Executive summary

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From our support of KPMG\_JUNIPER\_NETWORKS\_004 (CW) during the Phase 1 effort we have developed a deep understanding of your objectives for the Workday Operating Model program. We understand that this project is about transforming your operating model, not just about implementing new technology. We recognize that change management will be critical to realizing the value from this program and that a KPMG team with an appreciation for CW’s uniqueness and culture will be key to our collective success. For that reason, every activity in our proposed approach is built around achieving value-based outcomes important to CW aligned with your values and culture. This means:

* Increasing the efficiency of processes by eliminating manual and obsolete work
* Enabling self-service adoption with intuitive easy-to-use tools that enhance the end user experience
* Equipping back office staff and leaders with skills and tools to increase the value of their roles
* Optimizing data-driven decision-making around talent, supply chain and financial performance

Breaking down functional silos to enable the collective back office to add greater value to the healthcare system

You’ve shared with us what matters most in your selection of an implementation partner: Workday track record, team experience, cultural fit, and an ability to successfully deliver the program and mitigate implementation risk. Our intent with this proposal is to provide CW with compelling proof points in each of these areas. Our value proposition outlined in the proposal is summarized below:

**We are the most experienced Workday implementation partner in healthcare.** Our Workday experience includes successful implementations at several pediatric systems such as Children’s Hospital of Philadelphia (CHOP), and Children’s Healthcare of Atlanta. We have also successfully implemented Workday at healthcare providers with health plans like Spectrum Health.

**We will bring broad transformation experience to CW.** Our consultants are not only experienced in Workday, but also in 1) Healthcare, 2) Finance, Supply Chain and Human Resource business transformation and in 3) Change management. This combination of skills is essential to achieving your goals for a comprehensive transformation enabled by Workday. Several of our key resources for CW’s program will be coming from the soon to be completed Workday full platform implementation at Children’s Healthcare of Atlanta, scheduled to go live January 1, 2022.

**Operating Model transformation is designed into our approach.** Through our Powered Enterprise solution, we will introduce operating model design accelerators to drive the design process, align CW with Workday leading practice and support a de-risking of the implementation timeline. We will introduce leading practice processes through a “why not adopt” approach to ensure your teams align around the best future state operating model design. Our approach will also provide tools through our Powered Execution Suite (PES) platform to manage the project timeline and support an on-time delivery.

Finally, and most importantly, we care about your mission and your team, and we very much want to continue working with you as your implementation partner. We encourage you to speak with our clients about what it’s like to work with us beyond a Phase 1 effort. We pledge to continue to be transparent, easy-to-work with, and committed to your success by bringing the right resources to CW. We hope you give us the opportunity to continue the outstanding working relationship we have developed during the Phase 1 effort of your transformation journey. Thank you for the opportunity.