Account Plan – McDonalds, Prepared by George Ernst & Charlie Govern
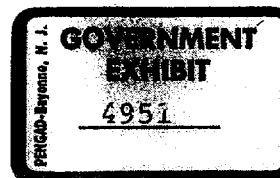## Updated: 4/9/01

OPPORTUNITY PROFILE

ACCOUNT	MODULES
McDonald's	Global HR, Collaborative Apps, Payroll, Employee Portal, GL, AP, AR, Billing, Projects, Contracts, Assets, Franchise, Accounting, Treasury (via PSC – old Shelf Mod), EPM

ADDRESS	PROJECTED CLOSE DATE	PROJECTED REVENUE VALUE
McDonald's Plaza	09/30/01	$ 2,000,00

ADDRESS	PROJECTED MAINTENANCE VALUE	PROJECTED CONSULTING VALUE
	$ 400,000	$ 500,000

CITY, STATE ZIP	SALES MANANGER (S)	SALES DIRECTOR/VP
Oak Brook, IL 60523	George Ernst – HRMS	Dave Lagerquist
	Charlie Govern – Financials	Jon Gutierrez
	Tim Moriarty – CRM	Bob Simmons

PHONE	LEAD PRODUCT CONSULTANTS (FUNCTIONAL & TECHNICAL)	
630-623-3000	Melissa Zerbinopoulos – HR Lead	
	Julia Manson – Technical Lead	
	Financials – Sheila Dietsch Lead	

FAX	CLIENT EXECUTIVE	ACCOUNT EXECUTIVE
630-623-5004	Carolyn Jones	

CUSTOMER'S BUSINESS PROFILE

REVENUE	PROFIT	EMPLOYEES	FISCAL YEAR END	PARENT COMPANY
38.5 Billion	1.97	314,000		McDonald's

AUDITOR	CONSULTANTS	CONSULTANTS' ROLE IN EVALUATION
Ernst & Young	PWC	Evaluation

PUBLIC/PRIVATE	SYMBOL	WEB SITE
Public	MCD	www.mcdonalds.com

COMPANY DESCRIPTION (What do they do?)
Fast Food Restaurants

DECISION MAKING PROCESS & TIMING (Does the customer understand it?)	COMPETITOR'S & THEIR POSITION IN ACCOUNT (Winning, Losing, Unknown)
Phase one for project Innovate is a 1 year design process. This phase should begin in June. Ideally they want to have a SW vendor selected and execute a limited use license to begin with. They will evaluate the vendors over the next 45 days. (see last page for business process map)	At this point we have been told only PS and Oracle will make the shortlist 1. Oracle – Has global database, limited financials in Latin America, Oracle Express for corporate planning, and a web based procure to pay in Asia / Pac 2. SAP – no presence known 3. JDE – has some product installed at various divisions / distribution centers 4. Lawson – has payroll installed at McD's corporate

CRITICAL BUSINESS ISSUES FOR THIS SALES OPPORTUNITY & PROJECT/DATE DRIVERS (What is causing them pain?)

Store focus of business process improvement – "Store is the Core"
Project Innovate – redesigning the stores for the future
Enabling the store manager to spend more time with customers, vs business transactions

COMPETITIVE PRODUCTS INSTALLED – McDonald's does not typically force a corporate standard, thus you may find a variety of vendors installed in different divisions and geographies.

Financials	Oracle Europe, Some JDE at distribution centers
Human Resources	Payroll Lawson, HR Legacy
Manufacturing	Oracle – limited footprint
Supply Chain	Manugistics
CRM – Sales Force Automation	Home grown

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CRM – Customer Support	Home grown
CRM – Help Desk	Home grown
CRM – Field Service	Home grown
Reporting, Business Intelligence	Multiple vendors, uses Oracle Express for Corporate budgeting
eProcurement	Limited Oracle
eCommerce, Portal, B2B, B2C	Yahoo!

Technology Standards

ITEM	CURRENT	TARGETED
DATABASE	Oracle & IBM & MS	
SERVER	IBM & Sun	
CLIENTS	Windows 98	Windows 2000
OPERATING SYSTEM	Unix, Windows, Some NT	
BROWSER	IE	
SPREADSHEET	MS Office	
WORD PROCESSING	MS Office	
EMAIL		
MIDDLEWARE		
REPORTING & ANALYSIS	Various -	
PREFERRED HARDWARE PROVIDER	IBM & Sun,	
SECONDARY HARDWARE PROVIDER	HP	

TECHNOLOGY NOTES

They have a wide variety of hardware and software vendors in place. IBM has a good relationship and from a size perspective, is a good fit for DB2. We are hearing that this may be an Oracle/Sun platform. However, Microsoft is flanking strategically at an executive level and wants to go for the database and operating platform.

They have selected Yahoo as their corporate portal, but nothing has begun on that project.

Dave Weick, the CIO is a visionary and is trying to install some corporate standards as well establish a high tech, leading edge technology base for the store of the future. We have been told that he has had multiple discussions with the CEO's of IBM, Sun, MS. From our understanding Ellison does not have exposure to the account.

Contacts have already been made with all of the partners – see partner section.

Sales Cycle

STEP	WHO	DATE PLANNED	DATE COMPLETED
QUALIFICATION	Ernst	On going	On going
BUY-IN DEMO	Ernst / Timmer	September 2000	September 2000
RFP/RFI	Short List RFI – Ernst / Govern	2/22/01	2/22/01
SURVEY			
FIRST DEMONSTRATION	To be done at PWC's Zone	3/14/01	3/14/01
SCRIPTED DEMO	Various PS Team	3/24/01 – 3/25/01	
IMPLEMENTATION DEMONSTRATION			
TECHNICAL PRESENTATION	Various PS Team	3/24/01 – 3/25/01	
TECHNICAL DEMONSTRATION	Various PS Team	3/24/01 – 3/25/01	
DOCUMENTATION REVIEW			
WRAP UP DEMONSTRATION			
REFERENCES			
SITE VISITS			
HEADQUARTERS VISIT	Govern / Ernst	3/24/01 – 3/25/01	
FINAL PROPOSAL			
IMPLEMENTATION CLOSE			

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NEGOTIATION			
SIGN CONTRACT			

SALES CYCLE NOTES

1. Dave Lagerquist and Stacy Dalton met with the sr. executive, Ray Frawley on 3/1/01 to discuss project. This is a global project, he is from Australia and wants "global" executive alignment.
2. PWC conducted a "side by side" comparison of PeopleSoft and Oracle for the McD's team at their Zone in Philly. Our team was able to influence that event and prep the PWC team. PeopleSoft showed very well at those meetings.
3. McD's has requested a scripted demos at our facilities, which we decided to conduct at our Corporate offices and complete a corporate review at the same time.

Contacts

Title	Name	Role	Phone Number	Fax Number	E-Mail Address
Roles: PL: Project Leader PS: Project Sponsor CS: Contract Signer HLA: Highest Level Approver					
E: Evaluator D: Decision Maker U: User A: Approver I: Influencer					
Board of Directors	See attached list				
CEO	Jack Greenberg				
President	Various per division – see attached list				
CFO	Michael Conley				
CIO	Dave Weick				
VP HR	Stanley Stein	I			
VP CTO Infrastructure	Chris Millington				
Dept. Director IT Strategy	Don Chapman				
US IT - AVP	Jim Sappington				
IT – Vendor Evaluation Contact	Dave Roen				
Worldwide IT Strategy – VP	Ray Frawley				
Sr. Director of HR Design	Steve Russell				
Script Owner - HR	Deanne Bevan				
Script Owner - Benefits	Joe Pulichene				
Script Owner - Benefits	Kathy Lietz				
Script Owner – HR Setup	Pete Schmit				
Script Owner – HR Setup	Cheryl Mark				
PeopleSoft Team					
Sales:					
RSM – HR - Lead	George Ernst				
RSM – Fins	Charlie Govern				
RSD – HRMS	Dave Lagerquist				
RSD – Fins	Jon Gutierrez				
Product Consulting					

HRMS – Lead	Melissa Zerbinopoulos				
HRMS	Christine Ferguson				
Tech – Lead	Julia Manson				
Tech – Portal	Ben Bragg				
Tech – Global Architecture	TBD				
Fins – Lead	Shelia Dietsch				
EPM – Lead	Rob Tenunfeld				
Contracts	Doug Gray				
Executives					
CEO	Craig Conway				
Global Operations	Guy Dubois				
US Operations	Phil Wilmington				
Regional - Midwest	Jim Prekop				
CFO	Kevin Parker				
Asia / Pac	Andrew Barkala				
Additional					
AE	Stacy Dalton				
Global HR	Tim Lueth				
Global Fins	Rene Lorton				
Services – Delivery	Karen Pisha				
Competitive Analysis					
Proposal Specialist	Tracy Landers				
RSS - Research	Liz Rajalia				

Other Influencers

Consultants or Others	Role in Decision		Vendor Preference	Phone Number
PWC – Ernst / Lagerquist	Evaluation		Neutral – for evaluation, however their PS practice is trying to establish a foot hold.	Melissa Calahan – Client Partner Derrick Robinson – BDM PS Practice Frank Kruppe – PS Practice Partner Dave Pauly – PS Practice Partner Jim Ferensic – Partner PS Supply Chain Mike Denzinger – IT Infrastructure contact
IBM - Govern	Hardware – wants to keep Oracle DB out as much as possible, fully supporting PeopleSoft		PeopleSoft	Chris Foster – Account Executive Dan Britton – PS DB2 Rep
Sun	Running the manugistics project		Unknown, we think Oracle	Jerry German

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Microsoft - Ernst	Operating system / DB – wants to keep SAP / Unix solution out, however we know there is a strategic alliance there. We met with the Midwest MS contacts and found out that the SAP is not strong and they are willing to work with us. Although we are still sorting out the potential partnership, if SAP does not make the short list, they only have PS to partner with.	Willing to support Peoplesoft, Inc.	Marietta Davis – Sales / Team leader
D&T - Govern	Dino is currently the CTO of a McD's subsidiary called Emac, an eBusiness technology development arm of McD's. They understand PWC's foothold, but wants us to at least put them on our preferred implementation partner list.	Unknown	Dino Orfanos – Partner, account level Dane Sullivan – PS Alliances
CGE&Y – Ernst	Unknown – no contact yet, Auditor is E&Y	Unknown	
KPMG – Govern	They are calling us	Unknown	

S Retail Transaction size – HR Technology – Web, Integration, Portal Global Installed McD's accounts – Boston Market, Danatoes Database flexibility HRMS Best of Breed Supply Chain	W Little footprint in account compared to Oracle international fins install Little knowledge on the account Vendor Viability – perceived by McD's Global Support – perceived by McD's Global Fins – perceived by McD's
O EPM and Balanced Scorecard HRMS Retail Portals Ability to be creative on licensing Make Payroll an issue for US and Global Payroll GE Decision – momentum for PS against Oracle Limited – Lack of an Oracle decision Lease Management (Contracts) Franchise Accounting capabilities	T No account momentum Short decision time line Not clear on decision drivers Oracle installed in global financials

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Sales Strategy Analysis

	PeopleSoft	Oracle	SAP	Lawson
How are we going to win this deal? IN PROCESS *◆ ◆ ◆ Evaluation Dimensions ◆ ◆ ◆*				
Functionality - HRMS	1. US Payroll 2. Global Payroll 3. Collaborative Apps for store manager self service 4. Global HR 5. Portal 6. Helpdesk	1. Global / Language capabilities 2. Helpdesk		
Functionality - Financials	1. Global Fins 2. Lease Management (contracts) 3. Franchise accounting – rapid app	1. Installed base at McDonalds		
Global Support	1. Need to show them we are a true global player	1. Oracle will play this hard, that they have a bigger global presence for support.		
Technology	1. 100% web 2. Integration 3. Portal	1. 100% internet – need to get the layers pulled back		
TCO	1. SW 2. HW 3. DB 4. Implementation 5. Support			
Experience	6. Retail 7. Restaurants 8. Large – Volumes 9. Global	1. Global deals		
Services	10. Global Support Center 11. PeopleSoft Consulting 12. Ed Services 13. End User Training / Web based for stores (?)	1. Global Support organization in place		
Vendor Viability	1. Stability 2. Cash position 3. Ability to partner with them	1. Oracle may play this. Mcd's has already raised this question re: PeopleSoft's viability		
Additional Sales Strategy Analysis Notes				

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References:

RSS currently do profile of retail and restaurant and global customer base. Currently being tracked in "retail.xls" spreadsheet. Also developing a 1-page profile to have AE's supplement critical data.

1. Anywhere – Anytime (global and internet technology)
2. Partnership
3. Innovation
4. Need something to sum up our ability to handle complex, multi-company and global organization

Global (this is a me to with Oracle, but we assume they will play this card hard)
1. Functional – FINS
2. Functional – HRMS / Global Payroll
3. Technology
4. Support – GSC

TCO
1. Software
2. Hardware
3. Client
4. Support / Services

Industry Experience
1. Large Customer / Transactions
2. Retail and Restaurant

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Additional Action Items

DATE	ACTION ITEMS	WHO
DONE	Respond to Ray re: Vendor Viability, Integration, 100% Internet, Large Global Customers	Largerquist -
DONE	Call Partners and align: PWC IBM Microsoft KPMG D&T	Ernst Govern Ernst Govern Govern
Need to refine	Research global retailers / restaurants Boston Market - PS Customer Danatoes – PS Customer	Ernst / Rajalia
DONE	Coordinate the Zone Meeting – with PWC	Ernst
	Executive Alignment	Lagerqusit to lead communications
DONE	Finish identifying team	Govern / Ernst
DONE	Identify Sales Strategy, theme, messages	Govern / Ernst
DONE	Identify global resources	Govern / Ernst
DONE	Profile McDonalds, contacts, board members, org structure etc.	Govern / Ernst
DONE	Oracle's Footprint at account	Ernst via Melissa Z's husband
DONE	JDE's footprint at account	Govern via Timmer and IBM
DONE	What products are apart of this evaluation	Ernst via PWC / McD's
In process	Contact GE Team and Debrief	Ernst
Continuous	Team Communication and Account strategy documentation	Ernst
	Global Technology Deployment – what would be recommended option for a system this size.	Manson
	ECenter – explore options	Ernst / Govern / Pruitt
	Research Oracle Wins / Loses – What is going on at Best Buy?	
In Process	Store Portal – develop a special store portal for the demo	Ellis, Manson
In Process	Non-Disclosure	Govern
DONE	Contact Sun rep	Govern
DONE	Confirm date for corporate visit, corporate visit request	Ernst
	Finish agenda for corporate visit	Govern / Ernst
	Establish McD's relationships Frawley – Craig / Guy Weike – Phil / Govern / Prekop Rieger – Govern	Ernst / Govern to assign and communicate plan

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	Contact Steve Russell and Stanley Stein		

McDonalds Directors and corporate officers

Board of Directors

Hall Adams, Jr.
Retired CEO, Leo Burnett & Co., Inc. (PS Customer)

Gordon Gray
Chairman, Rio AlgomLimited

Enrique Hernandez, Jr.
*Chairman and CEO,
Inter-Con Security Systems, Inc.*

Jeanne Jackson
CEO, Wal-Mart.com (PS Customer)

Donald Keough
Chairman, Allen &Company Incorporated

Donald Lubin
Partner, Sonnenschein Nath & Rosenthal

Walter Massey
President, Morehouse College

Andrew McKenna
Chairman and CEO,Schwarz Paper Company

Terry Savage
Financial Journalist, Author and President of Terry Savage Productions, Ltd.

Roger Stone
Retired President and CEO,Smurfit-Stone Container Corporation (PS Customer)

Robert Thurston
Business Consultant

Blair Vedder, Jr.
Retired COO, NeedhamHarper Worldwide, Inc.

James Cantalupo
Vice Chairman and President

Jack Greenberg
Chairman and CEO

Michael Quinlan
Chairman of theExecutive Committee

Fred Turner
Senior Chairman

June Martino
Honorary Director

Corporate Officers

Claire Babrowski
Executive Vice President

Charles Bell
President–Asia/Pacific, Middle East and AfricaGroup

James Cantalupo
Vice Chairman and President

John Charlesworth
President–Midwest Division

Michael Conley
Executive Vice President, Chief Financial Officer

Kevin Dunn
President–Great LakesDivision

Alan Feldman
President–U.S.A.

Patrick Flynn
Executive Vice President

Henry Gonzalez, Jr.
President–Northeast Division

Jack Greenberg
Chairman and Chief Executive Officer

Jeffrey Kindler
Executive Vice President, Corporate General Counsel

Debra Koenig
President–Southeast Division

Raymond Mines, Jr.
Executive Vice President

Michael Roberts
President–West Division

Eduardo Sanchez
President–Latin America Group

James Skinner
President–Europe Group

Stanley Stein
Executive Vice President HR

Christopher Pieszko
Corporate Controller:

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McDonald's Evaluation Process:

3rd Stage - Evaluate the Potential Options - Overall Approach

Zone

Consolidate & Communicate
- Learnings from Zone
- Process & schedule
- Begin scripts

Create Request for Response

Prep for Visits
- Finalize scripts
- Confirm & train participants
- Confirm visit logistics
- Define criteria & scoring

Visit Vendors

Receive Response

Evaluate
- Check references
- Evaluate alternatives
- Finalize scoring
- Resolve issues

Confirm Direction for Design
- Communicate results
- Define solution commitment process
- Define negotiation approach

Vendor Engagement

Global Design

Conduct Technical Review (Gates)

Week Beginning:

| 3/19 | 4/9 | 4/23 | 4/30 | May |

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