Why Deloitte in the Cloud?
Why Move to the Cloud
Achieving a competitive advantage using HCM Cloud to solve business challenges

**Speed to Value**
Speed to value is about managing shareholder expectations around pace, cost and delivering value – capturing synergies quickly, acquiring talent more swiftly, and realizing profits in new markets more rapidly.

**It’s About the Cloud**
SaaS/Hosted solutions emerge as the primary technology enabler of HR Transformation.

**The Open Talent Economy**
The open talent economy demands managing talent pools differently and greater visibility and transparency causing organizations to reevaluate their integrated talent strategies and solutions.

**New Business Priorities**
In order to stay competitive, leading organizations are employing a combination of new market entry, new product development, growth through acquisition and/or upgrading their talent.

**Specialized Sourcing**
Shifts in customer experience expectations are driving organizations to employ more specialized sourcing strategies.
There are several key trends that we are observing in the HR Technology marketplace:

- **Embracing Software as a Service (SaaS)**: SaaS holds the potential to redesign HR delivery and IT architecture to accelerate the value to talent strategies, revenue growth and operational excellence.

- **Innovative User Experience**: An HR system user’s first impression is solely based on the User Interface, and the user of today expects an intuitive, friendly interface. Anything less reduces adoption and usage.

- **Leveraging Wireless / Mobile Devices**: As managers are increasingly using mobile devices, vendors are providing mobile apps to ensure HR information is accessible to facilitate the shift of HR admin activities to ESS/MSS.

- **Fewer Best of Breed Solutions**: With consolidation in the market, clients are evaluating integrated solutions. The most common best-of-breed solutions include time and attendance and learning management.

- **More Flexible Integration**: Flexibility differentiates the vendor as high levels of configurability and simplified integration are essential for both SaaS applications, and on-premises applications.

- **Embracing Social Media**: Online presence is no longer about maintaining a website since customers and employees alike expect to communicate, collaborate with and contribute using social media tools.

- **HR Analytics/’Big Data**: There is no going back to basic reporting and shoot-from-the-hip decisions, so companies are building capabilities and solving business problems with analytics.
Business Drivers for HCM Cloud

During the economic downturn, HR often came up short in terms of financial investment.

HR can partner with IT to use emerging technologies to satisfy heightened business needs, such as the need for agility and flexibility in business operations, rapid business model innovation, improved service levels and new ways of controlling costs.

Companies must improve their ability to build and manage a global workforce. Many organizations are targeting Asia and Latin America for future demand and growth.

Present day HR organizations must be proactive in managing risks, but also quick, efficient, and effective in dealing with business and employee related issues.

For HR, the key is to recognize and adopt emerging capabilities that enable the business to expand as quickly and efficiently as possible, with a HR function that is sustainable, nimble, flexible, and affordable.

Companies need HR capabilities that make mergers, acquisitions and divestitures fast, efficient and repeatable.

Retaining critical talent, while enhancing the ability to attract top talent remains a key focus for all organizations.

With globally dispersed teams and flexible working arrangements, organizations must be continually innovative in the way they manage and collaborate with their workforce.
Why Deloitte?
Why Deloitte?
We have partnered with over 50 clients in their successful journey to Oracle HCM Cloud

- Advanced tools
  - **Enable and Accelerate**
  - Oracle HCM Cloud

- Reputation as **Trusted Partner**

- Focus on **User Experience**

- Our diverse set of services
  - **HR Service Delivery**

- We develop **Sustainable and Scalable Solutions**

- Building **Culture and Engagement**

- We are the **Safe Choice**
  - In the passage to the Cloud

- **Business Process**
  - Focus to design HCM Cloud

- **Agile Methodology**
  - with highly interactive teams generating new ideas and solutions

- **Drive Transformation**
  - of Human Resources

- **Only Oracle partner with Diamond Global Cloud Elite Recognition**

- Implementing leading practice **Industry Solutions**
Deloitte’s EVD Methodology
Enterprise Value Delivery (EVD) for Oracle HCM Cloud

We designed our EVD methodology based on the delivery of actual projects, how projects are delivered in cloud environments, and the iterative nature of the design, build, and test cycles.

Our EVD methodology is based on an agile, iterative approach of **convert, configure, and review** cycles.
EVD Methodology for HCM Cloud – Key Activities & Output

**Vision**
Develop the business case for the project. Key Output: Business Case

**Plan**
Project planning and governance activities. Key Output:
- Establish Governance and Charter
- Create Strategies and Plans
- Conduct Project Kickoff
- Establish Communications
- Define Project Scope and Schedule
- Establish Knowledge Transfer Plans

**Architect**
Business Process and System Design. Key Output:
- Current State Discovery
- Business Requirements and Fit Gap
- Enterprise Design
- Future State Business Processes
- Conversion Approach
- Fit Gap Analysis

**Configure & Prototype**
Iterative configuration and Prototypes. Key Output:
- Configure application
- Conduct Prototype Review
- Modify
- Conversion Mapping
- Fit Gap Analysis
- Finalized
- Rapid Agile Approach

**Final Design & Process Workbooks**
Future State Business Process & Requirements
- Workbooks
- HCM Cloud Configuration
- Change Impacts
- User Experience

**Test**
Perform System Integration, Parallel, Regression, and User Acceptance Testing. Key Output:
- Testing Scenario Matrix
- Testing Kick off
- Testing Results and Sign off

**Deploy**
Prepare for Go-Live. Key Output:
- Cutover Plan and Completed Dry Run
- Readiness Assessment/ Go-No Go
- Knowledge Transfer Plan Sign off
- Service Delivery Transition

**Support**
Provide support to the end user once live in Production. Key Output:
- Project Closure Checklist
- Project Closure Acceptance Form/ Report
- Lessons Learned Report
- Deliverables Log

**Role Legend**
- Icon
- Role
- Business Process Lead
- Subject Matter Experts
- Oracle
- Deloitte
Our enterprise templates are used as the foundation for design

We create a ClientPrint tailored IndustryPrint™ that reflects leading practice industry processes

<table>
<thead>
<tr>
<th>PLAN</th>
<th>ARCHITECT</th>
<th>CONFIGURE &amp; PROTOTYPE</th>
<th>TEST</th>
<th>DEPLOY</th>
<th>SUPPORT</th>
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<tbody>
<tr>
<td>• Provides a standard process view, pre-configured HCM Cloud environment, technical objects library</td>
<td>• Facilitates discussion in design workshops with leading practice enterprise processes</td>
<td>• Facilitates the building of Process workflows</td>
<td>• Facilitates creation of scenarios &amp; scripts for testing</td>
<td>• Becomes the operational guide detailing your business processes</td>
<td>• Provides support post-go live and incorporates lessons learned for sustainability</td>
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<tr>
<td>• Facilitates visioning through process-specific leading practices</td>
<td>• Jump starts configuration through application mapping</td>
<td>• Foundation for prototype reviews</td>
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<tr>
<td>• Assist in defining scope of process sessions</td>
<td>• Facilitates role mapping and shows where activities will be performed</td>
<td>• Provides inventory of reports and integrations</td>
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<td></td>
<td>• Facilitates security and controls design</td>
<td>• Facilitates the assessment of change impacts</td>
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<tr>
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<td>• Facilitates conversion mapping</td>
<td>• Facilitates the creation of training and education documents</td>
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## Proven approach: Design Sessions

Enterprise Design sets the foundation for the overall implementation and is critical to integrate people, process, and technology, as well as engage and align key stakeholders.

<table>
<thead>
<tr>
<th>Design Prep</th>
<th>Process Design</th>
<th>Design Sign-off</th>
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</table>
| • Identify process owners  
• Identify workshop participants  
• Coordinate logistics for workshop  
• Refine process maps  
• Develop workshop workbooks and materials | **Process Workshops**  
• Conduct workshops with process owners  
• Optimized business processes  
• Gain consensus on To-Be processes  
• Identify change impacts  
• Make as many decisions as possible |  

**Example**

- Process walkthrough with select subject matter advisors for all sites  
- Business Processes  
- New Process, Roles & Resp.  
- Process Owner Sign-off  
- Confirmation and Sign-Off
Proven approach: Prototyping Approach
Agile iterative design focuses on user experience and allows for real time review and approval

- Harmonize organization wide processes
  - Organization wide team participation
  - Standardization of process, data, and usage
  - Configuration values determined
  - Governance model validated and applied

- Review configuration & confirm design/identify gaps
  - Design sessions with updated designs based on specific inputs
  - Review client converted data
  - Validation of
    - Process design
    - Security/role assignments
    - Data conversion
    - Gaps and recommended approach

- Review updated configuration & confirm design/identify gaps
  - Final design sessions
    - Process and configuration workbooks
    - Final security matrix
    - Gap definition document
    - Change management/training impacts

- Execute test scenarios and iteratively refine configuration & retest
  - Testing approach (all phases)
  - Detailed test plan
  - Test scenarios created and validated by functional leads and SMEs
  - Integrations tested
  - Payroll reconciliation
  - Prepare for User Acceptance testing
Knowledge Transfer Approach

Our approach to knowledge transfer enables Oracle HCM Cloud clients to be ready to support HCM Cloud at Go-Live
Proven approach: Data Conversion Process
Our proprietary conversion tools work directly with and enhance Oracle delivered HCM Cloud tools.
Proven approach: Integration & Reports Rationalization

- Approach based on experience and technical repository with over 500 technical objects over 8 modules
- Work with client team to identify integrations and reports needed to finalize scope
- Include into iterative prototyping as part of agile design approach; Early and continued visibility of the product
- Integration and report rationalization runs parallel to architect phase
- Key considerations to take into account for integration:
  - Historical conversion requirements
  - Record structures across all legacy systems
Proven approach: Testing Process

**Testing Approach**

### Plan
- Create Testing Strategy
- Define Detailed Test Plan & Approach
- Define Test Scope, Cycles, and Timeline
- Determine Entrance/Exit Criteria
- Define Test Scenarios
- Vendor Test planning/engagement
- Identify Test Resources

### Develop
- Test Logistics
  - Set up test tools
  - Tester training
  - Environments
- Test Materials
  - Scenario 1
  - Scenario n
- Document and understand known differences between Legacy systems and Oracle HCM Cloud functionality

### Execute
- System Integration Testing
- User Acceptance Testing
- Payroll Testing
- Regression Testing
- Defect Resolution
- Change Control
- Defect Management
- Change Control Process
- UAT Conversion as dry run of Cutover Process

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[Image of flowchart showing the testing process with phases including Plan, Develop, and Execute]
Preparing for Go Live

**Proven approach: Deployment**

- Comprehensive Cutover Plan including client and vendor activities
- Detailed day by day cutover will be created
- Clear, direct and detailed communication on cutover activities to all downstream system owners will be required
- Legacy system impact will be assessed
- Cutover Dry Run will help identify issues and breakdown points
- Data freeze prior to final extraction will require coordination
- Production support readiness will be assessed
- Post go-live support provided for 4 weeks

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This chart reflects the major cutover activities leading up to Go Live

- Go-Live preparation
- Planning meetings
- Cutover dry-run
- Production readiness review
- Go/no go decision
- Cutover execution
- Go-Live date
- Post Go-Live Support
HCM Cloud Tools and Accelerators

Our comprehensive tools and accelerators drive efficiency, increase quality, and minimize risk on HCM Cloud engagements. Our proprietary, proven, and tested tools are used on implementations with varying degrees of scope, volume and complexity.

- **Accelerates speed to value on engagements**
- **Drives quality deliverables**
- **Facilitates Knowledge Transfer**
- **Improves User Experience**
- **Reduces resource requirements/timeline/costs**
- **Works with/Enhances Oracle Delivered Tools**

### SolutionPrint
- Simplify, optimize, Innovate
- Business process driven
- Pre-configured HCM Cloud instance
- Ready to use Documentation
- Drives standardization

### IndustryPrint
- Leading industry business processes enabled by Oracle HCM Cloud
- Accelerates design
- Focused on user experience
- Processes for 30+ industry segments

### Swift Conversion Tool
- Accelerates conversion processing, validation, and reporting
- 30+ validation reports
- Inbuilt EBS and PS Extract Programs
- Tool built using common toolset - Java Server Faces (JSF) and SQL

### Setup Extractor
- Automate application setup configuration and migration across multiple environments
- Ready to use configuration documentation
- Streamlines approach to validation
- Based on oracle delivered BI Publisher technology/XML

### Technical Repository
- Library provides over 500 objects for use on HCM Cloud projects
- 8 Functional Modules
- Interfaces, Fast Formulas and Reports
- Accelerates build and testing

### Payroll & Benefits Validation
- Side-by-side comparison of legacy and cloud data
- Easy-to-read summary reports
- Quickly identify and resolve configuration and conversion issues

### Payroll Parallel Testing
- Automates comparison of legacy and HCM Cloud payrolls
- Expedites root cause analysis, issue resolution
- Built-In PeopleSoft payroll extraction, mapping templates, and summary reports
HCM Cloud Tools and Accelerators

Provides ready-to-use industry specific business process models, pre-configured instances, and documentation based on years of experience with HCM Cloud to simplify, optimize and minimize disruption.

Client Impact

- Business process driven
- Accessible Oracle HCM cloud environment to accelerate design
- Proven solution
- Reduces implementation costs, timeline, and risk
- Focus on standardization to reduce Total Cost of Ownership
- Drives configuration vs. customization

*Creation of industry specific technical object library is in progress*
Leading Practice Industry Process Flows
Leverage leading industry business processes to drive process standardization and innovative user experience within HCM Cloud

1. Industry-delivered business processes
   The Industry optimized business processes are leveraged as the baseline for initial business processes

2. HCM Cloud-enabled IndustryPrint
   Refined existing IndustryPrint to reflect changes to HCM Cloud processes
   IndustryPrint describes the end-to-end steps for the overall business process

3. Core HCM Cloud review sessions
   A small core set of client members review the delivered business processes
   Enhancements are made to reflect client’s processes. Prototype will be created.

4. Process design workshops
   - HCM Cloud-enabled IndustryPrint are reviewed with the broader team
   - Business processes are aligned to the process maps
   - Final processes, roles, system usages and requirements are refined and agreed-upon
   - Change implications resulting from potential policy and process changes are identified

5. Process design outputs
   - The primary outputs of the process design workshops are:
     - Updated HCM Cloud IndustryPrint maps
     - System configuration
     - Signed-off requirements for prototype
Our Capabilities
**Practice Overview**

**Oracle Practice Overview**

- 13,800 Oracle Practitioners Globally
- 6,300 Oracle Certified Practitioners
- Oracle Excellence Awards (2015):
  - HCM Applications
  - ERP Applications
  - Cloud Applications
- Serve 18 of the top 20 industrial products and service companies
- Serve 80% of the Fortune 1000

**Oracle HRT Overview**

- Practices covering all Human Capital Management (HCM) applications; Fusion, PeopleSoft, Taleo, and E-Business Suite
- 1,800 dedicated professionals across these applications
  - 900 PeopleSoft professionals
  - 550 Fusion & Taleo professionals
  - 350 E-Business Suite professionals
- 2,000+ HCM implementations since 1992

**Global Coverage**

- Established 7 hubs across the Americas, EMEA, Japan, India and Australia
The Leader in Oracle HCM Cloud

Deloitte is recognized by Oracle as their #1 Global HCM Cloud partner

Leading Oracle HCM Cloud Partner

- 1st Global HCM Cloud project
- 1st Canadian HCM Cloud Payroll project
- 1st Time & Absence HCM SaaS Go-Live
- Leading 3 largest HCM Cloud projects in the world
- 450+ HCM Cloud Certified Consultants

Proprietary HCM Cloud tools & accelerators

- IndustryPrint™ for HCM cloud
- HCM Cloud Conversion Xcelerator
- HCM Cloud Setup Extractor
- HCM Cloud Technology Repository

Deloitte’s Oracle Offering by the numbers

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
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<tbody>
<tr>
<td>2013</td>
<td>21 Years partnering with Oracle</td>
</tr>
<tr>
<td>2014</td>
<td>1,400 Clients served</td>
</tr>
<tr>
<td>2015</td>
<td>2,000+ HCM projects delivered</td>
</tr>
<tr>
<td>2016</td>
<td>60+ Oracle HCM Cloud Projects Globally</td>
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<tr>
<td>2017</td>
<td>20+ Million Dollar Internal Cloud Application Investment</td>
</tr>
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</table>

8 Years working with HCM Cloud Applications

- 1993: Deloitte’s Oracle practice was started
- 2004: Ranked No.1 NA Service Integration influenced license sales
- 2005: Ranked No.1 NA Service Integration influenced license sales
- 2007: Exclusive HCM Cloud testing partner for HCM Cloud business templates
- 2008: Ranked No.1 NA Systems Integrator
- 2009: HCM Cloud Applications - Ramp-Up Program (V1)
- 2010: HCM Cloud Application QA Testing w/Development
- 2011: HCM Cloud Early Adopter Program (EAP) + HCM Cloud Applications – Ramp Up Program (V2)
- 2012: Marquee HCM Cloud partner and new HCM Cloud projects
- 2013: 20 live multi-Country Clients Awarded Global System Integrator of the Year
- 2014: Ranked #1 Cloud HCM Partner by Oracle
- 2015: 1st Canadian Payroll Client Go-Live in the world
USDC delivers large and complex Oracle HCM Cloud implementations

Deloitte Consulting
US Delivery Center

Differentiators

- Co-located team working from a dedicated development center in Orlando
- Optimized service delivery through combination of on-site and in-center work
- Cost savings through flexible delivery models
- US time zone support
- Ability to deliver Full Implementation projects, Add-On projects and post implementation Application Maintenance Support (AMS) services
- Leveraging Deloitte’s proven methodology, quality process, and tools

USDC Capabilities

- Dedicated Oracle HCM Cloud and Taleo practice
- 6+ years of average experience in HR technology
- Experienced Oracle certified implementation consultants
- Deep subject matter expertise in functional and technical domains
- Resources capable of handling full spectrum of project delivery; project management, design, configuration, testing, and support

100% Dedicated to HCM Cloud

100% Resources Experienced with HCM Cloud & Taleo

100% YOY Growth for the past two years
Deloitte Consulting
US India Practice

**Differentiators**

- One integrated team
- One set of methodology, quality processes, and tools
- 24-hour support from the integrated Deloitte team
- Multiple daily interactions
- Resources capabilities – business process, configuration, testing, and development
- Resources engaged from Pursuit through Deployment

**USI Capabilities**

- Established 15 years ago
- Expertise across HCM Cloud, Taleo, EBS, and PeopleSoft
- Functional and technical experts
- Average experience of 5+ years
- 90+ resources have hands on experience in working on HCM Cloud projects
- 120 + consultants trained in Oracle HCM Cloud

**US India Resources are engaged on all HRT Oracle Projects**

**180 Employees**

**Across 4 Offices**

**With expertise across 4 Oracle Products**
One Integrated Team
Multiple implementation models support our clients for successful delivery of large complex Oracle HCM Cloud implementations

- Offsite
  - 8 years of HCM cloud experience
  - 450+ certified cloud practitioners
- US India
  - 24 by 7 support
  - Supports HCM Cloud and Taleo
- US Delivery Center
  - Combination on-site and in-center work
  - 100% focused on HCM cloud
- Oracle HRT Practice
  - 4 Support Models
- AMS
  - 4 years of HCM cloud experience
  - 450+ certified cloud practitioners
- Onsite
Quals
Deloitte has implemented 56 HCM Cloud Projects Globally

**Deloitte Consulting & Oracle HCM Cloud**

Quals By Industry

- Life Sciences & Healthcare: 10
- Financial Services & Insurance: 11
- Technology, Media & Telecommunications: 8
- Federal, Public Sector, Education: 1
- Consumer & Industrial Products: 21
- Energy & Resources: 3
- Consulting: 2

Deloitte’s Value

- #1 Global Oracle HCM Cloud partner
- 20M+ HCM Cloud Investment
- Over 8 years of HCM Cloud Experience
- 450+ certified practitioners
- Innovative Implementation methodology
- Proven and tested tools and accelerators

Enabling 1.4 M Employees Across 60 Countries And 7 Industries
# Oracle HCM Customer Overview

<table>
<thead>
<tr>
<th>No.</th>
<th>Client Name</th>
<th>Industry</th>
<th>Employees</th>
<th>Global Project</th>
<th>Legacy Oracle</th>
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## Oracle HCM Customer Overview...(continued)

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