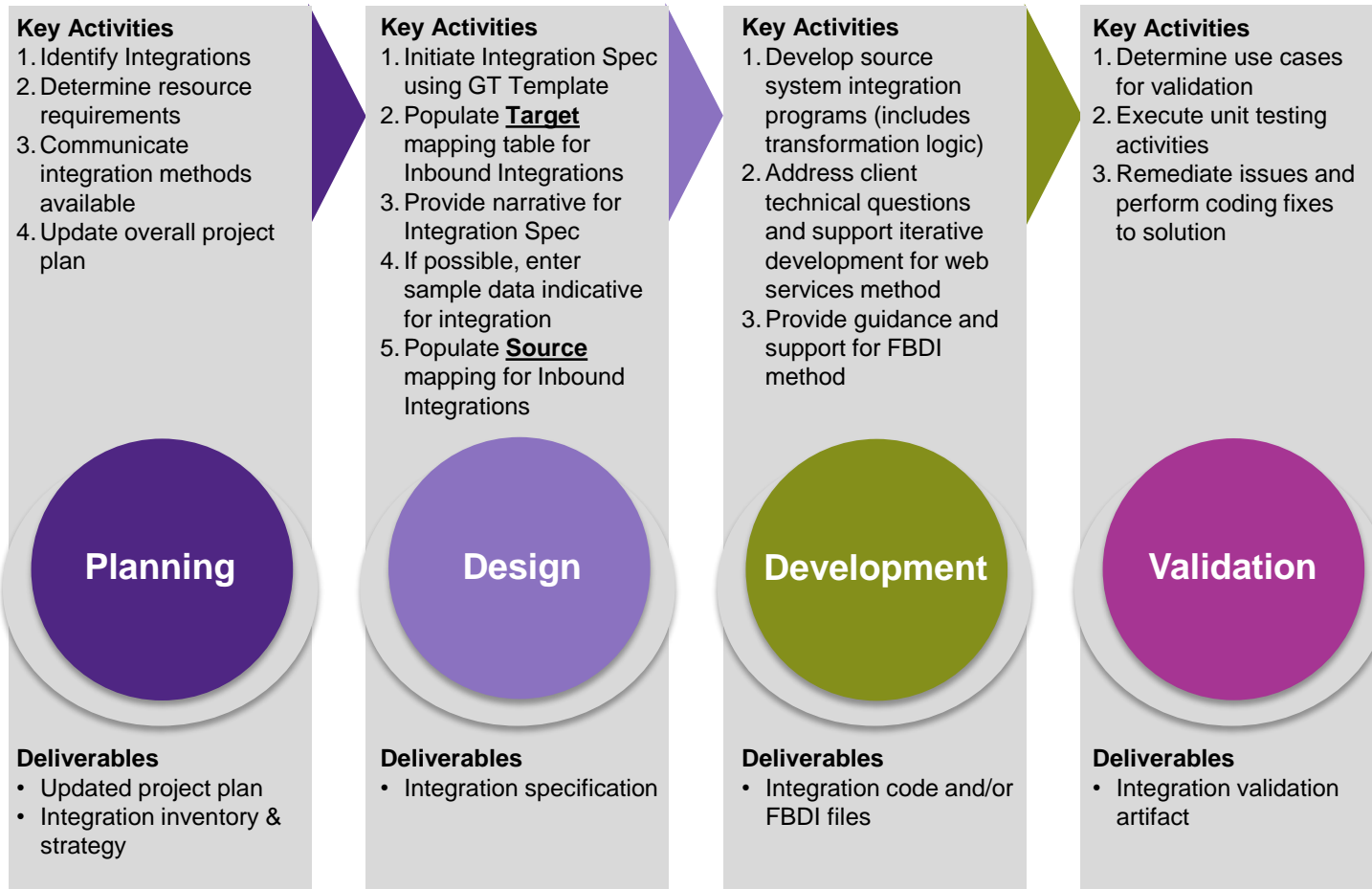
Implementation methodology

Data conversion



Implementation methodology

Integrations



Implementation methodology

Integrations - inbound

Approach	Type	Quick Facts
ADFdi	Manual	<ul style="list-style-type: none"> • Low volume • On demand • Common Excel interface with integrated LOV's • Client E • Data must be transformed in the source system
FBDI, HDL and PBL	Manual/Automated	<ul style="list-style-type: none"> • Any volume • On demand or automated • Common Excel interface • Data must be transformed in the source system
Web Service	Automated	<ul style="list-style-type: none"> • Any volume • Only automated • Common SOAP standards • Data must be transformed in the source system • Must have seeded web service available • Number of OOTB Services available

Implementation methodology

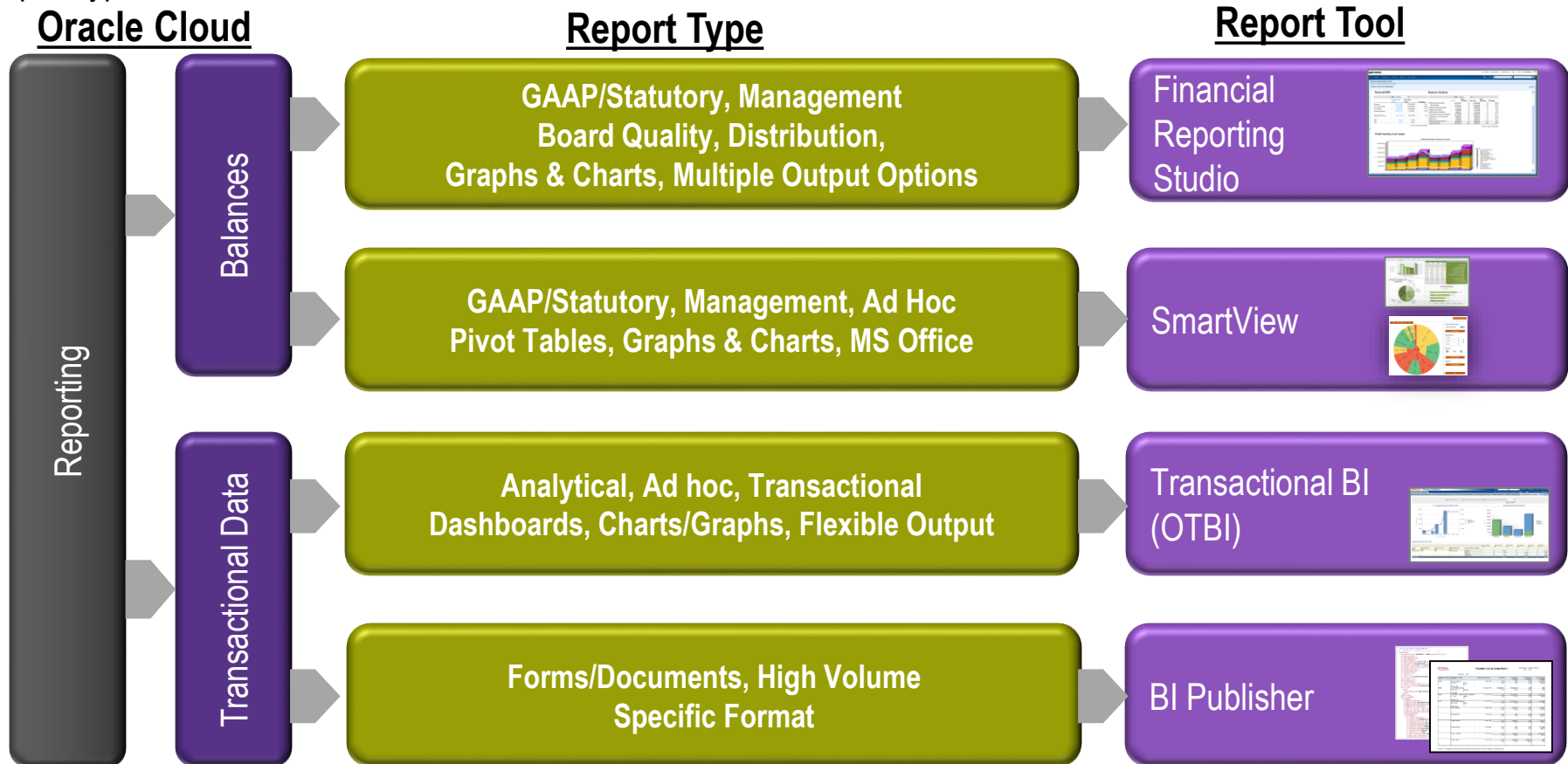
Integrations – outbound

Approach	Type	Quick Facts
Flat File/XML/HC M Extract	Manual/Automated	<ul style="list-style-type: none"> • Generate flat file/XML via OTBI • Deliver file to FTP/SFTP server • Retrieve file from FTP/SFTP server • Consume file on target system
Web Services	Automated	<ul style="list-style-type: none"> • Call Web service • Get output via web service • Consume output on target system • <u>Limited number of OOTB services</u>
GT Outbound Integration Approach	Automated	<ul style="list-style-type: none"> • Create OTBI report with desired output • Use web service to kick off report • Get report output via web service • Decode Base64 output from web service • Consume output on target system

Implementation methodology

Reporting

Oracle Cloud offers multiple reporting options designed to optimize user access to data based on specific report type.



Implementation methodology

Reporting

Key Activities

1. Gather Report Inventory and examples
2. Assess and rationalize report inventory
3. Prioritization of reports

Planning

Deliverables

- Report inventory

Key Activities

1. Identification of reporting tools to build report
2. Education of client resources who will create reports
3. Report Design for FRS and BI Publisher originating reports

Education and Design

Deliverables

- Training documentation
- Report design (FRS and BI Publisher)

Key Activities

1. Perform tool install (FRS, SmartView)
2. Perform initial configuration around tools and run initial meta data and data load processes
3. Create/build high priority reports
4. Unit Test report

Report Creation

Deliverables

- One time reporting tool configuration performed
- Reports available in respective toolset

Key Activities

1. End user testing
2. Bug/Issue remediation

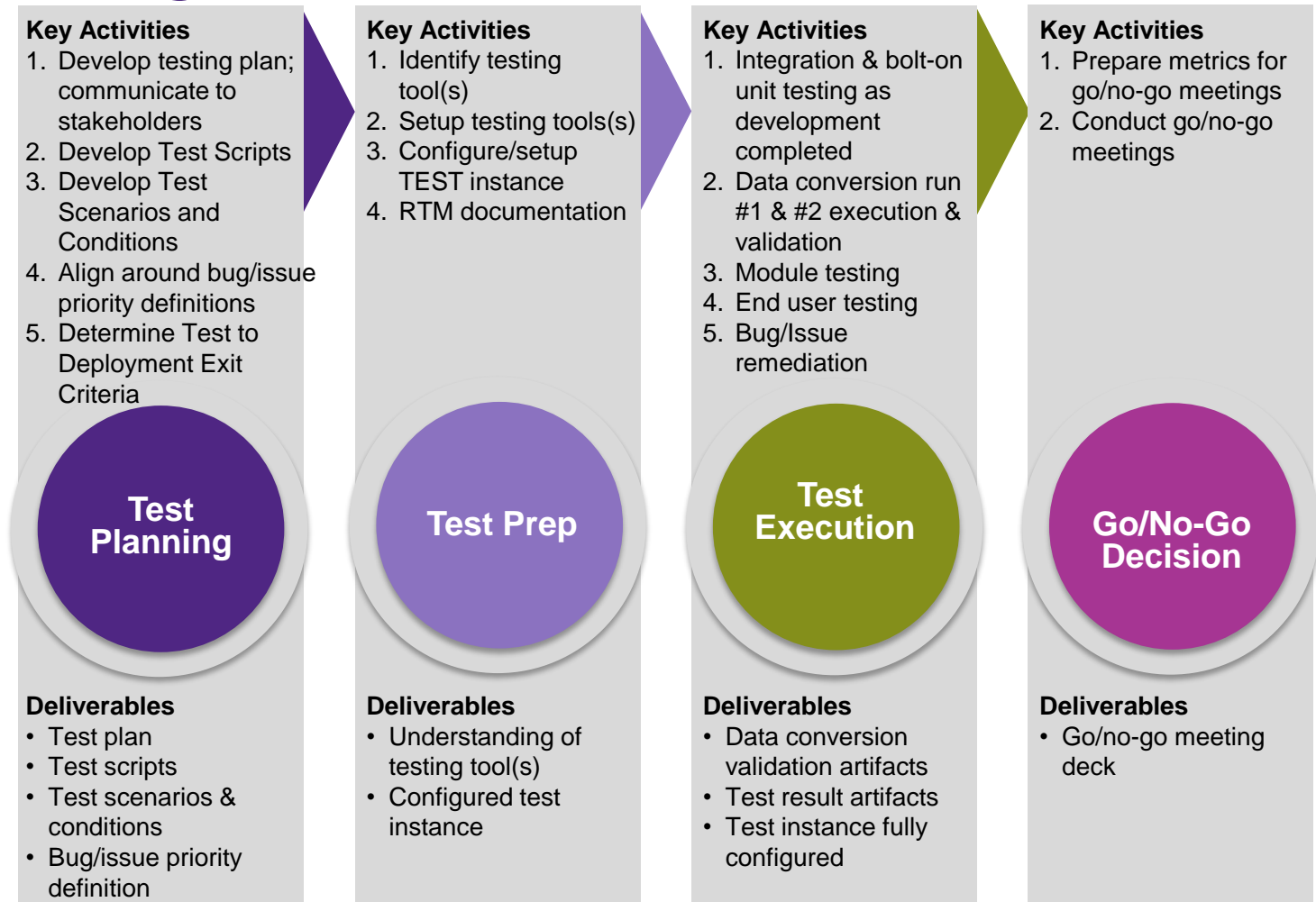
Validation

Deliverables

- Approved reports
- Test result artifacts

Implementation methodology

Testing approach



Implementation methodology

Test execution – test types

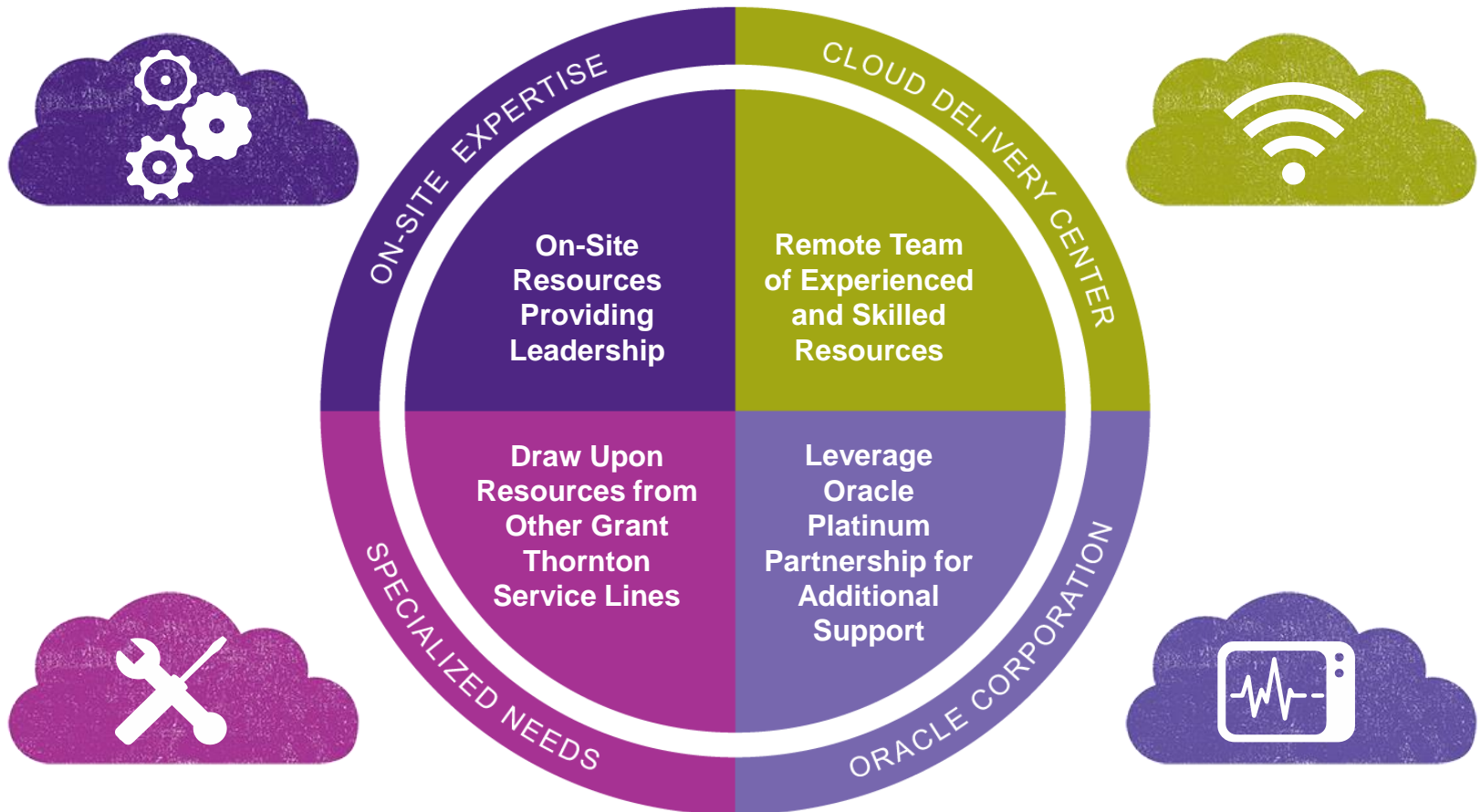
Test execution will encompass multiple types of testing. The types of testing ensure all the components and features noted in the testing scope will be covered. Detailed descriptions of the testing types are noted below:

Test Type	Testing Scope	Inputs Used	Artifacts Produced
Integration and Bolt-On Unit Testing	<ul style="list-style-type: none"> • Integrations in Isolation as Part of Sprints • Bolt-Ons in Isolation as Part of Sprints 	<ul style="list-style-type: none"> • Design Deliverable 	<ul style="list-style-type: none"> • Test Results
Data Conversion Validation	<ul style="list-style-type: none"> • Data Conversions 	<ul style="list-style-type: none"> • Playbook 	<ul style="list-style-type: none"> • Updated Playbook with Test Results
Module Testing	<ul style="list-style-type: none"> • Leverages Both Converted and Non-Converted Data • Business Flows & Enabling Modules w/ Less Emphasis on Integration Across Business Flow 	<ul style="list-style-type: none"> • Test Scripts 	<ul style="list-style-type: none"> • Test Results Leveraging Selected Testing Tool
End User and End to End Testing	<ul style="list-style-type: none"> • Leverages Both Converted and Non-Converted Data • Business Flows & Enabling Modules with Emphasis on Integration Across Business Flow • Technical Integrations • Bolt-Ons • Reporting • Security 	<ul style="list-style-type: none"> • Test Scripts • Test Scenarios 	<ul style="list-style-type: none"> • Test Results Leveraging Selected Testing Tool
Parallel Testing	<ul style="list-style-type: none"> • Payroll processing validation (two cycles) 	<ul style="list-style-type: none"> • Integrations 	<ul style="list-style-type: none"> • Validation Results

Appendix C: Project Role Definitions



How we engage



Project resourcing Resource mix



Implementation Partner Role:

Advisor

- Requires more internal resources
- External resources provide advisory support only
- Increased risk of project failure / delay
- Lower external resource cost, but high overall cost

Coach

Partner Driver

- Work side by side with internal and external team members
- Design decisions made with a complete understanding of the organization's critical requirements
- Ensure knowledge transfer
- Minimize project risks
- Increased project cost with quicker benefit realization

Owner

- External resources implement the system
- Software configuration may not meet organizational requirements
- Less knowledge transfer
- Increased risk in project failure
- Higher implementation costs due to heavy reliance on external support

★ - Planned support level

Project resourcing

Offshore capability

Offshore capability exists to support delivery of technically oriented work streams.



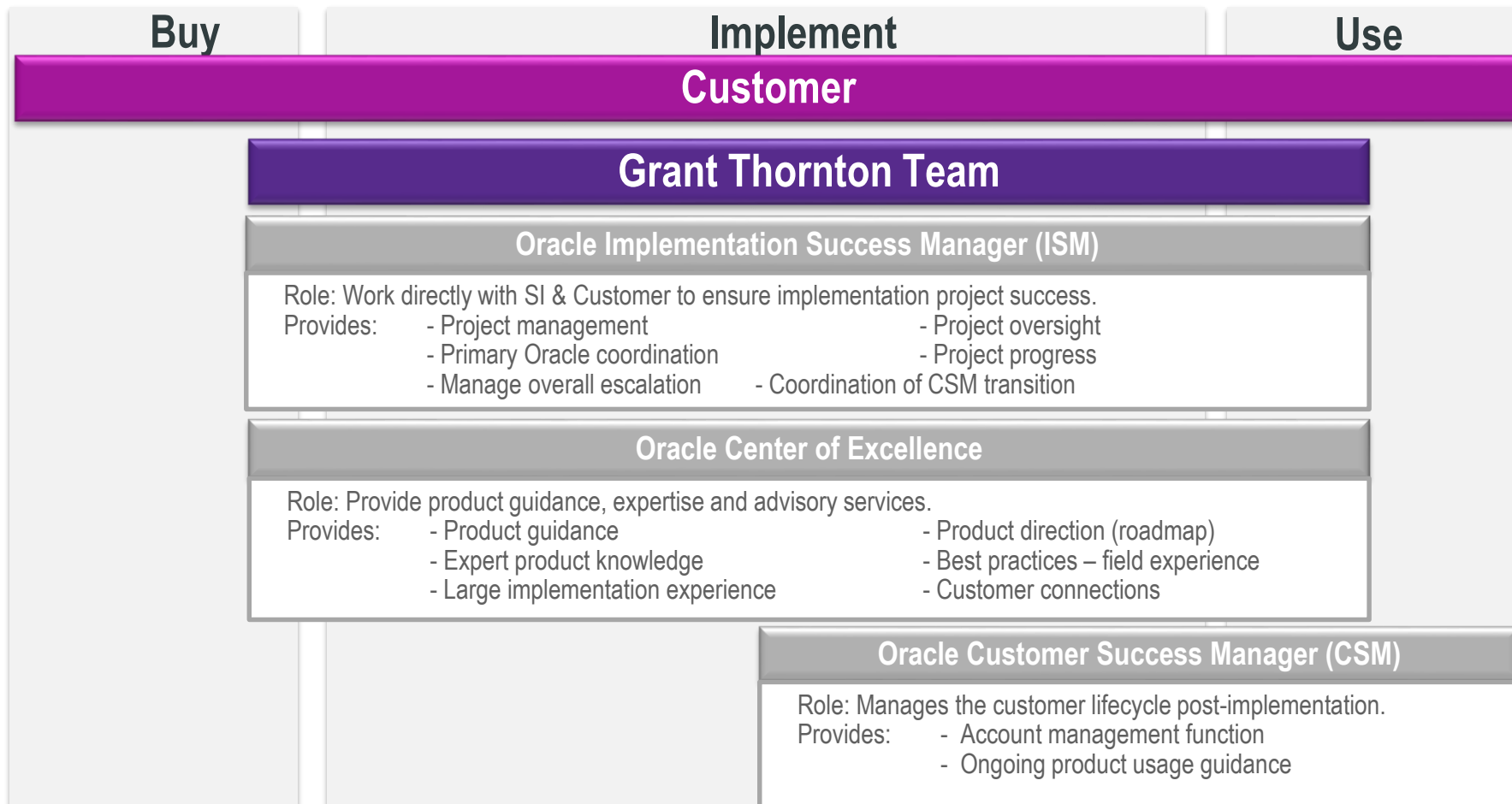
Started in October 2012 in Bangalore, India

Integrated with the GT US Firm enabling enhanced delivery of Advisory, Audit and Tax Services to clients

Total size of over 550 professionals across services

Project resourcing

Engage Oracle



Project role definitions

GPS project leadership

Project Role	Project Responsibilities
Project Sponsor	<ul style="list-style-type: none"> • Ensures program objectives are aligned to overall strategic objectives • Establishes and communicates macro level guiding principles • Makes decisions regarding topics impacting organizational design and/or re-alignment • Approves significant scope or process changes via Steering Committee membership • Awareness of program status via periodic Executive Updates • Champions change to drive solution adoption
Steering Committee Member	<ul style="list-style-type: none"> • Advises team on macro level topics impacting program • Viewed as escalation point in the event decision making process stalled within Project Structure • Makes decisions regarding topics impacting organizational design and/or re-alignment • Ensures program objectives are aligned to overall strategic objectives • Approves significant scope changes • Champions change to drive solution adoption
Project Manager	<p>Collaborates with Grant Thornton Project Manager in order to:</p> <ul style="list-style-type: none"> • Develop and manage to project plan • Manage overall project scope through application of governance process • Provides institutional knowledge of Client in order to help Grant Thornton navigate internal processes & engage appropriate resources • Collaborate with change management leads to execute communication plan • Identify and manage project risks • Coordinate all project activities • Collect and coordinate the resolution of project issues • Maintain and report project budget • Understand related initiatives; ensure proper alignment • Escalate applicable project issues to Steering Committee

Project role definitions

GPS business team

Project Role	Project Responsibilities
Business Lead	<ul style="list-style-type: none"> • Collaborates with Project Manager to ensure Process Owners and SMEs are engaged throughout the implementation process • Removes hurdles to ensure Process Owners and SMEs are able to participate in key project events and complete project tasks in a timely manner • Makes business decisions within their functional responsibility and affects change within the organization • Participates in key project activities including future state design sessions, data conversion cleansing, data conversion validation, testing, and training
Process Owners	<ul style="list-style-type: none"> • Looks across business unit lines and geography to ensure implementation of common processes/practices for the in scope processes • Influences strategic and/or foundational implementation design decisions • Understands current business processes and requirements for their business unit and area of expertise • Works side-by-side with the Grant Thornton and client Business Analyst team members to complete project tasks • Participates in key project activities including future state design sessions, data conversion cleansing, data conversion validation, test script development/execution, and training content development/delivery • Where applicable, is the conduit to third party providers (e.g., Banks) to support integration process • Participates in effort to develop targeted messages per Communications Plan • Able to deliver training in a train-the-trainer scenario • Ability to transition into role of Superuser post implementation • Change Agent and Champion of the solution
Subject Matter Experts (SMEs)	<ul style="list-style-type: none"> • Represents process areas (General Ledger, Procurement, Payables, Fixed Assets) for a location or line of business • Provides input into decision making process • Participates in design sessions as necessary to contribute knowledge on niche topics and/or highly specific process areas • At the direction of the Process Owner, participates in data conversion validation, end user testing and training content development activities

Project role definitions

GPS technology team

Project Role	Project Responsibilities
Technical Track Management	<ul style="list-style-type: none"> • Provides thought leadership and manages technical activities associated with implementation project • Coordinates with GT Cloud Delivery Center Lead on technical handoffs to resources • Understands capacity/availability of Client pool of development resources • Assigns, tracks, and monitors status of Client owned development activities • Understands timelines, dependencies and constraints with third party providers involved in technical development activities
Business/Cloud Technical Analysts	<ul style="list-style-type: none"> • Works side-by-side with the Grant Thornton team members to complete project tasks • Obtains Cloud knowledge by collaborating with consulting resources throughout duration of project • Leverages existing knowledge of current state to drive future state design • Participates in effort to develop requirements for data conversions and integrations • Participates in Cloud development tasks related to integrations and report development
Conversion Extract Developers	<ul style="list-style-type: none"> • Reviews conversion requirements; contributes input as necessary • Develops programs/solutions to support conversion extract processes • Unit tests extract and transformation code • Participates in iterative process to resolve conversion validation issues
Non-Oracle Integration Developers	<p>Module and/or Technology Specific Skills to support integrations between Cloud and Client existing systems (e.g., POS systems, WorkDay etc)</p> <ul style="list-style-type: none"> • Reviews interface and conversion requirements; contributes input as necessary • Develops programs/solutions to support needed interfaces • Unit tests code • Participates in iterative process to resolve testing issues

Project role definitions

GPS change management

Project Role	Project Responsibilities
Change Management Leadership	<ul style="list-style-type: none"> • Drives change at locations through targeted messages, communications, education and end-user feedback leading up to rollout and through the stabilization phase • Drive organizational changes resulting from application of shared services concepts • Thoroughly review materials to ensure quality of content in terms of scope, accuracy, consistency, relevance, etc. • Understand Process Owner's vision for the training curriculum • Defines training strategy and develops Training Plan • Support training delivery
Training Content Developers	<ul style="list-style-type: none"> • Works with Change Management leadership to develop Training Plan • Develops and/or retrofits training materials • Delivers training and supports business owners in train the trainer model

Project role definitions

Grant Thornton project leadership

Project Role	Project Responsibilities
Steering Committee Member/Advisor	<ul style="list-style-type: none"> • Manage Client relationship • Assist project manager in direction setting & issue resolution • Provides project and solution thought leadership as needed • Leverages contacts/relationships at Oracle to assist in resolution of significant product issues • QA key project deliverables
Program/Project Management	<p>Collaborates with Client project manager in order to</p> <ul style="list-style-type: none"> • Develop and manage to project plan • Develop and execute communication plan • Identify and manage project risks • Prepare and present weekly status reports • Coordinate all project activities • Provide functional and technical thought leadership to team • Collect and coordinate the resolution of project issues • Maintain and report project budget • Understand related Client initiatives; ensures proper alignment • Escalate applicable project issues to Steering Committee • Review and QA project deliverables • Performs stakeholder analysis and finalizes communication strategy/plan • Develops and executes training strategy/plan

Project role definitions

Grant Thornton business team

Project Role	Project Responsibilities
Implementation Consultants	<ul style="list-style-type: none"> • Collaborates with Client assigned resources to complete implementation activities • Provides Oracle Cloud product knowledge • Communicates status during weekly status meetings • Ensures compliance to project standards and maintenance of deliverable repository • Responsible for the completion of key project deliverables • Facilitates solution design meetings • Communicates approach/techniques to Client resources for completing data conversion tasks • Coordinates activities with other project team members & addresses cross-functional issues • Assist with evaluating differences between current processes and proposed processes to determine training efforts required • Process reengineering skills to fully leverage software functionality • Prepares and documents process flows, design decisions, system configurations • Performs software configuration • Coordinates and collaborates with Client counterparts to complete testing activities • Identifies and manages project risks • Ensures project deliverable dates are defined and met; raises issues in a timely manner • Provides input to Change Assurance Team regarding communications and training • Logs software bugs/issues with vendor; updates project team on status

Project role definitions

Grant Thornton cloud delivery center

Project Role	Project Responsibilities
Cloud Delivery Center Coordination	<ul style="list-style-type: none"> • Conduit to Grant Thornton client facing team members to schedule/plan use of resources • Interacts with Client Technical Track Manager to understand and react to handoffs from Client development resources to Grant Thornton development resources
Configuration and Conversion Support	<ul style="list-style-type: none"> • At the direction of Grant Thornton client facing resources, completes the configuration of routine and/or high volume configurations • Prepares and formats conversion templates for client use • Assists client in executing data conversion steps • Participates in iterative cycle to address data conversion issues
Integration Development	<p>Module and/or Technology Specific Skills to support integrations between Cloud Procurement and Client existing systems</p> <ul style="list-style-type: none"> • Reviews interface and conversion requirements; contributes input as necessary • Develops programs/solutions to support needed interfaces • Unit tests code • Participates in iterative process to resolve testing issues
Report Development	<ul style="list-style-type: none"> • Provides overview of Cloud reporting tools to key client resources • At the direction of Grant Thornton client facing resources, completes the development of assigned reports using Cloud reporting tools

Project role definitions

Oracle participation

Project Role	Project Responsibilities
Implementation Success Manager	<ul style="list-style-type: none">• Primary conduit to Oracle support organization• Assists in the provisioning of application instances• Schedules and coordinates release upgrades• Assists in escalating any software issues/bugs• Viewed as a customer advocate internally at Oracle
Oracle Support	<ul style="list-style-type: none">• Assists in researching software issues/bugs• Troubleshoots software issues/bugs• Provides application patches as needed

Appendix D: Change Management



Change alignment

Understanding impacts

Organizational impacts



- Understand project's impacts to the overall business
- Create and align responsibilities and processes
- Identify wins and challenges

Employee WIIFM (*What's in it for me?*)



- Identify and clearly articulate solution benefits and value to their roles
- Where necessary, identify and provide learning opportunities for new solution
- Highlight ease of use for new system features and functions
- Feature and share success stories

Effective leadership



- Support the change actively and visibly
- Clear vision of future
- Executive leadership commitment
- Leaders of people engaged



Communications

Change communications

Throughout the cycles of the project, our methodology contains components to ensure a steady stream of communications to ensure continuous movement along the commitment curve by stakeholders in the project. These communications will:

Build Awareness

- Communicate Vision and Benefits of the Change
- Define Scope and Timeline

Through

- Town Hall Meetings / Team Briefings
- Email and Newsletter Communications

Enhance Understanding

- Communicate "WIIFM" Messages
- Motivational Messages and "Selling" the Project

Through

- Project Information Portal
- Conference Room Pilots

Drive Buy-In

- Influence to Accept New Ways of Doing Things
- Provide Support During "Go-Live"

Through

- Training, Learning Labs, Job Aids, FAQs
- Go-Live Countdown Communications

Establish Commitment

- Reinforce Desired Behaviors
- Celebrate Successes / Wins

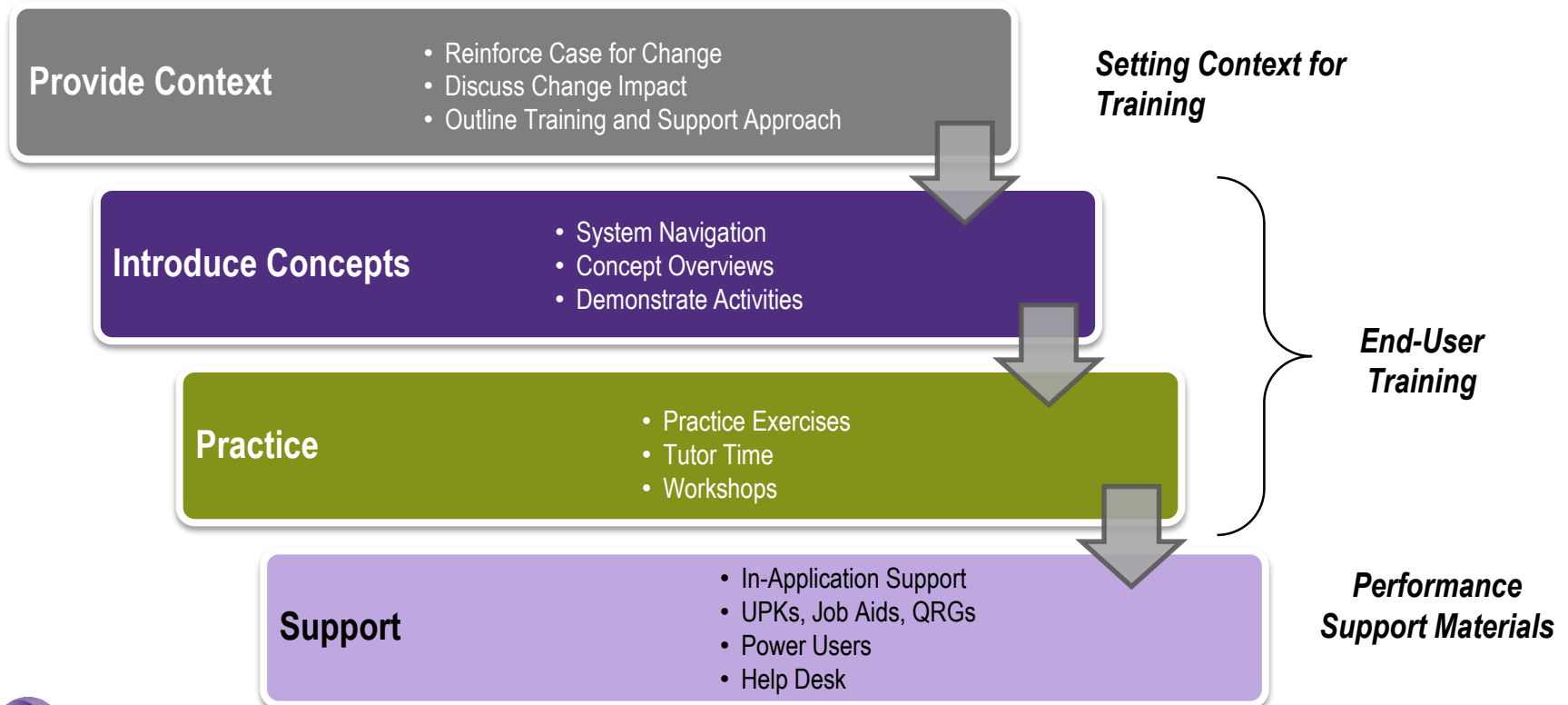
Through

- Solicit Feedback and Address Concerns
- Communicate Success Stories

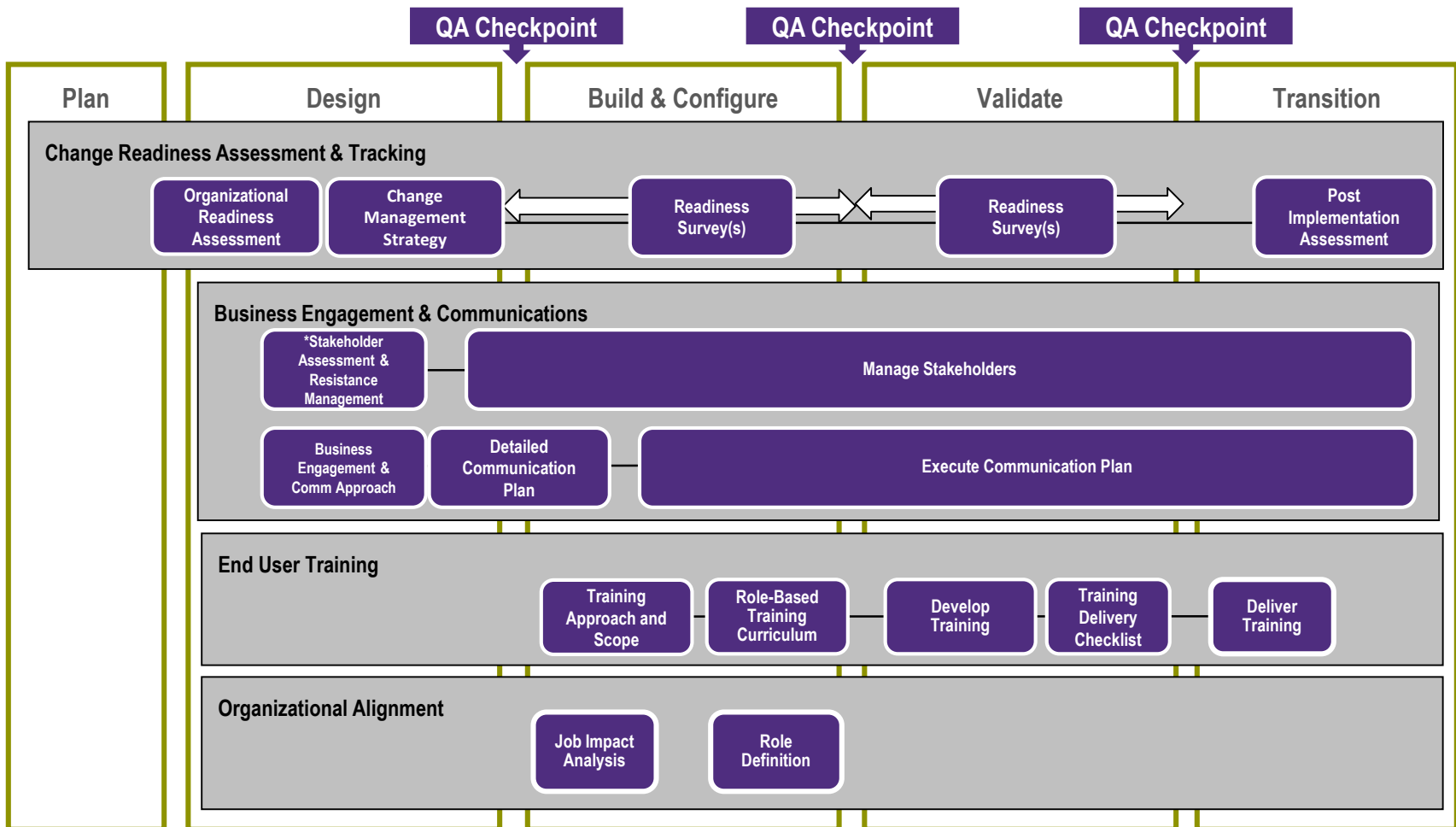
Training – end-user experience

Change training

In order for users to be focused on familiarizing themselves with the new technology and their role within the new business process, it is important to prepare stakeholders on the need for change upfront. Putting training into the context of the business value and purpose has been shown to reduce resistance as a function of misinformation.



Change management Integrated project framework



Appendix E: Scope



Proposed scope Categories

Project scope is a key input into identifying the resource needs, effort and timeline for an ERP and HCM project. To clarify scope, Grant Thornton utilizes the following categories:

- Organizational
 - What business lines/units are included?
 - What geographies need to be accounted for?
- Business Areas
 - What business flows and corresponding business process need to be considered?
 - What level of process engineering is expected?
- Technology Enablers
 - What Oracle modules will be implemented to enable the process?
 - What functionality within the modules will be leveraged?
- Conversions and Integrations
 - What conversions are needed and from how many sources?
 - How many integrations and how complex?

Proposed scope

Organizational

Organizational scope of the implementation project includes the following business segments:

Business Segment	Description
Learning Solutions	Delivers training, curriculum design and development, e-Learning services, system hosting, training business process outsourcing and consulting services globally.
Professional & Technical Services	Provides training, consulting, engineering and technical services primarily to large companies, federal and state government agencies; and large government contractors. Also provides services to users of alternative fuels, including designing and constructing liquefied natural gas (LNG), liquid to compressed natural gas (LCNG) and hydrogen fueling stations, as well as supplying equipment.
Sandy Sales Training & Marketing	Provides custom product sales training and has been a leader in serving manufacturing customers in the U.S. automotive industry for over 30 years.
Performance Readiness Solutions	Provides performance consulting and technology consulting services, including platform adoption, end-user training, change management, knowledge management, customer product training outsourcing, training content development and sales enablement solutions.

Proposed scope

Organizational

Organizational scope of the implementation project includes the following geographical regions:

Region	Total Employees	Subsidiary (Employees)
Americas	2201	Argentina (4), Bahamas – Holding Co. (0), Brazil (4), Canada (90), Columbia (31), Mexico (31), South Africa – branch of GPS (5), US – 3 entities: GPS & 2 Holding Co. (2036)
APAC	274	Australia (3), China – Shanghai & Beijing (47), Hong Kong (64), India (124), Japan (5), Korea (0), Malaysia (4), Philippines (2), Singapore (22), Taiwan (3)
EMEA	950	Denmark – Effective & GPS Denmark (41), Egypt (1), Finland (2), France (10), Germany (16), Hungary (5), Kuwait (0), Middle East – UAE (8), Netherlands (12), Poland (20), Turkey (7), UK – 5 entities (828), Switzerland (0)
Total	3425	

Proposed scope

Business areas

Area	Business Process	
Project Portfolio Management	<ul style="list-style-type: none"> • Create & Manage Contracts • Create & Manage Projects • Analyze Project Costs 	<ul style="list-style-type: none"> • Analyze Project Resources • Monitor Project Progress • Create Project Billings
Record to Report	<ul style="list-style-type: none"> • Maintain Enterprise Structure and COA • Define Allocations • Define Currencies & Rates • Manage Subledgers • Manage Intercompany Transactions 	<ul style="list-style-type: none"> • Journal/Allocation Approvals • Close Accounting Period • Revalue Account Balances • Translate Multi Currency Balances
Procurement	<ul style="list-style-type: none"> • Request Goods & Services • Receive Goods & Services • Requisition/PO Creation 	<ul style="list-style-type: none"> • PO submittal • Period End Close
Accounts Payable	<ul style="list-style-type: none"> • Vendor Creation & Maintenance • Invoice Entry and Creation • Process & Approve Invoices • Issue Payments 	<ul style="list-style-type: none"> • Reconcile Payments • 1099 Processing • Period Close
Supply Chain Management	<ul style="list-style-type: none"> • Process Sales Orders • Inventory Creation & Maintenance 	<ul style="list-style-type: none"> • Replenish Inventory

Proposed scope

Business areas

Area	Business Process	
Receivables	<ul style="list-style-type: none"> Customer Setup & Maintenance Invoice Creation Cash Application 	<ul style="list-style-type: none"> Account Analysis Customer Correspondence & Collection
Fixed Assets Management	<ul style="list-style-type: none"> Acquire Assets Capitalize Assets Manage books and categories Asset Maintenance 	<ul style="list-style-type: none"> Depreciate Assets Retire Assets Period Close
Expense Management	<ul style="list-style-type: none"> Receipt Integration Create & Approve Expense Reports 	<ul style="list-style-type: none"> Expense Report Audit Issue Payments
Human Resources	<ul style="list-style-type: none"> Onboarding Manage Benefits Record Employee Time 	<ul style="list-style-type: none"> Process Payroll (US) Employee Data Tracking & Reporting Subcontractor Management
Planning, Budgeting and Forecasting	<ul style="list-style-type: none"> Annual Budget Process Monthly Forecasting 	<ul style="list-style-type: none"> Long Term Forecasting (5 yr. Projection)
Tax	<ul style="list-style-type: none"> Global Tax Maintenance (SUT, VAT,GST, PST, HST,QST,CIT, etc.) Tax Report Creation 	<ul style="list-style-type: none"> Tax Return Creation

Proposed scope

Technology enablers

Oracle Product Family	Module/Tool	Scope Comment
Project Portfolio Management	Project Financials	<ul style="list-style-type: none"> • Capture and allocate indirect cost • Calculate burden rates (government and others) • Costs by expense types • Project budgets • Report on portfolios/projects based on CAS • Flexible project reporting (reports, dashboards, etc.)
	Project Management	<ul style="list-style-type: none"> • Project approval workflow • Attachment support
	Project Contract Billing	<ul style="list-style-type: none"> • Contract workflow approval • Change Order workflow approval • Intercompany billing, incl. transfer pricing • Contract Types (milestone, T&M, unit, cost+, incl. government rates) • Support VAT • Various levels of bill rates • Consolidated Invoicing (multiple projects)
	Project Resource Management	<ul style="list-style-type: none"> • Global resource search capabilities • Resource costing • Actionable dashboards for resource gaps in training or availability • Project assignment selection

Proposed scope

Technology enablers

Oracle Product Family	Module/Tool	Scope Comment
Financials	General Ledger	<ul style="list-style-type: none"> • Global Chart of Accounts • Statutory Accounting & Multi-Ledgers (GAAP, IFRS, Local) • Multi-calendars • Multi-currency • Multi-language • Journal approval W\workflow • Allocations • Sub Ledger reconciliation • Intercompany Accounting
	Payables/ Payments/ Cash Management	<ul style="list-style-type: none"> • Automated Invoice Recognition Cloud Service (OCR) 9k/mth • Multiple business units • 3 way matching • Invoice approval workflow • Cash forecasting • ACH & Posi-pay file processing • Automated accruals • Vendor portal • Attachment support • Bank Statement Reconciliation
	Receivables	<ul style="list-style-type: none"> • Global customer master with parent-child relationships • Customer portal • Customer workflow approval • Lockbox processing • Auto cash application • Invoice Creation

Proposed scope

Technology enablers

Oracle Product Family	Module/Tool	Scope Comment
Financials	Fixed Assets	<ul style="list-style-type: none"> • Multi-book • Multiple depreciation methods • Transfers / reinstatements • Mass updates by asset class/groups • AP Integration for Asset Creation
	Expenses	<ul style="list-style-type: none"> • Approval workflow • Multiple expense rules • Receipt capture • Travel integration (CC)
Procurement	Purchasing Self Service Procurement Supplier Portal	<ul style="list-style-type: none"> • Approval workflow • Direct and Indirect purchases • Blanket POs • Mobile approval (requisition and PO) • External catalog and punch out
Supply Chain Management	Order Management	<ul style="list-style-type: none"> • Future phase
	Inventory Management	<ul style="list-style-type: none"> • Future phase

Proposed scope

Technology enablers

Oracle Product Family	Module/Tool	Scope Comment
Human Capital Management	Core HR	<ul style="list-style-type: none"> Enterprise organizational hierarchy Employee personal data & job assignment record Multi-language Onboarding Self-service
	Benefits	<ul style="list-style-type: none"> Open enrollment Self-service
	Payroll (US)	<ul style="list-style-type: none"> Payroll processing (US Only) Multiple pay calendars Wage payment and payment distribution Time tracking via integration (T&L Management) Integration with ADP for tax processing
	Time & Labor Management	<ul style="list-style-type: none"> Approval workflow Global access Mobile time entry Project capture rules Time Adjustments Subcontractor enablement
EPM	Planning & Budgeting	<ul style="list-style-type: none"> Future phase

Proposed scope

Technology enablers

Oracle Product Family	Module/Tool	Scope Comment
Platform As A Service	Oracle Database Cloud Multitenant Oracle Java Cloud Oracle Application Builder	<ul style="list-style-type: none"> Integrate with legacy systems Mobile app. development
Reporting	FRS / Smartview	<ul style="list-style-type: none"> Grant Thornton will educate Client early in the project on tool to ensure collaborative development Final usage of tool is dependent on broader reporting strategy
	OTBI	<ul style="list-style-type: none"> Out of the box subject areas will be leveraged plus a volume of custom reports supportive of the timeline and resources assigned Grant Thornton will educate Client early in the project on tool to ensure collaborative development Final usage of tool is dependent on broader reporting strategy
	BI Publisher	<ul style="list-style-type: none"> ACH Positive pay files Check formats Invoices Purchase orders Government forms

Proposed scope

Data conversions

Module	Description	Type	Method
Human Resources	Employees - Active	Master Data	HDL
	Employee Payroll Input (DD, W4, Tax) - Active	Master Data	HDL
	Hierarchies / Department Codes	Master Data	ADFdi
	Job Codes	Master Data	ADFdi
	Location Codes	Master Data	ADFdi
	Accounts Payable	Active Suppliers	Master Data
	Supplier Banks	Master Data	FBDI
Accounts Receivable	Active Customers	Master Data	ADFdi
	Open AR Invoices	Open Transactions	TBD
Fixed Assets	In Service Assets	Open Transactions	FBDI
General Ledger	Chart of Accounts	Master Data	ADFdi
	Current Year Journal Detail	Historical Transactions	FBDI
	2 – 3 Years of Historical Balances	Historical Transactions	FBDI
Purchasing	Open Indirect Purchase Orders	Open Transactions	TBD

*FBDI = File Based Import Process ADFdi = Microsoft Excel Import Process HDL – HR Data Load

Proposed scope

Data conversions

Module	Description	Type	Method
Project Contract Billing	Customer Contracts	Master Data	TBD
	Rate Templates	Master Data	ADFdi
Project Management	Open Projects	Master Data	ADFdi
	Open Project Transactions	Open Transactions	TBD
Order Management	Open Orders	Open Transactions	Future
Inventory Management	Items / Products	Master Data	Future
	Inventory Balances	Balances	ADFdi

*FBDI = File Based Import Process ADFdi = Microsoft Excel Import Process HDL – HR Data Load

Proposed scope

Known integrations - inbound

Integration Name	Source	Target	Description
CRM inbound / outbound	MS CRM	Cloud ERP	
Onboarding	Taleo	Cloud HR	
Currency Rates	www.xe.com	Cloud Financials	
On-boarding software	ATS	Cloud HCM	Applicant Tracking System data
Tax Provisioning software	TBD	Cloud ERP	Yet to be identified
API Exposure inbound / outbound	Various	various	various software packages (ex: SharePoint, BizTalk)
Government per diem rates	Excel	Cloud Expense	
MS Excel inbound / outbound	Excel	Cloud Finance	various uploads / downloads
CC upload	Bank	Cloud Expense	Import transactions for expense report creation
Azure AD inbound / outbound	Azure AD	Cloud Applications	Single sign-on active directory

Proposed scope

Known integrations - outbound

Integration Name	Source	Target	Description
MS CRM	Cloud ERP	MS CRM	
ADP tax	Cloud Payroll	ADP	ADP tax interface for US payroll
ADP unemployment	Cloud HCM	ADP	Unemployment file
Payroll	Cloud Payroll	3 rd party provider	Non-US payroll use 3 rd party payroll providers
Payroll	Cloud Payroll	Banks	Payroll processing
Learning Mgmt System / Performance Mgmt System	Cloud ERP	Success Factors	Basic EE data
Instructor Resource Planning	Cloud HR	IRPS	Resource Info
Medical Provider / Dental Provider / 401 Provider	Cloud Payroll	various	Std. file to send on regular basis
Social Security Verification	Cloud HCM	www.ssa.gov	Ability to verify new employee's SSN
AP payment files (US)	Cloud AP	Banks	Domestic AP posi-pay Files
AP payment files (non-US)	Cloud AP	Banks	International AP posi-pay Files (1 / country)
ACH / Direct Deposits	Cloud Payroll	Banks	
Oracle master data feeds	various	Biztalk	
Oracle BICS Data W/H	Cloud Financials	Data W/H	

Appendix F: References

References will be provided after presentation

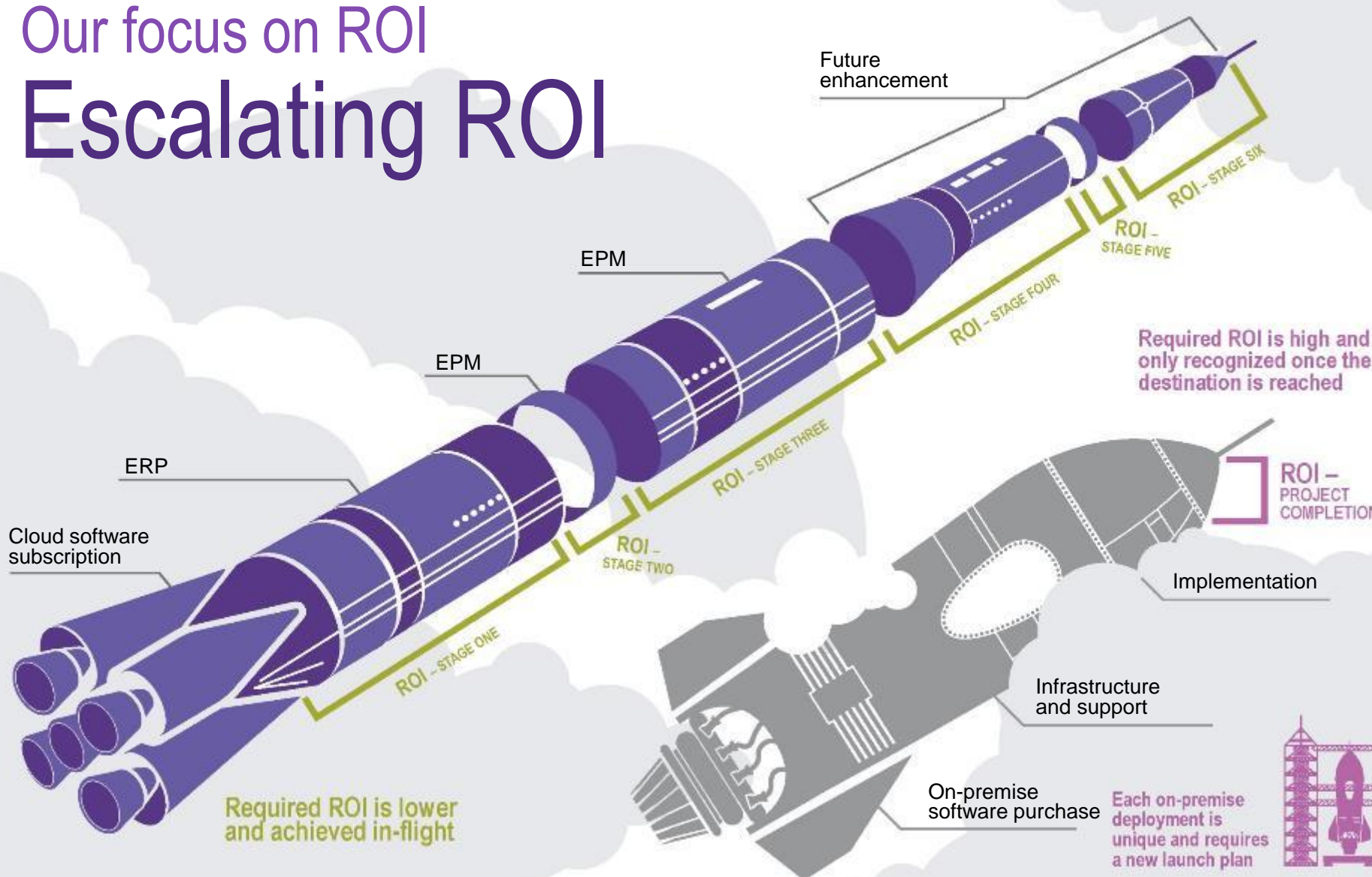


Appendix G: EPM



Our focus on ROI

Escalating ROI



Why Grant Thornton ERP & EPM integration

EPM is the virtual reality headset used by leadership to view the business like never before...

- The value for the operator is the ERP system, while the value for the leader is the EPM platform.
- ERP contains the nuts and bolts—this is where the business is managed.
- EPM allows organizations to go a step further—this is where the business is mastered. This layer enables leadership to:
 - Formulate an understanding of what has occurred (close and consolidate)
 - Confirm that the information is timely and accurate (reconcile)
 - Project possibilities of the future (budget and forecast)
 - Gain visibility into the hidden (profitability)

Why Grant Thornton EPM thought leadership

Stage 1 – Effective planning

- Formal budget/forecast process
- Centralized information repository
- Ability to load data from source systems
- Standard reports
- Improved validation and controls

Stage 2 – Advanced planning

- Driver-based models
- Rolling forecast
- Fewer lines, more analysis
- Salary planning by individual
- Capital and project planning

Stage 3 – Integrated planning

- Linkages between strategic and operational/financial plan
- Linkage with demand and supply planning
- Cascading of strategy through target setting
- Initiative and investment management

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