

From ABRA to Oracle Fusion HCM at

WINTRUST

Wintrust Financial



WELCOME | INTRODUCTIONS

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WINTRUST

- Project Manager for Wintrust Financial
- Human Resources Officer with 18 Years of Banking Industry Experience
- Memberships
 - SHRM

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Emtec
Business & Technology Empowered

- Project Manager / Functional Lead for Emtec, Inc.
- Director – Oracle Fusion HCM Applications with 19 Years of HCM Implementation Experience
 - Fusion HCM Applications
 - PeopleSoft/JD Edwards/Oracle eBusiness
- Memberships
 - Quest (VP of Greater Philadelphia Regional Users Group; OHUG)
 - IHRIM; PEHRS



AGENDA

- Wintrust Financial Overview
- Implementing Oracle Fusion HCM in Under 10 Weeks
- Project Approach
- Rapid Start Implementation Methodology
- Critical Success Factors
- Business Process and other Functional Hurdles
- Technical Hurdles
- Lessons Learned
- What's Next for Wintrust Financial
- Questions and Wrap Up

WINTRUST FINANCIAL OVERVIEW

Corporate Profile

WINTRUST

- Banking institution with more than 145 locations in the US and Canada
- The Company provides community-oriented, personal and commercial banking services to customers located in the greater Chicago, Illinois and southern Wisconsin metropolitan areas through its 15 wholly owned banking subsidiaries
- Over 20 billion dollars in annual revenue
- Wintrust offers a full slate of sophisticated treasury management tools and the local decision making and personal service that only their community banks can offer
- Approximately 3,300 employees, 60% exempt and 40% non-Exempt
- Fast growing organization achieving growth through acquisitions
- Oracle EPM customer prior to buying Fusion



BUSINESS OBJECTIVES

Why We Went Through All of This Madness!!

- Replace all HCM systems that do not communicate with each other with ONE single integrated system
 - Sunset ABRA HR Application (except for historical reporting and view only needs)
 - Simplify feed to Third-Party Payroll Administrator (we are still refining the process)
 - Design HCM to support future Fusion-based functionality
- Streamline HCM processes and eliminate dual data entry into multiple disparate systems
- Eliminate manual payroll submission
- Greatly reduce the amount of human intervention needed to manage employee data
- Eliminate the use of paper-based forms by 80%



IMPLEMENT FUSION HCM UNDER 10 WEEKS

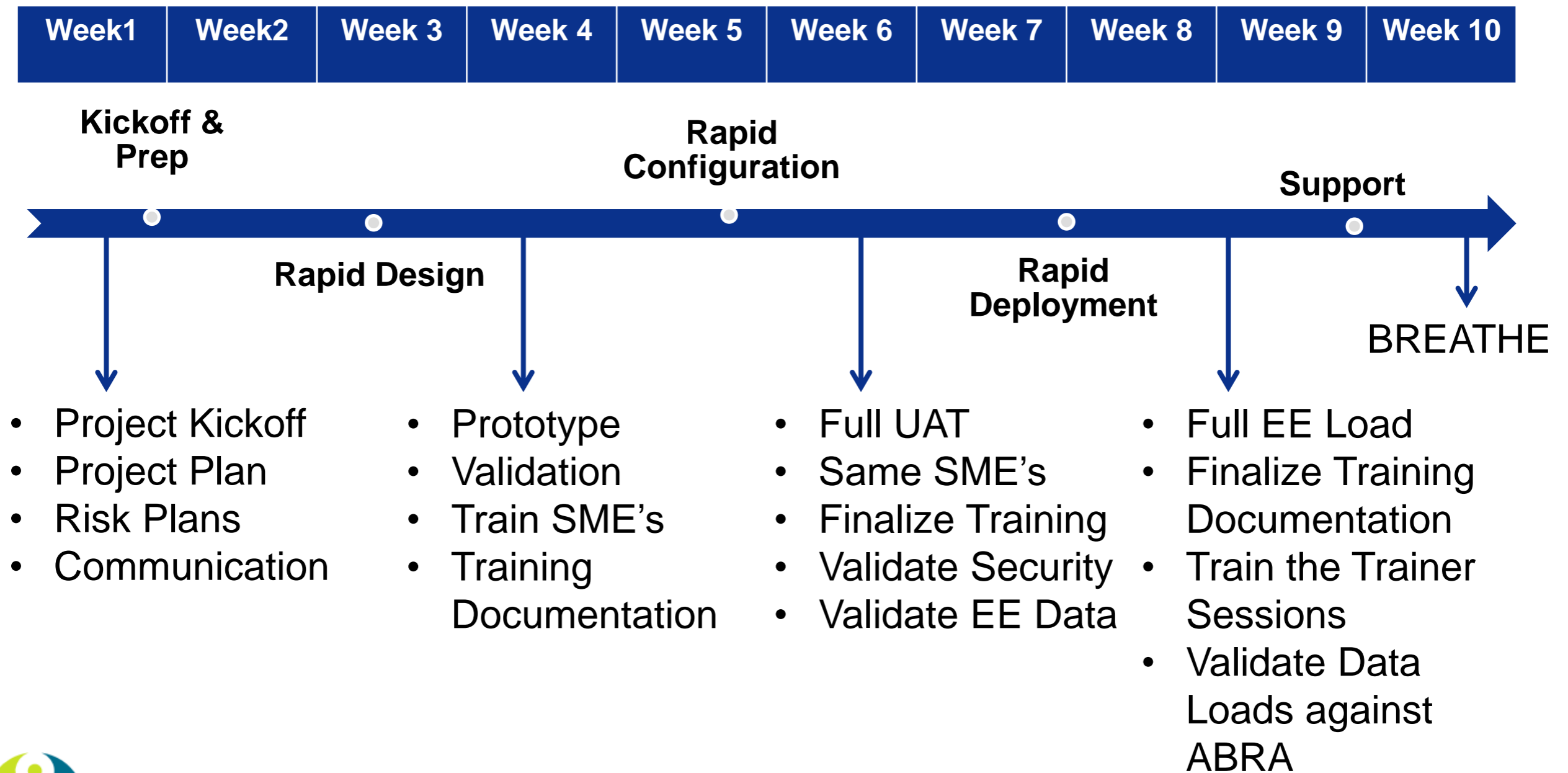
Replacing ABRA with Oracle Fusion HCM

- Fastest Core Fusion HCM implementation to date
- Pre-planning prior to the Marines Hitting the Beach!
- Occurred during busy 4th quarter
 - Annual Compensation Planning Cycle
 - Open Enrollment
- Needed to pull Wintrust's HR Coordinator's away from regular tasks to serve as Subject Matter Experts (SME's)
- Adopted Oracle Rapid Start Implementation Methodology
- Leveraged Benefits of Emtec's membership in:
 - Oracle's Partner Enablement Program
 - Oracle's Investment Partner Channel (IPC)



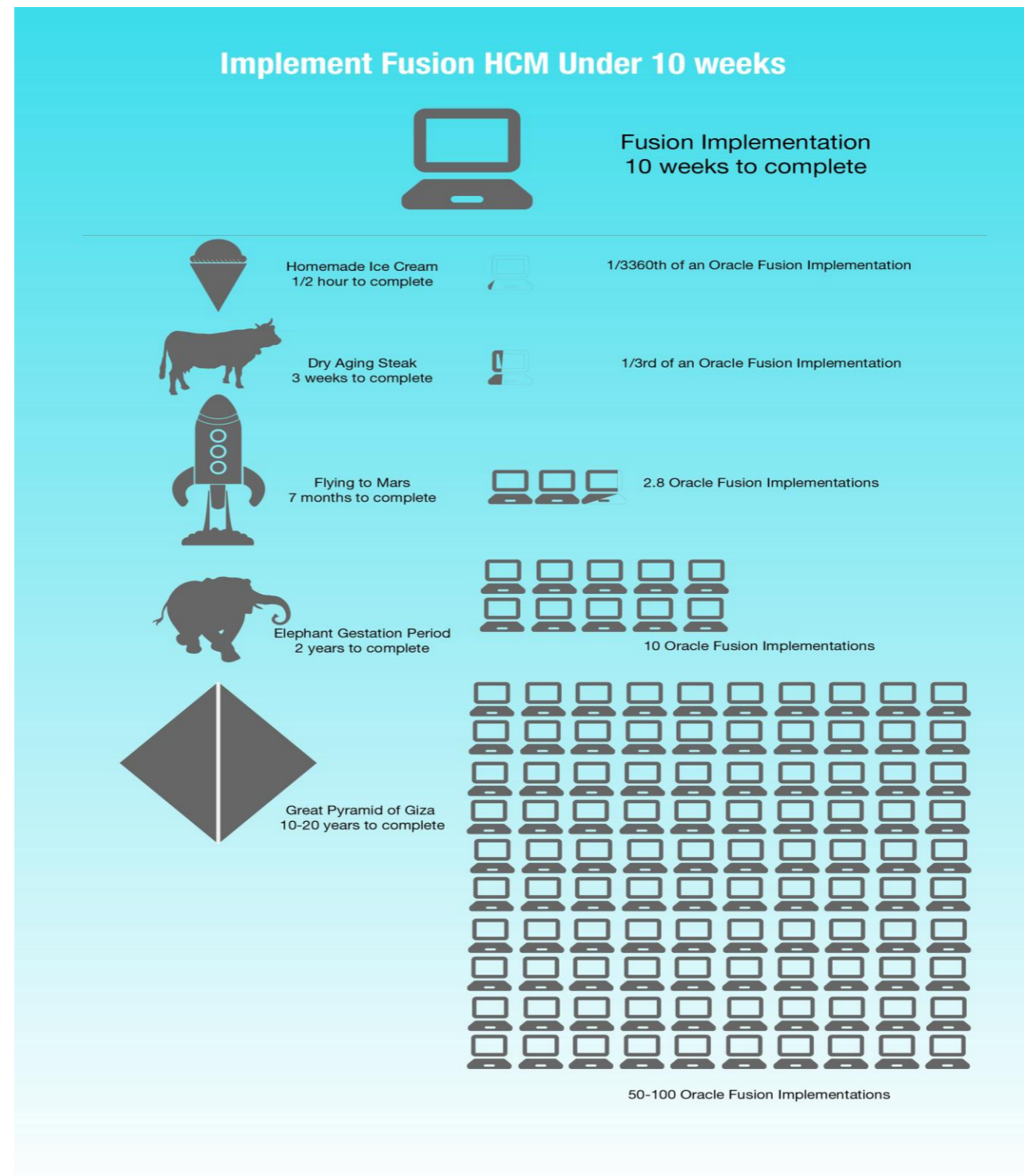
RAPID START IMPLEMENTATION

The Timeline



In an attempt to
put our
achievement in
perspective:

from Ancient Egypt
to the creation of
everyday delights!



RAPID START IMPLEMENTATION

Project Approach to Our Success

- Preliminary work – before Emtec and Oracle “hit the beach”
 - 100+ Question Survey related to Base Table Structures and Corporate Business Processes
 - Draft High-Level Project Plan
 - Establish the Core Team, SME’s and Steering Committee
 - Evaluate HRC’s Schedules for Prototyping, Validation and Training
- Move all Core HCM data off of its existing ABRA HR system
 - Used pre-defined templates to capture all Base and Employee Data
 - Used Oracle’s Lab to load data for Prototyping, User Acceptance Testing/Validation and the final Load to Production
 - Given that this SaaS Private Cloud offering precluded customizations, the team was able to cut time by adopting delivered functionality



RAPID START IMPLEMENTATION

STAGED for Success



Step One – Rapid Design

- Oracle developed a prototype environment for five legal entities in a STAGE Environment for initial Conference Room Pilot testing purposes
- Oracle and Emtec conducted two days of Data Validation sessions with Wintrust HRC's after loading sample data
- Benefits of Combining Prototyping and Validation:
 - Allowed initial group of HRC's to perform basic tasks & navigate system
 - Developed first draft of the Core User Training Documentation
 - Identified areas of content for Wintrust, Emtec and Oracle to concentrate “fine tuning” the STAGE Environment for a full load of employee data using the File Based Loader

RAPID START IMPLEMENTATION

STAGED for Success



Step Two – Rapid Development

- Conduct Concurrent End-User Testing and Training
- The Team had TWO weeks to import all data and validate it prior to full User Acceptance Test (UAT)
- The HRC's were led through another full two-days of Validation Sessions
 - Tested Role-based Security defined by Legal Entity
 - HRC's spent the time to validate their organizations data while ensuring that they could not view other Legal Entity data
- Provided more opportunity to “fine tune” the End-User Training Manual and Desktop Reference Guide as wells as identify HRC's who were to lead the “Train the Trainer” sessions prior to “Go-Live”

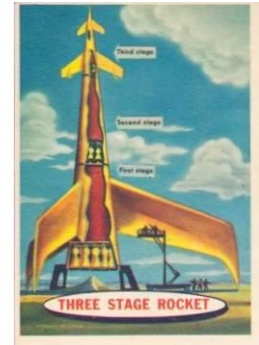


RAPID START IMPLEMENTATION

STAGED for Success

Step Three – Rapid Deployment

- Finalize End User Training Documentation
- Conduct “Train the Trainer” Sessions over final 2 weeks
- Extract Base Table Data from ABRA
- Load the Fusion HCM PROD Environment with Base Table Values
- Confirm Cutover Date and ABRA System “End Date” of use
- Turn off all access to ABRA System on 11/29/2012
- Extract Employee Data from ABRA
- Load Employee Data into Fusion HCM using File Based Loader
- Run reports from Fusion HCM to validate against ABRA Extracts
- Sign-off on the Load to Production
- Turn on the keys to run Fusion HCM on 12/04/2012



RAPID START IMPLEMENTATION

Go-Live Success

- A 10-Week Record - fastest time to date for a Fusion SaaS HCM project
- Wintrust was able to retire/sunset HR ABRA system and reporting tools for all new HR transactions two weeks after the implementation
 - Still used for historical research
 - Still available for prior go-live reporting
- New acquisition closed two weeks after implementation and brought online immediately
- Go-Live was on time with the data fully validated for import accuracy
 - Data cleansing efforts were very successful
 - UAT prepped the team to plan and execute with minimal corrections



CRITICAL SUCCESS FACTORS

Execution of the Plan

- Fill out Project Plan & Questionnaires prior to engagement
- Hit the Ground Running with scheduled tasks in place
- Establish Weekly Project Team Meetings
- Establish Bi-Weekly Steering Committee Meetings
- Estimate what % of Source Data is fully cleansed and where to focus efforts on data that failed in the load/testing process
- Adopt and Implement a “Train the Trainer” Approach
- Import only one row of employee data based on hire date
 - History remains in ABRA for view and reporting purposes
 - Future applications (Performance Management) will require historical data at a later point of time



CRITICAL SUCCESS FACTORS

Execution of the Plan



- Established exceptional End User Training Documentation
- Initiated a very successful “Train the Trainer” approach
- Experienced utilization of Import/Export Tools
- Kept the initial End User population at approximately 35 users
- Deferred all Self Service until Benefits Implementation in 2013
- Stayed on Task as dictated by the Project Plan Critical Path
 - If task delayed, Project Management should look carefully at next task and make appropriate choices; multi-task where necessary
 - Keep Project Team and Steering Committee informed of any changes
- Resolve Business Process issues within a 72-hour timeframe

BUSINESS PROCESS/FUNCTIONAL HURDLES

How Did We Keep on Track?

- Used Prototype and Validation Sessions to simplify into one primary business process given that Multiple Legal Entities had slightly different approaches to basic HCM processes
- Used Flex Fields to configure certain requirements online since no customizations were available
- Planned all training sessions ahead and confirmed times to HRC's with regular communication to ensure End User "Buy-In"
- Encouraged all End Users to "play in the sandbox" in order to stay familiar with the new navigation and GUI
- Identified one core team member to manage all changes to End User Documentation edits and changes



TECHNICAL HURDLES

What We Know Now That We Wish We Knew Then.....

- The Learning Curve for the File Based Loader import program is huge – We were able to keep on schedule but there were many prerequisites to take into account
- Release 4 had no other tool to import data so the technical team had to remain focused (R5 has a Spreadsheet Loader)
- While no Interfaces were required, reporting was a challenge using OTBI and BI Publisher
- In loading the Employee Data for User Provisioning within OIM, we had to disable the Email Notification process given no Self-Service
- Role-based Security by Legal Entity was a challenge



LESSONS LEARNED

Key Takeaways

1. Give yourself enough lead time to import data into the Fusion HCM environment. The File Based Loader is not the easiest tool to work with and getting data into the system is not a walk in the park!
2. Be aware that SaaS applications seem to be slower than what we have grown accustomed to with other web-based Oracle applications such as PeopleSoft or EBS.
3. Review OCS starter packs as early as possible since they are very limited in what they do. There is a lot more work to do than what is included that has been addressed in R5 but don't underestimate it!
4. Interfacing in the SaaS model with Fusion is very limited to CSV files currently. Do not over commit to what can be done!
5. Small, controlled rollouts is the best approach for implementation.

LESSONS LEARNED

Key Takeaways

6. Expect bugs in the software. Insist on close oversight by support.
7. Resource constraints are unavoidable but prepare for at least one dedicated technical resource, primarily for reports and OTBI analyses.
8. Identify reporting requirements up front given that some Subject Area Catalogs cannot be joined in OTBI and may require Complex SQL Joins within the BI Publisher Tool.
9. No matter who you partner with, make sure communication spans all parties in order to meet deadlines and ensure appropriate and timely “handoffs”!

WHAT'S NEXT FOR WINTRUST FINANCIAL

And We Continue to Move Forward!!

- Plans call for an additional module of Fusion HCM to go live every 4 to 8 weeks over the next year providing greater levels of functionality
- OTBI and BI Reporting – Live but Maturing
- Benefits – in process for 06/01/13 “Go-Live”
- Employee Self Service – in process for 06/01/13 “Go-Live”
- Compensation
- Performance and Goal Management
- Succession Planning
- Talent Management
- Time and Labor
- Taleo Recruiting and Onboarding



Questions? Comments?



PeopleSoft

RECONNECT

A PeopleSoft Modular Deep-Dive Event

July 23-25, 2013

Rosemont, Illinois

Mark Your Calendar!

JD Edwards

INFOCUS

A JD Edwards EnterpriseOne Deep-Dive Event

December 2-4, 2013

Denver, Colorado



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Executive Series	June
HCM Series	July
Upgrades Series	August
Mobility Series	September
Financials Series	October
JD Edwards World Series	November
Tools & Technology Series	November

