**Transcript**

July 3, 2025, 3:32PM

 **Scott Gowdish** started transcription

 **Mike Wind** 0:03  
Ourselves, because I want to kind of like go to framing what we're going to try to achieve and what each partner's role is in the process here. And then you can kind of introduce the people from your team after that and then we'll kind of jump into some some things we want to do to get this off the ground.

 **Suresh Thiagaraja Viswanathan** 0:10  
OK.

 **Mike Wind** 0:20  
So that's the the chain of events. I didn't put together an agenda, had it on the To Do List and just never got to it. So that's on me. And Hattie was harassing the hell out of me about this too. And it's like, hey bro, what are we going to talk about? I'm like, we're just, we're going to wing it. So sorry, I don't like to wing it very often.

 **Rakesh Gupta** 0:36  
Yes.

 **Mike Wind** 0:40  
But um, I will maybe, maybe something that's before.  
I jump into that. Maybe something that is probably good to show you some context is is.  
Where is it? Here it is.  
So.

 **Scott Gowdish** 1:03  
Uh.

 **Mike Wind** 1:05  
This this is probably pretty good context. So this is this is all the initiatives going on currently across unrivaled and you can see the the phase two planning basically is one of those.  
I mean so and this is basically in prioritization level. So one of the things that we've socialized with you guys through you know through the the contract.  
Period was that, hey, we need to put in that there are the other priorities and there might be, you know, things competing here. Well, you're you're seeing it in real time because I didn't put together a damn agenda for this, so.

 **Rakesh Gupta** 1:50  
OK.

 **Mike Wind** 1:53  
It was that that was just a convenient way for me to make an excuse, by the way. So what we're gonna try to come out of this with is we want to have a an alignment around here's all the here are all the things that we need in order to move these these.

 **Scott Gowdish** 2:06  
OK.

 **Mike Wind** 2:12  
The company forward, we're going to need a core business system platform. We're going to need to move this data to some other place. We need to get to the cloud or we need to remediate infrastructure, all of those things. We have to have a better grasp and we have to be able to be very.  
Crisp, or at least directionally crisp about what's driving our recommendation. I have sound bites right now, right? Some of the sound bites I have were on Oracle 11 I.  
E e-business suite as our core ERP and business system. That software platform is 25 years old and it's out of support and yada yada yada that's that's the sound bite. We have 175 ish terabytes of data around the enterprise of that.  
Of that of that data, sorry, got a gnat of that data, approximately 99% of that is unstructured, right? And potentially is duplicated as many as three and four times.  
Those are sound bites that I have. I need more crisp information so that we could start to plan how we move from here forward. So one of this is a diagnostic and evaluation of where we currently are across these different areas and part of it is.  
Let's start to formulate a a hypothesis or go forward position. So combining those things together, we are basically we perpetua are the PMO side of that, the the CIO, CTO, you know portions of that.  
And accompanying that introducing each other, we have Cognitas. Cognitas has been helping us and and putting in SAP for Knight's peril. The the hypothesis going in is that SAP will be.  
The will be the E core ERP platform for for the the unrivaled portion that we're discussing. That does not mean it's everything, right? It does not mean we're gonna look at it for PLM. It doesn't mean we're gonna look at it for CRM.

 **Scott Gowdish** 4:34  
OK.

 **Mike Wind** 4:37  
Mean we're gonna look at it for, you know, an e-commerce platform. It just means for the core components of order management, inventory management, financials and potentially, you know, supply chain management as it relates to.  
You know purchasing and stuff that is that's what we're the hypothesis is Cognitus is helping us with that. In partnership with Cognitus, we've had UST. UST is the the support organization and kind of owner if you will of a of a system that.  
Knights Apparel uses called Kirp. Kirp originally for Knights Apparel was their complete end to end ERP and core business system as they were acquired by Knights Apparel or excuse me, as they were acquired by HBI, they pared that down to be, I would call it.  
More of a crude PLM slash, you know, CPQ type of of application. They're going to help us and partner with.  
With Cognitas looking not only at Kerp but also at NOE, which is a system that that is bespoke built by Gear for Sports for ordering and ordering entering orders.  
ROE, which is another version of the same thing, and then score, which is basically a sketch routing and and planning system. So that's their role. And then we have Anblix who we've worked with in the past.  
That has done a lot of great things around unstructured data, whether it's, you know, master data or whether it's building, you know, bespoke platforms, whether it's organizing data into various applications, so.  
They're gonna be looking at that core component of all of the unstructured data around the enterprise and then helping us organize that into, hey, that actually is is PLM. That should go into a product master or that should go into a CMS or that should go into, you know, another place. This is how many duplicates you.  
This is what processes depend on that data. That's what we're going to get from from NBLX. And then finally Resultant, who's our MSP and operations partner and has done a lot of other stuff outside of those areas, has already put together a.  
A first pass look at these are the the critical infrastructure items that need to be addressed. They did that during the due diligence. They're going to first of all remediate that, but also during this process they are our our help desk, our MSP provider.  
So they they support all the existing infrastructure. So as we're pulling on, hey, where does that data live? Hey, we need access to this server. Hey, we need this stuff. Resulted is going to be in support of all of that, giving us the correct access and then helping us associate the frame to the data, the frame to the application and all of that.  
OK, so that's the high level overview of who everybody is. Anybody have any questions?

 **Kumar Raman** 8:06  
So Mike, I have a few questions. Mike, can I go?

 **Mike Wind** 8:10  
Yeah, jump in.

 **Kumar Raman** 8:11  
OK. So regarding the data catalog, is there any specific reason that we are indexing on unstructured data? I know that you mentioned that 95% of the data is unstructured. So does that mean that?  
We aren't quite focusing on structured data, right? It could be purchase order related, it could be invoicing related, so on and so forth.

 **Mike Wind** 8:34  
I think, I think the the we're we're making a broad assumption that the structured data and the processes around that structured data are going to be addressed by by Cognitus and and UST as they look at the blueprint for everything.

 **Kumar Raman** 8:49  
Got you.

 **Mike Wind** 8:54  
That it is around your core lead to cash, core business operations and financials and core procure to pay processes.

 **Kumar Raman** 9:03  
Gotcha, gotcha. So analytics focus is predominantly, hey, let's go after some structured data. It is all over the map and let's catalog it and let's map out to how the data supports various business process, so on and so forth.

 **Scott Gowdish** 9:16  
Yeah, 'cause it Kumar.

 **Mike Wind** 9:17  
Well, it and and they're gonna in. Go ahead, Scott. Jump in, bud.

 **Scott Gowdish** 9:20  
Yeah, Kumar, basically the works. The expectation is that you're you're identifying it, you're organizing it so that we can then figure out how best to create structured data around it, right. That's not what that's not what this portion of the of the deliverable is.

 **Kumar Raman** 9:30  
Gotcha.

 **Scott Gowdish** 9:36  
This portion of level is strictly identification and understanding where it lives so we can build a model that best suits how to get it into and that we can utilize it. You with me.

 **Kumar Raman** 9:43  
Gotcha.  
OK. Yeah.

 **Mike Wind** 9:46  
Yeah, and a great example like just as we as we pull back on layers of the ending here. So their current ERP system has 125 holds on orders, 125 different types of holds.  
Of holds and of those holds or those holds basically constitute hitting 50% of their orders get one shape or form of a hold, so their order velocity is hideous.  
Right. So and as as you peel back that onion, part of it is, is true holds, which are, hey, we've got an inventory hold or hey, we've got, you know, another step of the process. Part of it is a phantom hold.  
Because instead of it just being a sequential process of order management, right? Or realistically doing a CPQ on a quote before it actually becomes an order, right? What they're doing is they're allowing the order to enter into the ERP and then they're putting.  
Hold on it because they're waiting on art, right? So those are the types of things that I really hope we can start to uncover, because once an order hits the system, unless there's some crazy anomaly around.  
You know, I don't, you know, you get to like capacity or you get to inventory or you get to some. The order should move, right? But now they're all jammed in the ERP because they're they're that's the only place they enter the order.  
Or only place they configure product and that has all sorts of tangential pieces to it that once it's in there it stops it from flowing. Those are the types of things that I want to uncover because we want to go and put in an ERP that once the.  
Once the order is entered, it flies, right? It just goes through the process unless there's something that's an anomaly and we need to look at all these things that happen on the front end of creating a configuration, creating art, creating a product, getting approvals for licensing and all these things that happened in a very unstable.  
Structured way, using a lot of unstructured data, whether that needs to continue to be unstructured or we put that into a capability, whether it's a PLM, whether it's a CRM, whatever it is, right? That's what we're really trying to build here. What does that complete end to end blueprint look like, Scott?

 **Scott Gowdish** 12:18  
Yeah.  
Yeah, and and just one thing to add, what they've basically done is instead of making sure that clean data is entering the system, they've just acquired all of the data and they've placed the burden on the system itself. So instead of your entry points properly filtering the data or inhibiting selections, which.

 **Mike Wind** 12:21  
Dublin.

 **Scott Gowdish** 12:41  
Shouldn't be made. They are not doing that because the people that built the initial acquisition forms are no longer there and really didn't take the time to understand how it should be built properly, right? These were internal resources that grew up within the system that were asked to do tasks that they were probably never.

 **Mike Wind** 12:50  
Yeah.

 **Scott Gowdish** 12:58  
Meant to do right. So our goal is to 1 understand that data to figure out how best to solution it and then three after this phase deliver a working system that makes more sense and is built properly.  
Right. I think that's that's in a nutshell what we're really looking to try and get out of this and why it's it's it is a big ambiguous day, right?

 **Kumar Raman** 13:23  
No, perfect. No, makes a lot of sense. Really appreciate it, Mike and Scott.

 **Scott Gowdish** 13:28  
Yeah.

 **Mike Wind** 13:28  
Yeah, so.

 **Rakesh Gupta** 13:29  
Just one question. Do you at this time know the details about, you know, the segmentation of this unstructured data? Like you know what it composed of? Is it like some say?  
Text files, some orders and you know, PDFs. What? What kind of?

 **Mike Wind** 13:47  
Yeah, no, that that's a great question, right? We we don't, we don't have that. We we know what is in there, but we don't know all of what's in there and we also don't know how much of each.

 **Rakesh Gupta** 14:04  
Got it.

 **Mike Wind** 14:04  
And how much duplication? So the general buckets right you will have, you will have things in like that sales uses and I'm even calling Access Microsoft Access unstructured right.

 **Rakesh Gupta** 14:07  
Understand. OK.

 **Mike Wind** 14:20  
You will have repositories out there where they have customer information and where their their customers are and the activities they've had interacting with their customers right and where they are against their targets individually. You'll have file servers that have volumes and volumes of art data.

 **Rakesh Gupta** 14:31  
Yeah.

 **Mike Wind** 14:37  
Right. And that our data is various evolutions of whether they're JPEGs, vectors or whatever AI files that relate to the product that's being created or the art that's being put onto the product itself, onto the blank you have files.

 **Rakesh Gupta** 14:53  
Yes.

 **Mike Wind** 14:57  
Of information that are passed between um uh.  
Customer service and and sales around you know in their Excel spreadsheets around the the customers that that are on holds and why. I mean there's all sorts of different answers to your question and that's one of the things we need to find because some of those.

 **Rakesh Gupta** 15:19  
Yeah.

 **Mike Wind** 15:23  
Well, if we said segment the art out, we go, OK, well, art should be in the CMS, right? We segment out, OK, these are, these are, you know, reasons why people are on hold. Well, we should be able to flow that back up through a CRM to sales individuals looking at, you know.

 **Rakesh Gupta** 15:29  
Yes.

 **Mike Wind** 15:41  
Customer account management in the CRM, right? Because basically on hold type, whether it's bad debt or whatever it is over credit limit, all those things.

 **Scott Gowdish** 15:51  
Yeah, and and let me define what we're talking about with with unstructured data. So it's not to say that the that the datas don't reside in some sort of file structure, right? But those file structures are a myriad of types, everything from CSV to X12 to.

 **Rakesh Gupta** 15:53  
OK.

 **Mike Wind** 16:02  
Yeah.  
Mhm.

 **Scott Gowdish** 16:10  
Data full blown databases of of access in SQL and Oracle. OK and all of them are not organized in a way that you I can turn a document over to you and say go have at it and build me a data warehouse.

 **Mike Wind** 16:11  
OK.

 **Rakesh Gupta** 16:15  
Got it.

 **Scott Gowdish** 16:25  
Right. Because the the end goal of this is to organize the data so that we can get to it and utilize it more efficiently and make sure that our choices for the next generation of the systems make sense and and don't put the the burden on on the company to dig themselves out of more technical debt.

 **Mike Wind** 16:31  
Yep.  
Yeah, so.

 **Rakesh Gupta** 16:42  
And all of this, this just just one last thing, all this is all connected somehow and still being used in order processing, fulfillment and all other things.

 **Scott Gowdish** 16:52  
Yes.

 **Mike Wind** 16:52  
Well, they they are, but they're using. Let's let's use an example that we that we saw earlier this week, right? So.  
So for demand planning, you basically have a inventory file that's spit out of Oracle. Well, the process from Oracle's run via some batch file and it's put out onto a file server, right? And then they run another batch file to run a process over to segment that out by.  
Business unit, I think it is, Scott, if I'm not mistaken. And then they run another process which basically instigates a, you know, a a pull in of that information into agility. So it's like a really old school version of an integration, right, versus using APIs.

 **Scott Gowdish** 17:22  
Yeah.

 **Rakesh Gupta** 17:36  
Understand.

 **Mike Wind** 17:38  
Right. But that file lives somewhere, right? And versions of that file live somewhere.

 **Rakesh Gupta** 17:45  
OK.

 **Mike Wind** 17:46  
I mean that that's one type of what I would call unstructured data. Some people would call that an interface. You know, if a file is living, if information is living outside of a system.  
We should have a very clear understanding of why and for what purpose, or why and for how long, and the criticality of that information and how it's acted on. We don't have all of that and and unfortunate when I use the term structured, unstructured, what I mean is.

 **Rakesh Gupta** 18:09  
Got it.

 **Mike Wind** 18:14  
Structured is anything that's currently in a system and is being controlled within the four walls of a of a of an enterprise class system. Unstructured is sitting on a file server, sitting in a Access database, sitting in a whatever.

 **Scott Gowdish** 18:30  
Without any data governance.

 **Mike Wind** 18:32  
Without any data governance.

 **Rakesh Gupta** 18:32  
Yeah, understood.

 **Mike Wind** 18:35  
Yeah.

 **Rakesh Gupta** 18:37  
Thank you.

 **Mike Wind** 18:37  
What? Kumar, you said question.

 **Kumar Raman** 18:39  
Yeah. So my only request is for us to be super effective for the next couple of months. Mike, it'll be super helpful if we are because organization has runs a lot of business process and certain business processes are super critical and we already mentioned about inventory.  
We spoke about demand planning, those kind of things, right? So as we are uncovering this, my only ask is let's if we can get a list of business process which is uber critical.  
So that the team is trying to understand the business process flow, information flow, data flow mapping to the systems as it currently exists and provide a point of view which is like hey governed, not managed well, those kind of things right. So that we are hitting the the top priority ones and starting to catalog those things.

 **Scott Gowdish** 19:34  
Part of your unstructured data is is actual documentation around those BPO's.

 **Kumar Raman** 19:35  
Um uh.  
I'm sorry, Scott, repeat that again.

 **Scott Gowdish** 19:42  
OK, so part of your unstructured data is documentation around the business process, right? So there's a ton of documentation, but it is not organized and it needs to be searched for, right? So part of this effort is to understand where that documentation is living.

 **Mike Wind** 19:42  
Yeah, you.

 **Scott Gowdish** 19:59  
Organize it in a way that can be adjusted by the teams that are also doing the research around the data itself so that you guys have a better understanding of what the business processes are and how they were built. But some of these documents go back to the early 2000s.

 **Mike Wind** 20:01  
Hello.

 **Kumar Raman** 20:13  
No, no, I I understood. I understood as we get into all these working sessions and workshops and all, right. So let's say I'm talking about demand planning. OK, you know what? Let's talk about the current way of doing demand planning all the way from step one to step N kind of a thing, right. So we get to interact with somebody who is owning this particular business process.

 **Mike Wind** 20:21  
OK.

 **Kumar Raman** 20:33  
Perhaps a subject matter expert who can map out. Hey, how do you do demand planning today? I'm cobbling this data from here. I'm taking it and I'm uploading it here. I'm exporting.

 **Scott Gowdish** 20:41  
Are you taking the visual cues from Mike's face?

 **Mike Wind** 20:42  
OK.  
Yeah, guys, we're not getting into detailed value stream mapping here.

 **Kumar Raman** 20:49  
OK.

 **Mike Wind** 20:50  
We're not doing that, right? I mean, this we we should be able, we should be asking the questions necessary to drive where the information that we're uncovering fits into the process, right? So is.  
If I'm going out and I'm finding these files are out there on this server, I we can't go through the business say OK, draw me a a process full of how the business process works.  
That's not gonna work. There's no way we are gonna approach it from that level. And if that's the expectation, I'm sorry, I've misspoken.

 **Kumar Raman** 21:29  
Gotcha, gotcha. OK, so now what you're.

 **Mike Wind** 21:31  
No, we are. We are doing from a bottoms up look at the technology and the data. Yeah, Suresh jump. I mean just a free for all jump in, right?  
We are, we are looking at the data and where it physically sits and asking the question where does this fit right the business we to document the existing business process would be a in my opinion a complete waste of time because I hope that the current business process we just walk away from.

 **Scott Gowdish** 22:02  
Well, and to be fair, we don't have, we don't have people on staff that can even tell you is they don't exist.

 **Mike Wind** 22:07  
No way.

 **Kumar Raman** 22:09  
Understood. Understood. One. One last thing. Sorry, sorry guys. This is getting into a supposed to be a kick off meeting. I apologize. I started this particular thing, but it is important. So now, OK, so from data we are documenting all these things. There should be some kind of a starting point I guess.

 **Mike Wind** 22:09  
That would happen. I'm I'm.  
You're good.

 **Kumar Raman** 22:29  
Correct. In terms of, OK, enterprise has all kind of data, right, structure, unstructured, various systems and all those things. So at least from a starting point perspective, there should be somewhere to start, right, and something to access and start looking at things right.

 **Mike Wind** 22:29  
Mhm.  
Mhm.  
Mhm.  
Mhm.

 **Kumar Raman** 22:47  
And uh, I'm kind of thinking that would be the logical start if you're not.

 **Mike Wind** 22:51  
That's exact. That's the you. So we're on the same page. So This is why why I mentioned resultant. So resultant has access to every one of the nodes in the environment.

 **Kumar Raman** 23:01  
Oh, perfect. Perfect. OK.

 **Mike Wind** 23:02  
Right. So it has. Here's Jupiter, here's Atlas, here are all these servers and they hear all the file structures that are out there, right? I want to start.

 **Scott Gowdish** 23:10  
And I can, I can help guide you as far as like what it's where. I think where where we're struggling with this, I'm not going to tell you why it lives there or how it's being used because quite honestly it could be being used five or six different ways from different resources, right. I think what we're trying to do is just understand the data.

 **Mike Wind** 23:13  
Yes.  
And then I want to.

 **Scott Gowdish** 23:30  
yeah understand where it lives, and understand how it could potentially be used in the future, aside from how it's being used today, right?

 **Kumar Raman** 23:40  
Perfect. Awesome. No, no, that that gives me, uh, super comfort. Uh, uh, at least that is a starting point, right? So.

 **Scott Gowdish** 23:44  
Like you're good with that view, right?

 **Mike Wind** 23:46  
And then we will climb upstream. So resultants giving you access to Atlas, right? And Atlas as a Unix server, right? So part of the complication that we've found is that, hey, we're having people map a logical drive on their PC to.  
To a Unix based environment. Well, if you try to do that through a VPN or through a different mechanism, there are different complications, right? Well, we shouldn't be doing that. We should be exposing that information if it is truly a shared document that people need to see, which you'll always have.  
Well, that should be on teams, right? Or it should be on some sort of collaboration tool, but.

 **Scott Gowdish** 24:28  
To be fair, source data should never be the access point. That's that's the ultimate premise. And what we need to do is understand where the source data is and then figure out an extrapolation layer so that we can properly manage it.

 **Mike Wind** 24:34  
That's.  
Yep.  
And so it's once they give you the access to the file servers and everything you need to see, then then you look at, all right, well, I'm not sure what this is and then I will have the the application team, the business system team. There is the first step to pointing us in the direction of.  
Hey, we need to get with X business customer and talk about what call, how that gets there, what calls it, why it's named this, how it's named by this, how often it's used. And I think eventually you're going to look at it and go well.  
This data and this data are exactly the same. Why are they in two different spots? That's going to be one. That's going to be the easiest one or six different spots, right? Or. But I I want that to be called and then identified as what type of asset that it is.

 **Scott Gowdish** 25:24  
Or six different spots.

 **Mike Wind** 25:34  
And then what? What business process calls or utilizes either produces or calls that information, right? So art production is going to produce this file, but then it's pulled by, it's pulled by where art creation is creates this file, but then it's pulled.  
Pulled by this supplier in order to validate that it can produce that good. It's pulled by the operations group because that's what they use to produce the the work order and the tech spec in order to produce the garments and the finished product. I mean, those are the types of things I want to be able to see.

 **Kumar Raman** 26:13  
Very good, Suresh. Sorry, Suresh, please.

 **Suresh Thiagaraja Viswanathan** 26:16  
No, no, that was good. The last few minutes at least you know, solved several of the questions that are going on my head. Thank you. So basically you know then the way I understand is the certain has the access, they have the access to a ocean of data.

 **Kumar Raman** 26:26  
The.

 **Suresh Thiagaraja Viswanathan** 26:31  
So within which we need to comb through that and Cognitus USD has some structured data. So if I understand that and put together all those things, we will be able to lay out the.  
They have to land and identify specificities that are of interest and go from there. So and then go have the conversation with and then go have conversation with business teams to just make sure for meet up.

 **Mike Wind** 26:54  
Great.

 **Scott Gowdish** 26:55  
You're building the landscape in the map, essentially.

 **Mike Wind** 26:58  
It's been so.

 **Suresh Thiagaraja Viswanathan** 27:04  
Or salt eating.  
Further question that needs to be resolved and that will solve the overall map. That's the way I'm mind mapping.

 **Mike Wind** 27:14  
Yes. And so the outcome of this, if I look at it, I I say.  
These are the types of capabilities that we need to have in place in order to support that. So for example, if you you look at all this unstructured data that will a part of this really should be governed by a CMS, not in a file server or it could be on a file server.  
Or it should be in, you know, it should be actually in an ERP. And then you go to like Cognitas and go, hey, do you agree that this information should actually live in the ERP, right? Or you go to UST and UST is like, well, actually that's probably more of a PLM than in the ERP.  
Or more, you know, in a CPQ than in the ERP. That's the type of engagement I want to start getting into by where it fits in the business process and what capability really needs to govern that data going forward. And then what's naturally going to fall out of that is.  
OK, well if we put it in an ERP, then that complete file server or that complete node needs to go away resultant on your on your on your inventory of all of the the servers that you currently have. You've identified that as a P1 replacement. Anyway, we know it's gonna go away because.  
Is this right? That's where I'm really looking for all this stuff to intersect.

 **Suresh Thiagaraja Viswanathan** 28:43  
Perfect. Very nice.

 **Mike Wind** 28:46  
OK, so we should have really one and I think what I want to do is we start to get more comfortable here. I want to start is what with what is the end game, what is the recommendation compiled by all the by individually each team and by you know in.  
In combination, the entire team that manifests itself in being able to give a decision, is it going to be you need to upgrade this? You need to use your existing license and I'll just give you one. We're going to use the existing licensing for SAP. We need to include these two or three different modules in addition.  
SAP, we need to do a PLM and a CPQ. In addition to that, we need a content management system which will go with our existing B to B or B to C solution, right? And on top of that we need.

 **Scott Gowdish** 29:37  
We need to expand the data warehouse to X.

 **Mike Wind** 29:40  
And on top of that we need a data warehouse, data lake, whatever. That's kind of what I'm what I'm envisioning and with a kind of a mapping of where you see that data moving to each of those homes on a go forward basis leaving no stone unturned.

 **Suresh Thiagaraja Viswanathan** 29:57  
Perfect.

 **Mike Wind** 29:58  
That's where I want to go.  
And at the end of this, it's going to be about making that data move from end to end as fast as possible without restriction, without complication, without hold, without manual touch. And the other side we're trying to work on with the businesses, you have to get out of the business of touching data at every intersection point.  
We are truly trying to digitize this business.

 **Rakesh Gupta** 30:31  
OK.

 **Mike Wind** 30:31  
Makes sense.  
All right, so we have some discrete next steps. So does anybody would want to go through more detailed introductions or do we feel like you feel like I've given a high level enough and we'll get to know each other?

 **Vinay Shedge** 30:46  
I think I got the high level Mike, yeah.

 **Mike Wind** 30:47  
OK, good. Most important person on the call. His name is Hattie.

 **Rakesh Gupta** 30:47  
Yeah, good.

 **Mike Wind** 30:54  
If it come Hattie's the Hattie's the PM over this. If it doesn't come from Hattie's mouth, it doesn't happen.

 **Rakesh Gupta** 30:55  
Hey, Hady.  
Mm.

 **Mike Wind** 31:02  
OK, if it does come from Hattie's mouth, it better happen. OK, the the the second piece is we need to get individual team meetings set up. OK, these should not be long, 30 minutes once a week.

 **Suresh Thiagaraja Viswanathan** 31:03  
OK.

 **Rakesh Gupta** 31:06  
Yep.

 **Mike Wind** 31:19  
Week where we can start to make progress and then also start to evolve the individual. I want to start with two things. I want to start with what's the plan. I want to see your individual plans and I want to see and get centered around what the output document or what the output document is going to look like for your particular area.  
OK, I want that to be so we know what we're shooting at from the start.  
And then I also want to get for each of the areas. I want to get internal people mapped to you so you understand who you're working with. OK, Hattie, in those in those next conversations for each area, I want to have people from the business systems and IT operations teams.  
Involved in each of those meetings, OK, and probably target, you know, mid next week for those first conversations. In the meantime, if you haven't put together your detailed plans with obvious assumptions.  
Start putting those together and give them the hatty.

 **Suresh Thiagaraja Viswanathan** 32:23  
Mike, a quick question. Yes, quick question. So does this document or are you going to share now or later? Who are the point of contacts in each of these?

 **Mike Wind** 32:24  
OK. Do you have a question, Suresh? Yep.

 **Rakesh Gupta** 32:25  
OK.

 **Mike Wind** 32:34  
Yeah, but you great, great question. How do you put together a complete roster please?

 **Hady Khayrat** 32:39  
Yep.

 **Mike Wind** 32:41  
Of all the people internal and external from the teams, and I want them classified by the by the swim lanes. So who's going to be working together on the SAP blueprint? Who's doing those instead of by vendor?  
OK. And we can work on that together a little bit.

 **Hady Khayrat** 32:59  
Right.

 **Mike Wind** 33:00  
OK.  
What other questions?

 **Rakesh Gupta** 33:07  
So Hady will be facilitating these meetings, right?

 **Mike Wind** 33:09  
Mm.

 **Hady Khayrat** 33:11  
Yeah, those those meetings will probably start on Wednesday of next week. I'll I will, I will send out an e-mail as a follow up after this one to check your availability, but I want to set Wednesday as the weekly touch point.

 **Rakesh Gupta** 33:26  
Yes, yes, Harry, from our past experience, a a couple of initial workshops which will be longer than our regular meetings really help in digging deep and understanding. So if you can also you know help us arrange a workshop that.

 **Hady Khayrat** 33:41  
Yes, thank you. That makes sense.

 **Mike Wind** 33:42  
But yeah, so that's a great point. So your plan should show when you need to have workshops.

 **Rakesh Gupta** 33:43  
Yeah.  
Yeah.

 **Mike Wind** 33:50  
Right. So do do you have, has anybody passed in a a templated project plan yet or at least a high level project plan?

 **Rakesh Gupta** 34:00  
Not yet.

 **Mike Wind** 34:01  
OK, good.

 **Maitrang Nguyen(UST,US)** 34:02  
We do just high level now.

 **Mike Wind** 34:04  
OK, that's OK. High level's good. So I'll get those to Hattie. That's gonna help set expectations on workshops. So I should be saying here's the beginning and in order to kick off, here's the first workshop. That workshop is X and you're expecting whatever participants.  
So I don't want to just start lurching requests out there. I want to see those requests and the key dependencies in a plan.  
Because otherwise it didn't exist.

 **Hady Khayrat** 34:35  
Because we have a lot of moving parts as well, and I'll I'll have to work together to kind of dovetail everything so that we're not using people's times inefficiently.

 **Rakesh Gupta** 34:37  
Make that.

 **Mike Wind** 34:38  
A ton.

 **Rakesh Gupta** 34:40  
Yeah.

 **Mike Wind** 34:42  
Yeah, let me let me flashback.  
These are all the things going on in the business.  
And if we're not even setting the expectation in a plan of all the workshops, it's not gonna happen.  
So I need to see like how your workshops intersect in your methodology and the steps in the plan, how they relate to each other. Obviously it's assumptive, right? This is boilerplate. We'll we'll massage as we go, but we at least need to start identifying where your plan calls for certain things and.  
Other people's plan calls for certain things and we can intersect those. And then we understand that intersection point requires A workshop that's going to require all four streams, people internally and that how that intersects with the dependencies of all of these other things, which will be a coordination between Susan and Hattie.  
By the way, Susan, introduce yourself. Susan is the the head of the PMO for for Perpetua and all of these projects, of which this project is 1.

 **Susan Burciaga** 35:45  
Right. I'm currently focused heavily on that first one that you see the Knights apparel transition. So heads down in that once that's over the line then I'll be joining more of the the phase two meetings.

 **Mike Wind** 36:02  
OK. Uh, Nan, do you add something?

 **Nand Kulkarni** 36:04  
Yeah, quickly, quickly, is there a document that specifies the scope? And when I say scope, we normally have for assessment what we call L1, it's like order to cash, then L2 order management. The third one is within those orders, what kind of orders?  
So at least L1L2L3 type of scope that we need to assess, is there anything of that sort which is already created including systems of legacy systems that we are going to convert to?  
Convert from.

 **Vinay Shedge** 36:40  
Yeah, Mike, before you answer that, I know the same question was I was going to ask in a different way. Is there an application inventory and the business process that processes that it serves as documentation available for us to start with, you know, before we get kick starts the workshop?

 **Mike Wind** 36:55  
Yeah, uh, Ibrahim.  
Ibrahim will work with with Hattie to to provide you with the business system inventory which is give me a second I'll I'll flash it on the screen here but hopefully this will give you some. We this is this is the last year.

 **Nand Kulkarni** 37:14  
1.

 **Mike Wind** 37:17  
Worth of effort because when we took these companies over from Haines, there was none of this documentation out of 160 some odd business systems. Um.  
We only had contracts for, um, nine of them.  
So hang on one SEC. Oh, that's the phase two document. Excuse me for one second. You asked a question. I'm trying to show you that we have it just to give you a glimpse. And then so Ibrahim and and Hattie can get this out to you guys.

 **Nand Kulkarni** 37:57  
That will be pretty helpful to create, you know, the workshops, the planning, the outcomes, all those type of things, so.

 **Mike Wind** 38:05  
Yep.  
Um.  
So.  
This is basically a listing of all the business systems, whether they're bespoke or whether they're off the shelf.  
And what we have believed in and or confirm what their L1 and L2 business processes.  
As well as if they're.  
Um.  
If they're bespoke, what they're built in and whether or not we have people coverage for these systems, by the way, so some of these systems and applications we don't even have.  
Like skills to support um.

 **Scott Gowdish** 39:00  
And Mike, we have the latest updates too from GFS and Knights, right?

 **Mike Wind** 39:05  
Yeah. So that's just CT, right. So this is all of them across all three businesses.  
So there's a lot of red and stuff in there. Those need to be deleted. Ibrahim just for reference because we've done a lot of work on this. What I'm hoping to see in addition to this is what data and what amount of data, structured or unstructured, maps to this.  
And then also what frames or what nodes or what pieces of infrastructure. So there's this triangulation of information, whether it's a system, it's a data. Eventually we'll get to people, but I should be able to identify at the L2 or L1 level.  
For, let's say, financial analysis, how many systems it takes, how much unstructured data is out there, what the status is of the infrastructure that supports it, giving me an entire risk portfolio around that, whether we need to modernize, simplify or replace.  
That's where I am trying to go.  
And yes, these are organized around the business process. So Ibrahim and Hadya work together to strip out that piece of that file and send it to y'all.

 **Nand Kulkarni** 40:23  
Thank you.

 **Mike Wind** 40:24  
Yep.

 **Vinay Shedge** 40:24  
Yeah.  
Do we expect it by Monday or it's going to be taking some time?

 **Mike Wind** 40:29  
Well, you can expect it before Monday.

 **Vinay Shedge** 40:31  
OK. Thank you.

 **Mike Wind** 40:32  
The the thing we have going for us is is July 4th is not an Indian holiday and Ibrahim and team live in Mumbai. So no Ibrahim lives in Mumbai and so is the Jay Pratika somewhere else.

 **Vinay Shedge** 40:41  
OK, that's good.

 **Rakesh Gupta** 40:41  
Yes.

 **Hady Khayrat** 40:49  
And I'm in Canada, so life doesn't work well.

 **Rakesh Gupta** 40:50  
Good.

 **Mike Wind** 40:51  
Yeah, you know, you don't care about AUS Independence Day. What do we know? We only support you guys from the bottom. I mean, Canada would just fall into Mexico if it wasn't for United States.

 **Hady Khayrat** 41:04  
True. Thank you.

 **Mike Wind** 41:08  
Hey.  
What else we got?

 **Suresh Thiagaraja Viswanathan** 41:09  
Yeah, Michael, one question. So you talked about this project plan, all those things, vetting it out. So who would be the right point of contact after we put together some form or shape of the project plan? Here's how we are thinking and probably we need this set of information.  
And so who has that over oversight, overall understanding to say, hey, probably you need to work with this group and.

 **Mike Wind** 41:34  
B.

 **Suresh Thiagaraja Viswanathan** 41:36  
See you. OK, perfect. OK.

 **Rakesh Gupta** 41:38  
Yeah.

 **Mike Wind** 41:39  
Me, me, Scott and Hattie are the primaries here. We will be getting support from Dave is from Susan. Dave, introduce yourself, the other partner here who's in the background doing B to BB to BB to C solution evaluation.

 **Suresh Thiagaraja Viswanathan** 41:44  
OK.

 **Mike Wind** 41:57  
Right now, but we'll start to jump in more on this, especially as it pertains to everything infrastructure and resultant.

 **Dave Patzwald** 42:04  
Yeah. Hey, everybody. I'm just again periphery of the KA transition, you know and all the things related to that, but we'll be doing that one of the other projects that Mike highlighted on that overview sheet there, which is kind of a initial platform piece for all the B to BB to C stuff work with a lot of you on different projects, so.  
It's a it's a good team, a lot going on. The pace is going to be very interesting and we appreciate all your involvement.

 **Mike Wind** 42:27  
It's you're you're gonna get a little whiplash because we're gonna be like, let's press, let's press. And then we're gonna hit this like, oh, the business is busy here. We're doing this here, we're doing this here, which is why I asked you to reflect that kind of stuff in your SOWS, right?

 **Dave Patzwald** 42:37  
OK.

 **Mike Wind** 42:43  
It's gonna happen. I know it's gonna happen. And then we're all gonna cruise at a various speed and then Fanatics is gonna go, oh, well, we need to debrief of where you are, right? So.

 **Dave Patzwald** 42:45  
I.  
Well, I think Mike too, as we said too, we definitely want to have the atmosphere where people feel comfortable, challenge, speak up. There's no silly questions, no. And and getting the ownership of who owns what is a really big piece of this, right. And it's not perfectly clear in a lot of places because the business is not perfectly clear sometimes, right. So we're sorting a lot of.

 **Mike Wind** 42:57  
Mhm.  
Yep.

 **Dave Patzwald** 43:12  
Things out. So we appreciate that. But we can let unless everybody's really open about have I got this or somebody else got it. And I and I think the other piece is we want to be real supportive of the team. This is definitely a team, not a competition, right? So we all, we all want to be successful, right? So if it's somebody else has got it.  
How can we help them get that to not just focus on on us, on our individual vendor perspective, right?

 **Scott Gowdish** 43:36  
Get used to feeling uncomfortable.

 **Mike Wind** 43:37  
Yep.  
Yeah, but but to to the to both of those points.  
You may not know everything, but give us your thoughts on a plan. Give us, give us your draft. You may not know even what you think the answers might be, but raise the questions. We have to start to drive, giving you the context. There are some questions you're going to ask me that I'm going to go. I don't know.

 **Scott Gowdish** 43:48  
Right.

 **Mike Wind** 44:00  
But I'll I'll we'll go figure out the answer to that.  
That's what Scott means about being comfortable with being uncomfortable. We we are going to uncover a lot of \*\*\*\* here and we're going to get the points probably where we go. What do we do with this?  
All right.  
So, but I can promise you once this table's turned and once we can see and get visibility into this and start laying stuff out in a way that the business can digest.  
There's going to be a whole lot of \*\*\*\*\*\*\* work to do here.

 **Scott Gowdish** 44:36  
It's funny, it's blocking out your curse words.

 **Mike Wind** 44:39  
It is. Great. Well, \*\*\*\* them. No, seriously. So this is a complete digital overhaul, these businesses, and this is just the start.

 **Scott Gowdish** 44:40  
Yeah.  
Yeah.  
And welcome to the team. We're excited to have you.

 **Mike Wind** 44:55  
And welcome to the team, but not now. Now raise your questions. Put in your draft project plan the how do you get the roster going of who all is engaged? Start working with Hattie on the initial, you know.

 **Rakesh Gupta** 44:55  
I totally agree.

 **Mike Wind** 45:11  
Every once a week, touch bases. And other than that, if you're in the US, enjoy your 4th of July tomorrow.

 **Rakesh Gupta** 45:19  
Yes, Mike, this one point I wanted to make is that because it's a short term engagement, it's not like a, you know, six months or one year actually. So we want to be, we want to ensure that progress is being made. Has it been communicated at a leadership level with the teams that this we will need collaboration?

 **Mike Wind** 45:23  
Mhm.

 **Rakesh Gupta** 45:39  
And then you know there will be some compliance if there's some information is needed, there's no delays and also we want to request you and team to to have that word out at least said when we reach out to somebody there is no information hiding, there is no you know, you know the team dynamics how how things go at some time at at times.

 **Mike Wind** 45:59  
I'm just going to keep flashing this slide up.

 **Rakesh Gupta** 46:03  
OK.

 **Mike Wind** 46:03  
So this this slide is presented at the at the at the private equity level, at the ownership level. It's presented to the executive leadership team. The exact same slide is also presented to the to the IT team.

 **Rakesh Gupta** 46:15  
Mhm.  
OK.

 **Mike Wind** 46:20  
This not only shows you that yes, it is a priority, right? But it's also one of many priorities.

 **Rakesh Gupta** 46:25  
OK, mhm.

 **Mike Wind** 46:30  
I would love to tell you that we're going to move according to the way that you want it to move in the way that you have it in your individual project plan, but I'm telling you that's never going to happen.

 **Rakesh Gupta** 46:31  
Yes.  
Yes.

 **Mike Wind** 46:41  
So we need to do our best by setting the expectation of what needs to be done, what the dependencies of those things are.

 **Rakesh Gupta** 46:51  
Mhm.

 **Mike Wind** 46:51  
And how those both of those things combined fit into the timetable that you've put into your SOW and for you to manage that with Hattie as as appropriate. But I will tell you no matter what plan you put down, we are not going to hit that plan.

 **Rakesh Gupta** 47:00  
Yep.

 **Scott Gowdish** 47:08  
Right. And and one thing I I would say, you know my whole job within this, this engagement is to make sure that any blockers or any information hiding so to speak is removed, right. So there there should be no disruptions as far as that goes. That's not to say that your your dates will.

 **Rakesh Gupta** 47:08  
Yep.  
OK.

 **Mike Wind** 47:11  
OK.

 **Rakesh Gupta** 47:20  
Yeah, awesome.

 **Scott Gowdish** 47:27  
Flex because to Mike's point, there are a lot of competing priorities, but it will not be a situation where somebody is not giving you data or all of the data when you're asking that I can assure you. If anything, you will get too much data.

 **Rakesh Gupta** 47:30  
Moving back there, yeah.

 **Mike Wind** 47:33  
Yes.  
Yep.

 **Rakesh Gupta** 47:41  
Sure. Yeah. Thank you. Yeah.

 **Mike Wind** 47:43  
I and I also believe that the Cognitas team has already started working on their blueprint and has been working on it for a little while. So you know, we should have something that we are discussing as kind of a their hypothesis already. They've started looking at, you know, all the all the information we've put.  
Together for Knights of peril. And so all of that is kind of like a, I'll call it a foundation. Hattie, the more I talk about it, the more I think that we might need to have a and also a comprehensive review of like are we on the right path from our comprehensive findings.  
In addition to the the individual 30 minutes, so maybe maybe like 30 minutes or an hour of of just that review. Yeah, but I I think it might be good for the Cognitus people to come to.

 **Scott Gowdish** 48:30  
That could be a good jumping off point for for you know

 **Mike Wind** 48:38  
A first discussion mid next week with everything that they've learned in the in the month they.

 **Hady Khayrat** 48:45  
With everyone else you mean another group discussion or is this or Cognitas with sitting with individual other teams and?

 **Mike Wind** 48:53  
No, I think that Cognitus needs to come to a group discussion with that.  
What are they? What are the assumptions? What have they learned in the blueprint they've created to this point, or what they've assessed to this point? Um.

 **Hady Khayrat** 49:09  
Yep.

 **Mike Wind** 49:13  
And then give us kind of a jumping off point.

 **Hady Khayrat** 49:16  
I'll work on. I'll set the time for it then.

 **Mike Wind** 49:20  
Also the the roster, I want to get discreet on who needs access as we put together this roster. How do you make sure we have the right people to get the access to the help desk? Coordinate that with Ibrahim and and and Melissa.  
To make sure that we get people who have the right access as a contractor to the systems.

 **Hady Khayrat** 49:42  
Thank you. I'll start on that, by the way.

 **Mike Wind** 49:45  
OK.  
Anything else?  
If you have more questions than answers, you're in the right meeting.  
Seriously.

 **Rakesh Gupta** 50:00  
Thanks Mike. That this this meeting was very helpful and thanks everybody for participating and being open about it. Collaboration is the key to success for this project and let's let's get those project plans and implement.

 **Scott Gowdish** 50:11  
Mm.

 **Mike Wind** 50:11  
Greed.

 **Scott Gowdish** 50:13  
No doubt. No doubt.

 **Mike Wind** 50:14  
Agreed. Agreed. And keep your questions coming. How do you keep a roster of all the questions? Just service questions and we'll we'll just sharpshoot them as we go.

 **Rakesh Gupta** 50:18  
Yep.

 **Scott Gowdish** 50:24  
Awesome.

 **Hady Khayrat** 50:25  
All right then. Thank you all for follow up on this meeting.

 **Mike Wind** 50:26  
Cool you.

 **Rakesh Gupta** 50:27  
One last thing, one last thing, sorry. Outside emails, are we gonna establish some stack slack channel for communication for quick turn around OK team?

 **Scott Gowdish** 50:27  
Reaching everyone.  
It'll be teams. It'll be teams, yeah.

 **Mike Wind** 50:36  
They'll be, they'll be a Teams channel. How do you work with Scott to get that set up, please?

 **Scott Gowdish** 50:41  
But.

 **Rakesh Gupta** 50:41  
Yeah, yeah. Thank you.

 **Scott Gowdish** 50:42  
Yeah, no problem. Thanks everyone.

 **Mike Wind** 50:44  
Thanks.

 **Suresh Thiagaraja Viswanathan** 50:45  
Thank.

 **Kumar Raman** 50:46  
Thanks, Tim. Awesome. Happy 4th of July. Thank you. Bye.

 **Mike Wind** 50:47  
I would. Yeah. Thank you all. Happy first. Bye.

 **Rakesh Gupta** 50:47  
Alright, happy 4th on weekend. Thank you. Happy 4th. Bye.

 **Anwar Graoui** 50:49  
All right. Thank you all. Bye, bye.

 **Scott Gowdish** stopped transcription