IMPLEMENTING ORACLE IN A GLOBAL ENVIRONMENT

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INTRODUCTION

As we live in a global marketplace, many companies continue to roll out Oracle applications to subsidaries and other divisions internationally. Companies look to replace legacy systems which are outdated and can no longer handle their business coupled with many other reasons including single source of truth, global processes, easier support, and lower total cost of ownership. We have worked with Oracle applications for the past 15 years, and decided to write this paper jointly to incorporate some case study information with typically asked questions by companies looking to roll out Oracle Applications 11.5.10CU2 in a global envirionment. This paper will provide you with a high level understanding and roadmap of what you should be thinking about as you look to undertake this endeavour.

IT Convergence (ITC) will explain how it applied this methodology along with other insights and lessons learned to deliver the highest quality for Weight Watchers (WWI).

IT CONVERGENCE COMPANY OVERVIEW

ITC is a full-service provider of business process engineering services, implementation and upgrade consulting services, education services, managed services including hosting, remote Nearshore development and support. ITC employs proven and repeatable solutions for Global Oracle R12 and 11i Business Processes and Oracle Applications and Technology Solutions. ITC provides a **single global point of contact** account management model to enable seamless client communication.

ITC is a profitable, private company with no outside funding

ITC has **significant global reach** and expertise, plus **multi-lingual** capabilities

ITC possesses extensive **Oracle 11i** and **R12 Country Localizations Experience.**

ITC delivers **Comprehensive and Broad Expertise** in the business areas being upgraded to 11i and R12.

ITC provides **knowledge transfer and training** from the beginning of the project with the goal of our staff completing as much of the project work as possible.

ITC Oracle Applications consultants' average technical experience is 8 years while the average functional experience is 15 years

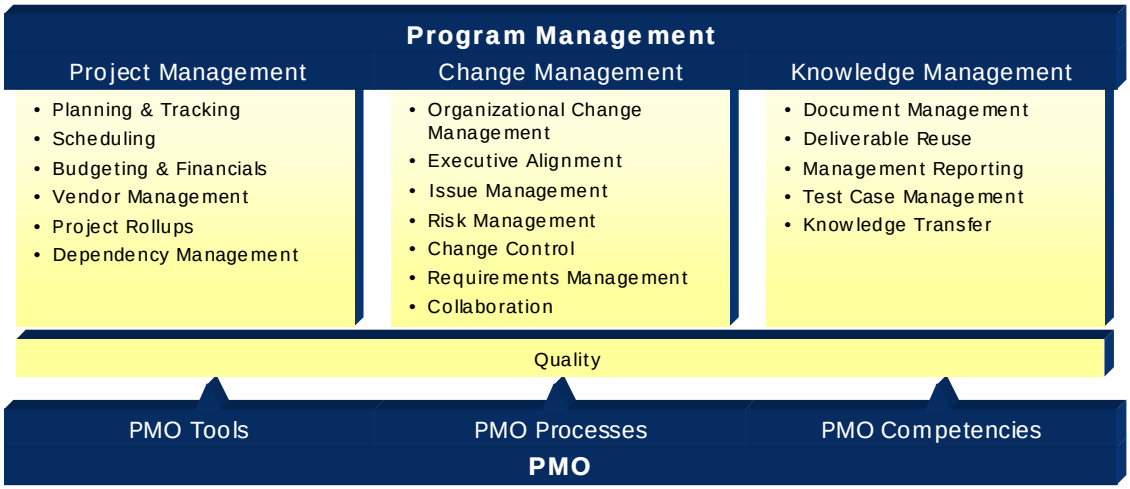
ITC consultants are highly experienced and combine comprehensive technical expertise with in-depth functional knowledge of the key organizational business processes and Oracle Applications. ITC consultants possess broad industry experience and can bring our customers considerable insight into country statutory and localization experience and information systems strategies, which have been successfully implemented in other similar settings.

ITC offers an extensive experience base with Oracle applications and technology. We have a solid track record of upgrades and implementations for our customers that serves to demonstrate the knowledge of our customers' business and the depth of experience we have with Oracle applications.

Most of our Oracle upgrades and implementations have included some level of customizations or integration. This ranges from simple reports and forms to 3rd party interfaces as well as full custom apps working with the Oracle Applications. ITC has participated in the full cycle from business requirements and analysis all the way through development, reengineering, and post production support. The scope has ranged from small to large organizations with hundreds of end-users.

PROGRAM MANAGEMENT

In order to properly manage and deploy needed resources and technologies associated with the project of this magnitude, it is recommended that Weight Watchers adopt a PMO structure. The PMO reports to the Project Steering Committee and provides direction to all focus areas identified below.



The Project Management discipline is a key element of ITC's approach and methodology. It represents a coordinated management approach based on a Weight Watchers and ITC blended team. This blended approach focuses to address the balance of scope, quality, cost, risk, and schedule for the project activities. It also formalizes control mechanisms to help the Project Team members share critical project information and coordinate with its external stakeholders.

ITC's project management approach provides guidelines, checklists, and deliverable templates to support key project areas that comprise sound project management practices.

Control and Reporting - scope definition and control, status reporting, issue and escalation management

Project Planning and Monitoring - define, monitor, and control tasks; maintain a financial view

Resource Staffing – joint team staffing, coordination of resources across areas with supporting project infrastructure

Configuration Management - organize, track, and control the system environments and work product deliverables

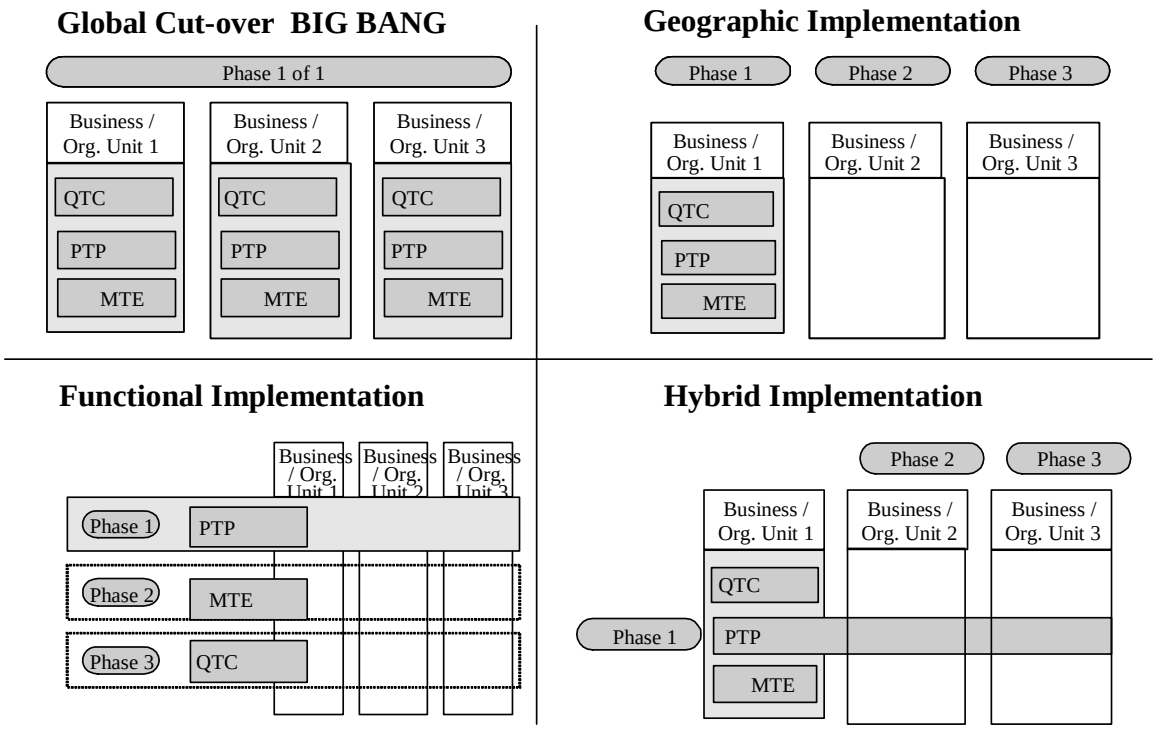
Quality Assurance - implement measures to monitor expectations and quality of deliverables

Communication – One of the PMO's focus areas is Project Communication. It is imperative that lines of communication have a global reach and are current and crisp.

ROLLOUT OPTIONS

From an implementation perspective, there will need to be a decision on how we will implement in all countries. Each option has implications on resource requirements and ultimately how the international implementation will be staffed. The typical options are as follows:

Global Cutover "Big Bang"
Functional Implementation
Geographic Implementation
Hybrid Implementation
Below is an illustration of the various implementation strategies:



For each implementation strategy above, the chart below will give a description of each, an example, benefits and drivers, perceived disadvantages and risks, and typical rollout selection criteria for each strategy.

	Big Bang "all modules everywhere"	Geographic "all modules somewhere"	Functional "1 module everywhere"	Hybrid "some modules somewhere"
Description	• All modules, all parts of the organization, all at once	• All modules, but only one part of the enterprise at once. (e.g. split by geography, organizational unit, master data)	• One module (or group of modules) implemented across the whole organization	• Combination of Horizontal and Vertical
Example	• A company implements all functions in all subsidiaries and divisions at once	• A company implements all functions at once, but only for one division or site	• A company implements only one module across all divisions. Next it implements another function across all divisions.	• A company implements one module across all sites; other modules are implemented at only one site

	Big Bang "all modules everywhere"	Geographic "all modules somewhere"	Functional "1 module everywhere"	Hybrid "some modules somewhere"
Benefits and Drivers	• No temporary interfacing • Early realization of all benefits • Forces common design and processes	• Ability to pilot at low risk site • Early realization of some benefits • All modules can be fully developed and tested before rolling out to other sites • Allows for build up of skills among users • Ability to pilot the technical infrastructure • Provides a taste of what integration looks like	• Promotes consistent business processes across divisions • Used where a function or ERP module could not be split across parts of an organization • Less risk of major rework	• Mixes Horizontal and Vertical strategies to accommodate business requirements • Ability to pilot at a low risk site • Early realization of some benefits • Reduced temporary interfaces • All modules can be fully developed and tested before rolling out to other sites • Allows for build up of skills among users • Ability to pilot the technical infrastructure • Provides a taste of what integration looks like • Used where a function or ERP module could not be split across parts of an organization

	Big Bang "all modules everywhere"	Geographic "all modules somewhere"	Functional "1 module everywhere"	Hybrid "some modules somewhere"
Perceived Disadvantages and Risks	• Scale of effort is complex and resource intensive • Large change impact on the organization • Delayed initial implementation date • Can be hard to sustain sponsorship • High technical risks • No pilot sites to build experience	• Large change for a small part of the organization • Risk of inconsistent business processes across divisions • Risk of rework as a result of redesign and potential inconsistent business processes • Multiple data conversions • May require manual consolidations of financial data	• Temporary interfaces must be constructed • Integration risk - must be aware of future modules during design • Integration benefits are not realized until subsequent rollouts • Temporary loss of existing integration	• Can be a large change for a small part of the organization • Risk of inconsistent business processes across divisions • Risk of rework as a result of redesign and potential inconsistent business processes • Multiple data conversions

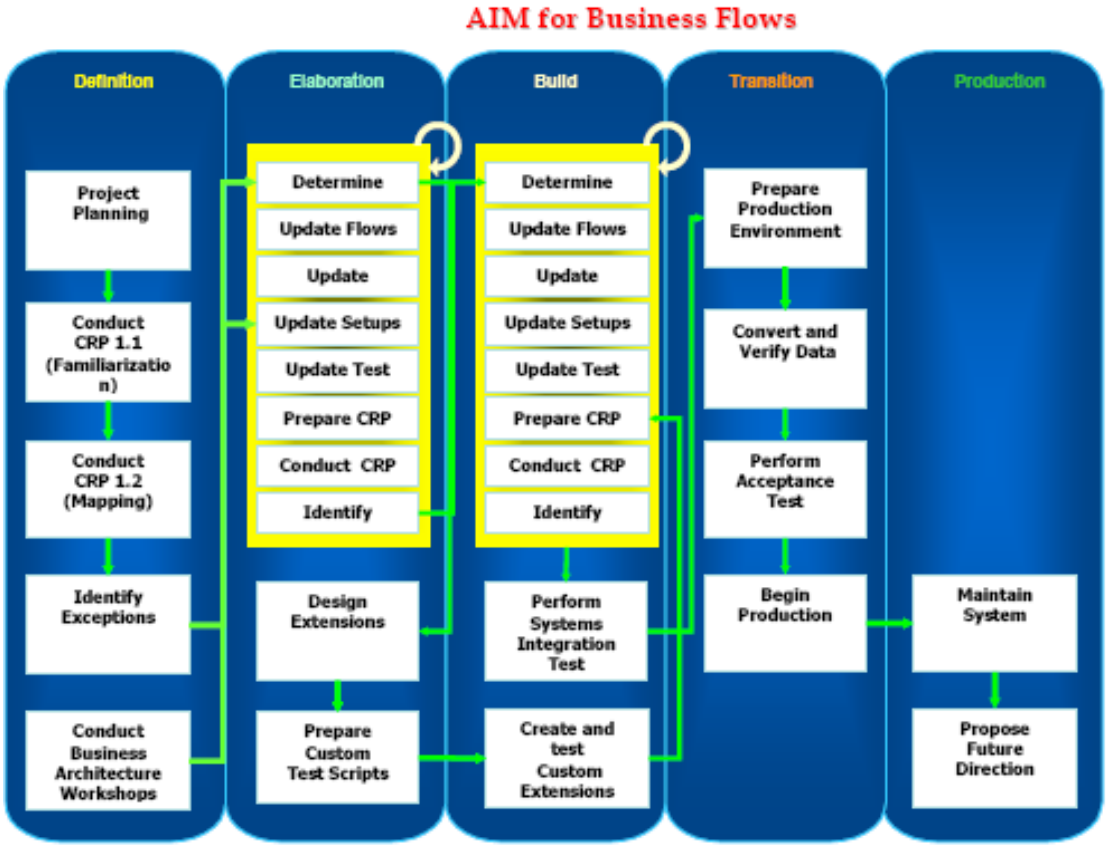
	Big Bang "all modules everywhere"	Geographic "all modules somewhere"	Functional "1 module everywhere"	Hybrid "some modules somewhere"
Rollout Selection Criteria	• No rollout required	• Begin implementation in a small, non-critical part of the organization • Begin implementation in the most complex part of the organization to deal with the most critical issues first • Begin implementation in the part of the organization with the greatest needs • Begin implementation in the sites that are most geographically convenient	• Usually begin with Finance, followed by Supply Chain, MES (if applicable) and Order Management • Reporting is usually implemented in stages	• Rollout can be completed with any combination of Horizontal and Vertical approaches • Implement Finance in combination with the Vertical areas that provide the most benefit

From the chart above, you can clearly see that within each strategy there are various advantages and disadvantages. Each approach has resource (both internal and external), cost, and timeline implications which must be discussed.

IMPLEMENTATION METHODOLOGY

As an Oracle Certified Partner, ITC implementation and global rollouts are delivered leveraging Oracle's Application Implementation Methodology (AIM) for Business Flow. This methodology provides a structured, full life cycle solution framework and approach to successfully guide the project team (both ITC consultants and Weight Watchers team members). ITC works with each client to tailor the AIM methodology to meet each companies specific business requirements; however, the underlying framework remains the same. AIM for Business Flow is an Accelerated Deployment of Solution with Oracle best practice business models aligned with R11i and R12 Applications. It is flow-based implementation approach which is:

A predefined Future Process Model as a starting point
Repetitive and active user involvement from day one
Early introduction of hands-on testing
Iterative testing cycles, early hands-on experience for customers
Requirements mapped to Business Flows



AIM for Business Flow Phases:

DEFINITION

Project Management, Definition and Planning

- Project Team Structure, Roles and Responsibilities
- Scope, Objectives, Approach and Timelines
- Training Plan and Delivery Approach
- Project Work Plan and Project Management processes established

System Architecture and Installation

- Technical Installation of Software, Hardware and Project Environment
- System Flow Diagram, detailing all known interfaces (manual and automated).
- Technical Architecture Review
- Development and test environments for the Oracle Applications

Workshop Series

- Baseline "To Be" Business Requirements and Business Flows
- Validate the business process definitions and map to standard functionality

Project Team Orientation Training

- Overview Training for Oracle Applications and Navigation

Conference Room Pilot 1 (CRP1)

- Oracle Applications hands-on iterations to gain familiarity with system functions

ELABORATION

Map Business Requirements to Applications

- Future "To Be" Process Flows and Business Requirements Definition

Initial testing of Business Solution and Oracle Applications

- Validate the "To Be" business flows from the workshops
- Confirm global and/or local requirements for compliance
- Determine Data Conversion Plan
- Define Business Test Scenarios

Conference Room Pilot 2 (CRP2)

- On-the-job and mentor training with Oracle Applications
- Oracle Applications hands-on iterations to finalize map of standard best practices flows to specific business requirements
- Initial testing of "To Be" business processes within application modules
- Conversion of critical data validation.

Perform Gap Fit Analysis

- Design sessions for certain gaps identified or definition of modifications
- Prioritize listing of Reports, interfaces, workflows and customizations

BUILD

Functional and Technical Design

- Design Conversions, Extensions, Reports, Interfaces & Workflows
- Prepare mapping and design specifications including work-arounds

Technical Development and Test

- Build Conversions, Extensions, Reports, Interfaces & Workflows
- Unit and Integration testing of technical programs

Conference Room Pilot 3 (CRP3)

- Business Integrated System Testing includes end-to-end business processes and custom extensions to test the quality of all elements
- Further validate the "To Be" business flows for final confirmation

Training Plan

- Prepare end user training plan and delivery approach

Documentation

- Prepare System and Applications Configuration Documentation

TRANSITION

User Acceptance Test (UAT)

- Simulation of full integration test to validate solution working satisfactory in a production "like" environment
- Final acceptance testing to confirm system operations and business process changes in preparation for a user sign-off
- Validate User Readiness, Sign-off UAT by project stakeholders

Training Materials and Procedures

- Build Training materials based on role-based job functions

End User Training

- Super users conduct training session for all users of the system

Preparation of Production Cutover Plan

- Establish step-by-step checklist for system installation, applications configuration and validation testing

PRODUCTION

Production Environment Preparation and Cutover

- Run technical installation steps and application configuration updates
- Configure Environment for Production Operations
- Perform conversions and validation
- Install Extensions, Reports, Interfaces & Workflows
- Validate operations and verify production data for user production cutover.

Documentation

- Application setups and configurations documentation
- System Backup and Recovery Procedures
- Change Management and Help Desk Procedures

Production Systems for business operations

- Production Go-Live
- Monitor production environment and system optimization
- Transition from project team support to standard ongoing maintenance and operation support processes

Post Production Support

FINANCIAL REPORTING IN ORACLE

Financial Reporting and how you design Chart of Accounts is one of the most important design decisions which will be made for your respective organization. From a global perspective, organizations are moving to single global chart of accounts to ease financial reporting, and facilitate the single source of truth where it can achieve "apples to apples comparisons"

Planning the Design Session: The planning and design session is used to give both the client and ITC an accurate understanding of the business reporting requirements. This provides a way to reach a consensus for the global chart. This planning and design session is accomplished by having the LEADERS AND CONTROLLERS OF YOUR ORGANIZATION meet as a team in a central location. This gets everyone involved and allows each person to provide input as to the information that he needs reported. It is beneficial to start with everyone understanding the data that is needed by the other participants. Once this is accomplished, the meeting then moves into a discussion of the major areas of segment reporting and organization's segment structure. This becomes the global chart of accounts; the Accounting Key Flexfield.

In this way, the team will be able to define the segments as well as establish the value sets for the specific data. In preparation for the meeting, the participants need to be prepared to discuss the following questions:

What reports are needed for the business? Can/should some reports be eliminated?
What reports are needed to analyze the date and run the business?
What is needed for management reporting? What is needed for statutory reporting?

Good facilitating of this meeting is critical to good program design. Do not let one dominant person control the discussions to the point where equally important ideas and requirements are excluded. It is critical that members of the team contributes to ensure the design is correct.

The Benefits of a Global Chart of Accounts: The advantage of having and using a Global Chart of Accounts is the standardization of the reporting process. Only one set of reports, not several, are maintained. A Global Chart of Accounts provides a standard set of financial reports that can be effectively run in each country. Management will have the financial reports needed to properly assess performance in all countries. To accomplish this, all segment values must be defined and tied to common value sets. Separate counties cannot use the segment names but assign a unique value set with different values. Otherwise you will not have achieved the goal of designing a common chart of accounts.

Designing Your Global Chart of Accounts: Some governments require a statutory chart of accounts. This requirement can be accomplished in several different ways. The following are a few examples of ways in which this statutory requirement can be done.

1. For a country that has a mandated statutory chart of accounts, the first option is to use two sets of books. For France, you can have a 'Legal' Set of Books that uses the 'Natural Account" segment to be the values of the *Plan Comptable* (French Legal COA). The day-to-day transactions are entered in these books. The subledger modules are then attached to the legal set of books. A second set of books, called the France 'Worldwide' set of books, is permitted to which the global chart of accounts is defined to produce all management reporting. In this way, you are allowing the local country (France in this example) to abide by the statutory requirements while still maintaining continuity for global reporting. At the end of each period a consolidation is done in detail from the legal chart of accounts to the worldwide chart of accounts. In this way, all of the locations in the various countries can do management reporting from the same global chart of accounts. For each country, contact the government to determine if you will need the statutory charts. Many counties recommend a statutory chart of accounts but do not mandate that one be used.

2. Another choice for those countries that have a mandated statutory chart of accounts is to use the statutory chart of accounts exclusively. In this case, the chart of accounts would be used for transactions as well

reporting. There are several negatives to using the mandated statutory chart of accounts. You would have to maintain management reports and sets of books and chart of accounts for each country. The Shared Services aspect is negatively impacted to the point where it becomes worthless. Using separate mandated statutory charts for of accounts is not recommended

3. A third option is to add local segments to your chart of accounts as the 'legal' chart of accounts value. In countries that do not have a requirement for a statutory chart of accounts can simply zero fill the segment for each transaction. This enables you to make entries using both charts of account values for that country. However, only one segment can be called the 'Natural Account' segment in you Accounting Key Flexfield. While you would normally identify the worldwide account segment as the Natural Account this should not be done. The Global Accounting Engine as well as the statutory reporting requires you identify the 'legal' account as the natural account segment.

4. The last option is to use the Global Chart of Accounts in all locations for the day-to- day transactions. Then at the end of the period, run a consolidation for those countries that require statutory reporting using a local, statutory chart of accounts. In this way that location can report from the General Ledger in the local accounts.

There are pros and cons for using a single Global Chart of Accounts worldwide versus a separate Chart of Account for those countries that require a mandated chart of accounts. A simple list of typical pros and cons could be misleading and would at best be superficial and not applicable for everyone. What is good for one company may be wrong for another. With this in mind, it is suggested we discuss the particulars your situation on an individual basis.

How many segments should be in the Chart of Accounts? The question should not be how many are needed but rather what you need for your company. The number required varies from company to company. What are the reporting requirements that management wants to analyze? In some cases you will want a separate segment. In other cases you will find that you can use a rollup of another segment. Ask the team and then consider if one or two segments are needed. For example, does your company report on Product Category as well as detail products within the chart of accounts? Ask the team if two separate segments are needed or is Product Category a rollup of detail products? If it is just a rollup then use one segment; otherwise use two.

An advantage of an integrated ERP system is being able to bore into the subledgers for information at a transactional level. Have the team decide if data to be reported can come from a subledger. If so, then it would not be necessary to maintain it in the General Ledger.

While some people feel that the fewer the segments the better, that is not always true. You need the number of segments that gives you the information you need for reporting from the General Ledger whether that is five, six, or seven. Conversely, do not add a segment when in fact you can use the ERP system to get the information from a subledger.

What Should Be The Size of Each Segment? Allow enough space for growth. If you have three digit entities today, leave space for at least four and perhaps five entities for the future. Remember the concern that computers would crash with the change to the year 2000? Programmers only had 2 digits for the year. That meant that 2000 (00) would be read as 1900 by the computer. And this decision to use only two digits for the year was made when the turn of the century was only 20 years in the future. The lesson learned is to leave enough space for growth.

SETS OF BOOKS: Used by Oracle to tie the functional currency, fiscal calendar, and Chart of Accounts.

CURRENCY: Functional currency which your business is primarily conducted in as outlined by FASB 52 and SAS8 and as it related to the set of books. In Oracle you have the capability to enable multiple currencies to facilitate translation of an entered currency to the functional currency of the set of books. The conversion is dependent on defining a rate type, rate date, and conversion amount. After you define those three, you will be able to enter transactions in a currency other than the functional currency.

MULTIPLE REPORTING CURRENCIES: Ability to configure the system to report transactions in Multiple Reporting Currencies at a daily conversion rate for all transactions to another reporting currency. This was originally designed by Oracle in the late 90's to support the European Union's move to the Euro currency and the business requirement of Triangulation between USD, EURO, and a country which adopted the Euro, such as FRF. Today, MRC is not widely used as most organizations use translation to meet Generally Accepted Accounting Principles and choose not to replicate every transaction in the system into a reporting set of books.

TRANSLATION: Ability of the system to translate GL balances at a Period End Rate for Balance Sheet accounts and Weighted Average Rate for Profit and Loss accounts. Oracle also has the capability to translate certain accounts at a certain rate for historic purposes such Property Plant and Equipment and must be defined by the users for the set of books and period.

REVALUATION: Ability of the system to revalue entered currencies to its functional currency and recognize gains and losses for defined current assets and current liabilities.

CONSOLIDATIONS: Ability of the system to consolidate values from one set of books to another. During the consolidations process, the system can be configured to map certain accounts to a consolidated high level or to a different chart of accounts for a certain segment, such as a statutory chart of account in France. Eliminations can also be performed during this process to eliminate transactions between entities. These transactions and activities can be very easily managed from the State of the Controller form within Oracle.

MULTI ORG

The Multi Org architecture in Oracle is designed to allow multiple companies or subsidiaries to store their records within a single database. There are five levels of an organizational structure in Oracle. The first step in determining your company's organization structure is to make sure that you understand what each level is used for. Here are the various levels:

Business Group
Set of Books
Legal Entity
Operating Unit
Inventory Organization

BUSINESS GROUP:

Represents highest level in the organizational hierarchy and is used to segregate HR information (employees). Subsequent levels in the structure are limited to the employees in their assigned business group.

There are a few considerations related to how business groups are defined which include whether the organization use the "default" business group for all entities or does it define a specific business group which is typically equivalent to each country. Multiple sets of books can use the same business group if they share the same human resource attributes, such as employees and human resource flexfield structures (Jobs, Positions, etc). Certain local requirements may require payroll to be segregated by country.

SETS OF BOOKS:

Represents the second level in the organizational hierarchy and ties the chart of accounts, functional currency, and fiscal calendar together. Generally designates a financial entity. Additionally, ledger data is secured by set of books.

There are a few considerations which drive if you need a separate set of books. A different currency, chart of accounts, or fiscal calendar requires a new set of books. Statutory requirements may require a separate set of books:

Document sequences are unique per set of books
Statutory subledges such as required in France and Italy are unique by set of books
Mandated chart of accounts are unique by sets of books

LEGAL ENTITY:

Represents the third level in the organizational hierarchy and represents a legal company for which you prepare fiscal or tax reports or any entity which has a unique tax identification number. Also, provides intrastate movement and tax reporting capabilities. In the future, Oracle is expecting to continue to increase reporting functionality in future releases.

There are a few considerations which drive legal entity considerations. An operating unit must point to a legal entity owned by the same set of books. Also, intrastate movement and tax reporting is controlled by a legal entity. Also, future functionality is a consideration.

OPERATING UNIT:

Represents the fourth level in the organizational hierarchy and represents an autonomous organizational sharing transactional level AR, AP, PO, OM, and PA functions. Transactional data is secured by operating unit.

From a business perspective, there are some distinct business drivers which help drive your respective answers for the creation of an operating unit. For example:

Purchase to Pay:

- Check runs are by operating unit
- Reporting is mostly limited by operating unit
- Invoices can only be matched to PO's within the same operating unit
- Blankets and associated price breaks are available only by operating unit
- Purchase orders, RFQs, and requisitions are entered by operating unit

Order to Cash:

- Receipts can only be applied to invoices in the same operating unit
- Credit limits and credit information can now be set across operating unit
- Invoicing must be segregated by operating unit
- Sales orders cannot span operating unit
- Price lists, quantity breaks, and discounts cannot span operating unit
- Sales and Order Management responsibility is limited by operating unit

Please note: R12 has new features which directly affect the multiple org structure and capabilities.

INVENTORY ORGANIZATION:

This is an organization for which you track inventory transactions and balances. Oracle's Purchasing (receiving function) module secures information by Inventory Organization. Inventory Organizations may be related to any Operating Unit within the same Sets of Books. Each physical inventory location (site) will have its own inventory organization. Access to inventory locations can be secured via responsibility access.

GLOBAL CONSIDERATIONS

As part of your enterprise application, it is imperative that your business agrees upon the underlying pillar data or

foundational data and how it will be managed in a Multi Org environment with a Global Chart of Accounts. The following is a list of pillar data which must be discussed and agreed on a global scale:

- Suppliers: Within a Multi Org environment the supplier header name is shared across the organizations, and defined for each operating unit in which it will be used.
- Customers: Within a Multi Org environment the customer header name is shared across the organizations, and defined for each operating unit which it will be used.
- Items: Within a Multi Org environment each item is assigned to an organization, so certain items can only be made available to certain organizations. Items can be translated to each language but still maintain the same item number for each.
- Employees: Within a Multi Org environment, we need to understand the company's business group and associated approvals hierarchy.
- Chart of Accounts: Foundational data as described above

Organization Structure

Prior to 11i, many individual Oracle country locations built specific code patches which were designed to meet each country's specific business requirements from a statutory and regulatory compliance perspective. As Oracle moved to 11i, it bundled the country patch sets into regions and took it to corporate headquarters and is now centrally supported; this makes implementations on a global basis considerably easier and now Oracle centrally understands what is going on and how certain changes may impact other areas of the applications.

If you are operating globally, it is quite possible that your end users speak a variety of languages. Another issue that you will face early on in your implementation process is the need for a multi lingual install. MLS (Multi Lingual Support) or NLS (National Language Support) adds another dimension to the complexity of your implementation.

- MLS or Multiple Language Support allows you to run the Oracle Applications in several languages within one database instance.

    - ❑ User Screens
    - ❑ Standard Reports
    - ❑ Segment Values
    - ❑ Responsibilities
    - ❑ Menus
    - ❑ Lookup Codes
    - ❑ User Messages
    - ❑ Various Sub-Ledger Fields

NLS or National Language Support means running the applications in one operational language or having one base language and then applying the NLS patches for the required additional languages. Not all patches will require translations, but some patches will require translation. Also, when Oracle releases a patch for an issue, it is released in the base langugage first and then will be translated.

Oracle automatically translated some of the application data for the list above in the application and stores it in _TL tables. This means it is a mirror of the underlying base table which translates the required values to the installed languages. There are some _TL tables which are automcatically converted with data upon the installation of the laguage patch, and for other data it will be inserted via conversion or through the applications, such as item decriptions or chart of accounts value descriptions.

CHALLENGES OF IMPLEMENTING ADDITIONAL LANGUAGES

1. THE PLANNING FOR HARDWARE
2. EXPERIENCED TECHNICAL TEAM MEMBERS

3. THE PATCHING PROCESS
4. YOUR FUNCTIONAL TEAM
5. YOUR INTERNAL SUPPORT OR HELP DESK

In summary, in determining the need to install and support multiple languages, keep in mind all of the challenges that you will face in the planning, implementing and support of your system.

TIME ZONES

In a Global implementation of Oracle Applications the end users have to interact with the system in the corporate time zone, the time zone in which the corporate database runs (normally the time zone of the organization's headquarters). With the user-preferred time zone feature, each user can specify his or her own time zone preference, and the system will honor this preference for display and entry of dates that have time fields. Users see time fields displayed to reflect their preferred time zones, and can enter dates with times in their preferred time zone.

This can be achieved by setting the following profile options:

In this example the client is located in the UK and the Server is in NYC

Note: The 'Server Timezone' site level profile must match the database level setting for server time zone. The data in the database continues to be stored in the standard corporate time zone

Profile	Site	Application	Responsibility	User	Server	Org
Client Timezone			(GMT+00:00) London			
Concurrent:Multiple Time Zones	Yes					
ECX: Server Time Zone			(GMT+00:00) London			
Enable Timezone Conversions	Yes					
Server Timezone	(GMT-05:00)Eastern Time					

TESTING STRATEGIES

As part of the ITC methodology, we utilize an iterative testing approach supported by Oracle's AIM Methodology. Based on our project plan tailored to Weight Watchers' implementation requirements, we have the following testing events:

Conference Room Pilot 1: Will focus on baseline functionality within each application and baseline integration scenarios across applications. This first test cycle serves as Weight Watchers' first opportunity to have multiple people from its organization with hands on testing in the application. This serves to validate the business requirements and associated business process, as the unit scripts and business scenarios are built from and mapped to the business requirements. As we progress through the test cycles, the business users will signoff on each script and scenario to record if it passes or fails. This will also serve as validation of the design to move forward. If it fails, then it will follow a defect resolution track which may result in design changes, or may simply require a patch from Oracle for the process to work correctly.

The following is a summary of Scope, Data, Objectives, Entry Criteria, and Exit Criteria:

Scope:

- Oracle Applications modules in scope of Phase
- Selected integrations within Oracle Applications

Data:

- Manually prepared data

Objectives:

- Mainly focus on unit level testing
- Establish and test system configurations
- Establish and refine testing process
- Limited Scenario Testing

Entry Criteria:

- Required manual data load complete
- BR100 for CRP1 complete
- System configured (minimally what is required to test)
- Testers identified (from core team)
- Preliminary Super User Responsibilities assigned to testers
- Unit test scripts identified
- Limited Business scenarios identified

Exit Criteria:

- Tests complete, with disposition plans developed for all failed test or passed with conditions
- Any process gaps identified with a disposition plan
- Completed set of scripts and scenarios for CRP2
- Updated BR100

Conference Room Pilot 2: Will focus on integrated functionality within each application and across applications. This second test cycle serves as Weight Watchers' second opportunity to have multiple people from its organization with hands on testing in the application. This serves to confirm the business requirements and associated business process, as the unit scripts and business scenarios are built from and mapped to the business requirements. Again, as we progress through the test cycles, the business users will signoff on each script and scenario to record if it passes or fails. This will also serve as validation of the design to move forward. If it fails, then it will follow a defect resolution track which may result in design changes, or may simply require a patch from Oracle for the process to work correctly. Also, during this cycle, it will be the first time that most of the users see their development objects working in a live testing cycle.

The following is a summary of Scope, Data, Objectives, Entry Criteria, and Exit Criteria:

Scope:

- Oracle Applications modules in scope of Phase 1
- Full integrations within Oracle Applications
- 100% RICE objects

Data:

- Converted data from Mock Conversion

Objectives:

- Obtain script and scenario signoff for each test performed by the business
- Focus on full system integrations including RICE objects
- Complete system configurations validation
- Complete RICE objects validation
- Determine impact on business
- DBA monitors performance

Entry Criteria:

- Data load through Mock Conversion complete
- BR100 for CRP 2 & System configured
- RICE objects are loaded into the instance

- Testers identified (from core team, extended core team, and SMEs)
- Responsibilities assigned to testers

Exit Criteria:

- Tests complete, with disposition plans developed for all failed test or passed with conditions
- Update Business Boundary Processes/Manual Work Arounds Identified & reflected in the test scripts and scenarios
- Any process gaps identified with a disposition plan
- Completed set of test scripts and scenarios for UAT
- Complete full integration testing & BR100 Finalized
- BR110 – Roles & Responsibilities Assignment

User Acceptance Test: Will focus on a production "day in the life" of Weight Watchers' users and they perform the final validation of the system. This is the third and final test cycle. Again, as we progress through the test cycles, the business users will signoff on each script and scenario to record if it pass or fail. This will also serve as validation of the design to move forward. If it fails, then it will follow a defect resolution track which may result in the item being put on an enhancement track since it is so late in the design and the environment if under lock down for design changes and patches. However, this can be discussed at the PMO level related to overall project risks and criticality of the functionality.

The following is a summary of Scope, Data, Objectives, Entry and Exit Criteria:

Scope:

- Oracle Applications modules in scope of the Phase
- Full integrations within Oracle Applications
- All RICE objects

Data:

- Converted data from Mock Conversion 2

Objectives:

- Demonstrate the solution can meet business requirements and business continuity is not disrupted
- Obtain script and scenario signoff for each test performed by the business

Entry Criteria:

- Data load through Mock Conversion 2 complete
- BR100 for Go-live
- System configured with "Go-live" configuration
- All RICE objects are loaded into the instance
- Business Boundary Processes/Manual Work Arounds Identified and reflected in the test scripts and scenarios
- Testers identified (from core team, extended core team, and SMEs)
- Go-live responsibilities assigned to testers

Exit Criteria:

- Tests complete, with disposition plans developed for all failed test or passed with conditions
- Any process gaps identified with a disposition plan
- Solution signed-off by stakeholders
- Final BR100

Also, as part of our approach we have a toolkit which we leverage that includes unit scripts, specific functions in an applications, business scenarios, integrated processes across applications. Moreover, we deliver presentations, and processes to facilitate the organization through the process, including scheduling of scripts and scenarios, recording or pass and fail, defect tracking and resolution, rescheduling of scripts and scenarios, and overall wrap up and report out to project management and executive Steering Committee.

KNOWLEDGE TRANSFER

The Training Plan is the deliverable resulting from the Definition and Build Phase. ITC and Weight Watchers worked to design a high-quality training solution to fit with company culture, learning preferences, locations, budget and timeframe. We focused not only on the need for immediate skills, but also on longer-term growth and development. We created training plans for each of the impacted groups broken out by roles. The plan includes recommendations regarding timing, curriculum and delivery methods. ITC's blended approach to business process and systems training combines a variety of training options in flexible and powerful ways to create a complete training solution. We will recommend the exact level of training—from overviews and introductions to advanced hands-on workshops. Together, we will determine the mix of Instructor Led In Class, Instructor Led On-line, On-the-Job Training and Web Based training.

ITC offered Weight Watchers several cost effective options to best match its training requirements. These offerings can be utilized in several different delivery formats, depending on the identified needs during the support. ITC provides educational training for different phases of a project, namely:

- Pre-implementation for Project Teams;
- On-the-job training for CRP or UAT Sessions;
- End User Training;
- Efficiency Training.

ITC offers several cost effective training program options to best match its training requirements. These offerings can be utilized in several different delivery formats, depending on the identified needs during the support.

Formats	Delivery
Private	Group
Public	Mentor
Remote	Train - Trainer

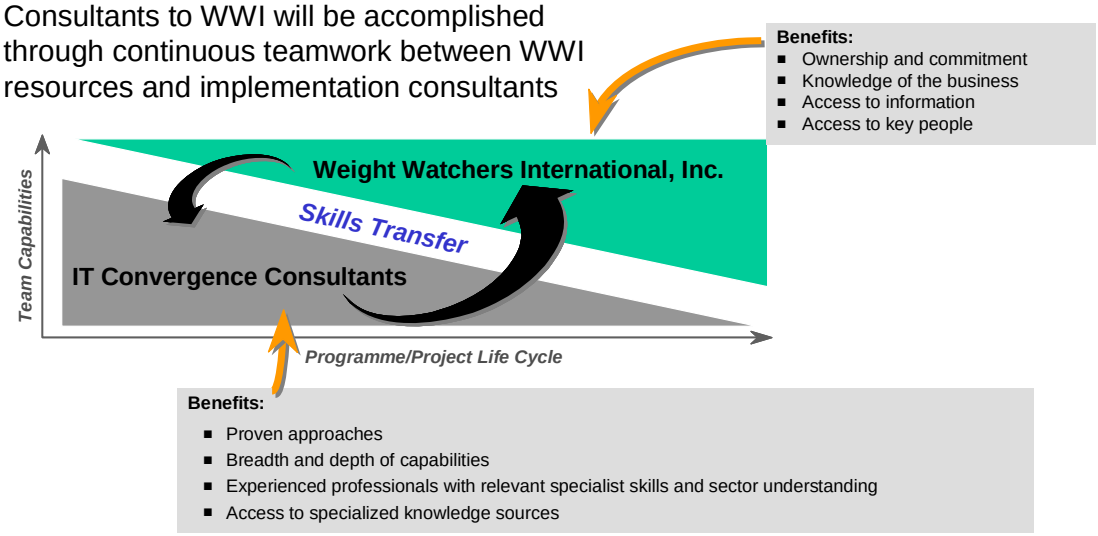
The following are the guiding principles of ITC delivered education and knowledge transfer.

- Leverage ITC baseline training user guides to support Oracle Applications on-the-job training activities.
- Conduct core project team training overviews and provide knowledge transfer for Oracle 11i Application functionality for core project team.
- Guide and assist in the preparation of test case scenarios for the Oracle 11i Application modules and applications including integration with extensions and interfaces.
- Provide on-the-job training to prepare the team to execute tests for the Oracle 11i functionality for Conference Room Pilots (CRP) and User Acceptance Testing (UAT) sessions.
- Leverage ITC global consultants to conduct training in each of the major geographic regions.

From a knowledge transfer perspective, it is critical to the long term success that the Weight Watchers application super users become part of the process throughout the implementation life cycle to ensure they become more knowledgeable in their respective areas as we progress through the implementation. From the illustration below, you will notice that over the course of the project, the applications super user and business SMEs become more knowledgeable about

Knowledge Transfer

- Knowledge transfer from IT Convergence Consultants to WWI will be accomplished through continuous teamwork between WWI resources and implementation consultants



- Training will be delivered through the “Train-the-Trainer” Approach

SUPPORT STRUCTURE

This is a commonly overlooked area of an implementation from the planning perspective, as many organizations want to rush down the path of implementation, and look to deal with this sometime during the implementation. However, there are decisions which will be made throughout the implementation which will impact how your organization is able to support the business after go-live.

As many organizations look to implement in a single global environment, they will require support services which can manage its operations around the world for which it does business. So, an organization may require 24/7 support, or since many organizations will not support 24/7 in the US, it may look to incorporate a regional support group. The regional support group works well, since the time zone coverage is more easily met coupled with language requirements from NLS being installed in the application coupled with languages spoken by the user community.

The organization will define an escalation path for issues which arrive in the business associated Oracle transaction processing as part of the implementation. A standard process with include tier 1, tier 2, tier 3 support with escalation processes, and associated service level agreements. This process will ensure your people understand where to go with questions and navigate the new waters of the implementation.

It is also a good idea to have the support group participate in various phases and activities of the implementation as it progresses through its implementation life cycle. This will enable the support individuals to become more aware of the differences associated with a global design and statutory and regulatory requirements and its impacts on configuration and transactional processing. This enables the support group to be better equipped to handle various calls from each of its respective countries.

An organization may also look to take advantage of Oracle Collaborate or Netmeeting so the support organization can view the users screen and see exactly what they are seeing to assist with issue resolution. This is a very effective way to verify what the users are actually doing while you may be thousands of miles away.

LESSONS LEARNED

Over the past few years at Weight Watchers, below is a list of some of the lessons learned of methods that worked well in the implementation and issues which continue to be improved as they arise.

- The global model and deliverables reuse speeds delivery, ensure a global process, and ultimately works well
- These IT initiatives should be driven and owned by the business with adequate business sponsorship
- Ensure realistic expectations
- Ensure effective project management and sponsorship to deal with resistance to change by employees
- Apply localizations early and understand implications to production and associated timings to apply to production prior to cutover activities
- Training in local languages is critical to the success
- Oracle localization guides should be used early by the teams
- Have a dedicated patch environment and patch migration process to ensure the patch applied actually fixes the problem and does not break other items before migrating through the environments
- Other areas explained within this paper
- Communicate, Communicate, Communicate

Overall, there are many lessons learned from all projects, but the items above are a few of the major ones which

organizations will want to focus on coupled with the other items outlined in the paper.

LEADING PRACTICES FOR A GLOBAL IMPLEMENTATION

There are many leading practices associated with all aspects of an implementation, and some of these are explained in each of the respective sections within the paper. Additionally, below are some additional highlights which are most common across implementations:

- Utilize a global enterprise model and understand "pillar" data from the onset
- Understand how you plan to roll out Oracle and what the business can handle
- Design an effective Program Management Office to run the project
- Construct an Implementation methodology which can be reused with the deliverables
- Leverage multi org to fit your organizations business requirements
- Leverage a consolidated chart of accounts
- Use localizations and languages where applicable
- Use Oracle to facilitate a single source of truth reporting
- Strive for a single global instance
- Ensure your implementation follows an effective testing strategy
- Ensure your users are part of the process for the duration of the project
- Take advantage of shared services where possible
- Leverage regional support services with service level agreements
- Leverage instances across the program