

TECHNICAL PROPOSAL PACKET
SP-21-0025

PROPOSAL SIGNATURE PAGE

PROSPECTIVE CONTRACTOR'S INFORMATION				
Company:	Bramasol, Inc			
Address:	3979 Freedom Circle Suite 620			
City:	Santa Clara	State:	CA	Zip Code: 95054
Business Designation:	<input type="checkbox"/> Individual <input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Public Service Corp <input type="checkbox"/> Partnership <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Nonprofit			
Minority and Women-Owned Designation*:	<input checked="" type="checkbox"/> Not Applicable <input type="checkbox"/> American Indian <input type="checkbox"/> Service Disabled Veteran <input type="checkbox"/> African American <input type="checkbox"/> Hispanic American <input type="checkbox"/> Women-Owned <input type="checkbox"/> Asian American <input type="checkbox"/> Pacific Islander American			
	AR Certification #: _____ * See <i>Minority and Women-Owned Business Policy</i>			
PROSPECTIVE CONTRACTOR CONTACT INFORMATION				
<i>Provide contact information to be used for RFP solicitation related matters.</i>				
Contact Person:	John Froelich	Title:	VP Strategy and Marketing	
Phone:	602.432.7574	Alternate Phone:		
Email:	jfroelich@bramasol.com			
CONFIRMATION OF REDACTED COPY				
<input type="checkbox"/> YES, a redacted copy of submission documents is enclosed. <input checked="" type="checkbox"/> NO, a redacted copy of submission documents is <u>not</u> enclosed. I understand a full copy of non-redacted submission documents will be released if requested. <i>Note: If a redacted copy of the submission documents is not provided with Prospective Contractor's response packet, and neither box is checked, a copy of the non-redacted documents, with the exception of financial data (other than pricing), will be released in response to any request made under the Arkansas Freedom of Information Act (FOIA). See RFP Solicitation for additional information.</i>				
ILLEGAL IMMIGRANT CONFIRMATION				
By signing and submitting a response to this <i>RFP Solicitation</i> , Prospective Contractor agrees and certifies that they do not employ or contract with illegal immigrants and shall not employ or contract with illegal immigrants during the term of a contract awarded as a result of this RFP.				
ISRAEL BOYCOTT RESTRICTION CONFIRMATION				
By checking the box below, Prospective Contractor agrees and certifies that they do not boycott Israel and shall not boycott Israel during the term of a contract awarded as a result of this RFP. <input checked="" type="checkbox"/> Prospective Contractor does not and shall not boycott Israel.				

An official authorized to bind the Prospective Contractor to a resultant contract shall sign below.

The signature below signifies agreement that any exception that conflicts with a Requirement of this RFP *Solicitation* may cause the Prospective Contractor's proposal to be rejected.

Authorized Signature: _____

Title:

Use Ink Only.

Printed/Typed Name: _____

Date: _____

SUBMISSION REQUIREMENTS CHECKLIST

Per the solicitation, the following items **must** be submitted with the Prospective Contractor's proposal:

- Proposal Signature Page*
- Proposed Subcontractors Form*
- Information for Evaluation*
- Exceptions Form, if applicable*
- Official Solicitation Price Sheet, sealed separately*

It is strongly recommended that the following items are also included with the Prospective Contractor's proposal:

- EO 98-04: Contract and Grant Disclosure Form*
- Copy of Prospective Contractor's Equal Opportunity Policy*
- Signed addenda, if applicable*

PROPOSED SUBCONTRACTORS FORM

- **Do not** include additional information relating to subcontractors on this form or as an attachment to this form.
 - Prospective Contractor **shall** complete and submit the *Proposed Subcontractors Form* included in the *Technical Proposal Packet*.
 - Additional subcontractor information may be required or requested in following sections of this *RFP Solicitation* or in the *Information for Evaluation* section provided in the *Technical Proposal Packet*. **Do not** attach any additional information to the *Proposed Subcontractors Form*.
 - The utilization of any proposed subcontractor is subject to approval by the State agency.

PROSPECTIVE CONTRACTOR PROPOSES TO USE THE FOLLOWING SUBCONTRACTOR(S) TO PROVIDE SERVICES.

Type or Print the following information

Subcontractor's Company Name	Street Address	City, State, ZIP

PROSPECTIVE CONTRACTOR DOES NOT PROPOSE TO USE SUBCONTRACTORS TO PERFORM SERVICES.

INFORMATION FOR EVALUATION

- *Provide a response to each item/question in this section. Prospective Contractor may expand the space under each item/question to provide a complete response.*
- **Do not** include additional information if not pertinent to the itemized request.

**Maximum
RAW
Score
Available**

E.1 MINIMUM QUALIFICATIONS

1. Describe your company's experience providing services such as those described in this RFP and how that experience meets or exceeds the Contractor Minimum Qualifications set forth in Section 2.4. Include details on your company's status as an SAP Partner Center of Expertise. 5

Bramasol's Technical staff is SAP HANA certified and working on S/4HANA projects. Additionally, Bramasol has worked in almost 2 dozen lease compliance projects of which all in the last 2 years are using the CLM module of SAP, over 10 clients. While Bramasol has not implemented CLM at a Public Sector entity, our staff have worked on SAP projects for the public sector using additional modules like Funds Management. Additionally, our internal technical accountants are conversant in GASB accounting. 5

Finally, we work very closely with SAP's Financial compliance group including for Lease Compliance and have joint activities to serve GASB accounting entities. We work with teams in Martin Narascheski's organization, the SAP Finance LOB group, of which Martin is the GM.

Bramasol is actively and currently certified as a SAP Partner Center of Expertise (PCOE) partner and Bramasol has been certified as such every year since the inception of the program by SAP.

Bramasol is a recognized Leader of SAP Financial Transformation and Analytical solutions driving innovation within the Office of the CFO. Our SAP-certified experts' partner with SAP to deliver solutions designed to meet ADFA's requirements in areas GASB 87 and SAP Contract and Lease Management. Bramasol is the go-to partner with the experience and expertise for companies wanting to leverage the latest in Financial Transformation with SAP.

As experts in finance, we can help you connect the dots from treasury to revenue accounting to lease accounting and more. Our Ignite Methodology combined with tools and accelerators will ensure you reach your goals cost effectively and on-time. We are leaders in the design, implementation, and support of SAP solutions for leasing with specific expertise in SAP Contract and Lease Administration. Our team of experts has delivered projects across the United States and has over 15 years of experience in the SAP Lease and Real Estate Management solutions. The team brings direct government experience from having worked on numerous projects with government and quasi-governmental agencies.

Bramasol has also developed numerous accelerators and tools to improve the speed, accuracy and efficiency of a CLM project implementation. We also have an extensive set of disclosure and reporting tools and accelerators for use in reporting and analysis of key GASB 87 disclosures and reporting requirements.

2. Provide names, contact information, and contract details for at a least three (3) government entities in the United States for whom you have successfully provided services of a similar size, complexity, and scope to this engagement, that have either been completed within the last five (5) years or are active projects. At minimum, one (1) of the references provided **must** be for an SAP CLM implementation. Each reference chosen should clearly demonstrate the Prospective Contractor's ability to perform the Scope of Work described in the RFP.

Bramasol team members have completed 2 projects at the Santa Clara Valley Transportation Authority. The first was for Classic Real Estate. The second was for Flexible Real Estate (REFX) which is the overall module CLM fits in as a sub-module. We can provide reference contact information at a later time.

E.2 DESIGN

1. Provide examples of Project Design work products. The examples should demonstrate the Prospective Contractor has a thorough understanding of all activities required to seamlessly design the proposed solution.

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SEE APPENDIX 1

E.3 IMPLEMENTATION

1. Provide an Implementation Plan. The Implementation Plan should demonstrate that the Prospective Contractor has a thorough understanding of all activities required to seamlessly implement the proposed system. The proposed Implementation Plan must address and meet or exceed all requirements set forth in Section 2.8 of the RFP. If proposing an alternative approach, please include at a minimum, a detailed description of the approach, pros/cons and expected outcomes of utilizing the alternative approach.

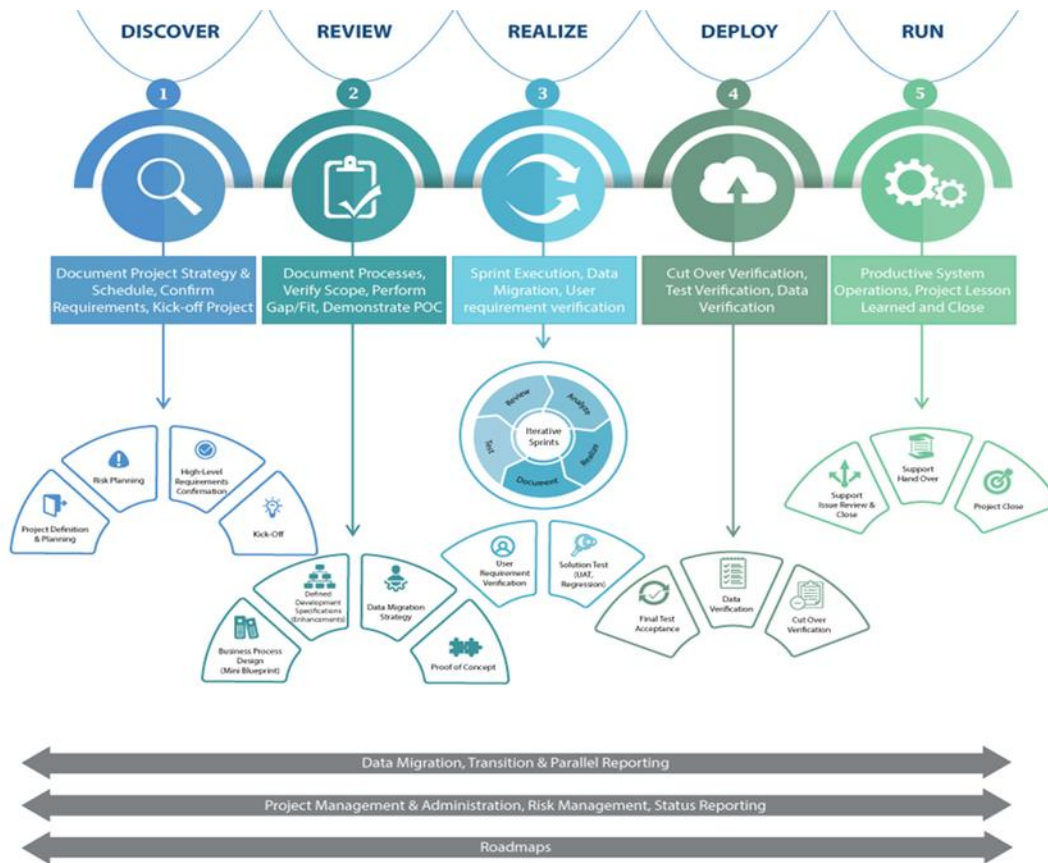
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Bramasol's response will follow the outline as put forward in the State of Arkansas RFP document section 2.8.

2.8 – A. Bramasol has provided below a detailed Implementation plan addressing areas outlined in the requirements and will submit a final and more detailed Implementation Plan as per the requirements 30 days post contract award.

2.8 – B Approach Requirements –

Bramasol's Ignite methodology leverages SAP's Activate Best Practices platform, tools, templates, content, and programs, designed to help implement SAP solutions in complex environments, along with our strengths in managing large and complex Projects across technology areas. Best Practices, applied to and developed for (Application) Implementations, will be adapted to ADFA needs and culture. Best Practices include documentation and pre-configuration that helps to set up a powerful solution. The Preconfigured Business Scenarios developed are industry specific and form a solid basis for the Project. Our experience in implementing numerous projects is that this methodology has been designed to ensure the optimal outcome for our clients and as such we do not propose any other approach. Our methodology is also designed is based on a collaborative process with the client. Scheduling of workshops, testing and cutovers is done in coordination with the client to ensure minimal interruption to ongoing business activity.



Bramasol Ignite Implementation Methodology

Bramasol has extensive experience in the implementation of SAP CLM and has contributed to multiple successful implementations of CLM. Bramasol’s success comes from leveraging their Ignite Implementation Methodology which is based on the SAP Activate Methodology with several refinements to support compliance projects such as GASB 87 using CLM. There are five key stages of implementation in Bramasol’s Ignite methodology.

Phase	Objective	Value
Discover	Review current state. Collect requirements, establish/refine scope of project.	Objective analysis of current process and system state, confirmation of requirements and scope.
Review	Prioritize and fit/gap requirements. Develop and optimize future state design, data models, and processes across people and organizations.	Requirement rationalization minimizes risk during downstream build. POC validates key design points if needed.
Realize	Configure and develop in scope items. Conduct end-end testing including integration, user and mock migration.	Processes built via short, time-boxed sprints allow IT and business ramp up. Thorough test of the solution and simulation of a fully productive environment builds readiness for go-live in systems and people.
Deploy	Conduct deployment prep activities including training and organizational readiness assessments.	Review of deployment steps, procedures and readiness creates a solid delivery of new reporting functionality.

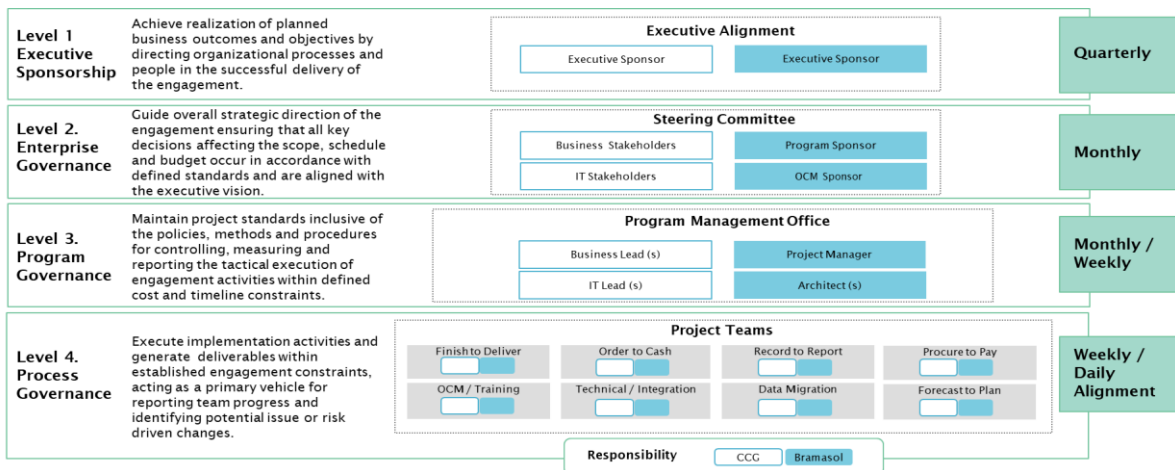
Run	Activate and hand over stable solution to operations teams.	Post go-live stabilization period allows managed ramp up for operations teams. Support processes are tested and optimized on actual data.
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2.8 C and D - Project Timeline and Workplan:

Our project timeline is designed to achieve a project Go-live prior to the mandated September 21, 2021 date and contemplates holidays, month-end close and other activities to ensure success. Weekend deployments are standard on our projects to ensure no downtime during working hours.



Project Governance and Organization Chart: Bramasol follows a four-tier approach for strategic governance across the entire length of the project from the executive level down to program level.



Throughout all phases of the implementation, Bramasol leverages an Engagement Process for Governance, Communications and Quality which includes:

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- A. A review of tasks, responsibilities, and expected deliverables before each phase.
 - B. Weekly Project update meetings with Project stakeholders.
 - C. Meeting recaps.
 - D. On-time and On-budget reviews.
 - E. Identification and review of Project Risks, Issues, Actions and Decisions through the execution and management of the RAID.
 - F. Obtaining ADFA's feedback and taking appropriate actions.
 - G. Measurements of KPIs (define KPI) as established in the kickoff meeting.
 - H. Escalation processes.

Design Activities:

In coordination with the DFA Office of Financial Reporting, Bramasol will collaborate on the design activities required for a successful program. The following is a list of key activities we believe are required to achieve a successful project.

- **DISCOVER & PROJECT PREP**
 - Identify Project Team
 - Create Weekly Project Status Template
 - Setup Introductory Meeting w/Primary Client Contact
 - Determine Governance Process w/Client
 - Obtain Client Project Org Structure
 - Request VPN/Laptop/SAP Access/SharePoint, etc.
 - Request Team Security Access
 - Confirm Kick-Off Date & Attendees
 - Create Kick-Off Deck
 - Create Workshop Schedule w/Client
 - Setup Internal Kick-Off Deck Review
 - Project Kick Off Meeting
 - Review Project Deliverables w/Team
 - Request initial list of requirements
 - Discover phase complete
- **REVIEW**
 - Perform Workshops
 - Conduct CLM Demo
 - Lease Process
 - Lease Types
 - GASB87 vs ASC842 Technical Accounting
 - Lease Scenarios
 - Data Migration Strategy
 - GL Accounts & Account Determination
 - CLM Integration w/Asset Accounting
 - Partners & Lease Payment Process
 - Taxes

- Cost Objects
- CLM Security & User Roles
- Fit/Gap Analysis w/Mitigation
- Change Control and Deployment Strategy
- Lease Requirements, Templates & Upload Methods
- Current & Future State: Understanding Business & SAP Solution
- CLM Landscape
- Reporting and Disclosures
- Test Plan Strategy Review
- Business Process Design
- Risk Planning
- Establish Weekly Project Status Review Meetings
- PMP Sign Off
- Review Project Scope
- Review phase complete

Configuration Activities

In collaboration with the DFA OIS ASC, Bramasol will execute the following Configuration Activities to support a successful Go-Live. We will use any templates provide by the DFA ASC team, as agreed and required. Below is a list of key activities we believe are required for a successful program. As we intend to employ an Agile approach, we propose 2 Sprints with the following activities:

- **Pre-Sprint**
 - Define High Level Business Process Design Document
 - Provide Design signoff
 - Update design documentation based on feedback from business
 - Identify Enhancements
 - Update data migration program with enhancements
- **Sprint 1 Configuration**
 - Re-Confirm Team Access to All SAP Environments
 - Confirm CLM installation
 - Final Data Migration Strategy
 - Test Plan Strategy
 - Document test scripts for scenarios
 - Review Test Scripts w/customer
 - Apply pre-req notes for Foreign currency valuation and reclassification
 - FI baseline configuration
 - Activate Business Function in Dev
 - Enterprise Extension
 - Enterprise Business Function
 - Master Data
 - Edit G/L Account Centrally
 - Master Data
 - Create/Extend Cost Elements
 - Fixed Asset
 - Organizational Structures
 - Specify Account Determination

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- Create Screen Layout Rules
 - Define Number Range Interval
 - Define Asset Classes
 - Integration with General Ledger Accounting
 - Define How Depreciation Areas Post to General Ledger
 - Assign G/L Accounts
 - Specify Posting Key for Asset Posting
 - Change the Field Status Variant of the Asset G/L Accounts
 - Specify Document Type for Posting of Depreciation
 - Valuation
 - Determine Depreciation Areas in the Asset Class
 - Depreciation
 - Determine Depreciation Areas
 - Assign Accounts
 - Calculation Methods
 - Define Base Methods
 - Define Multi-Level Methods
 - Maintain Period Control Methods
 - Maintain Depreciation Key
 - Transactions
 - Define Transaction Types for Acquisitions
 - Define Transaction Types for Retirements
 - Define Transaction Types for Post-Capitalization
 - Assign Accounts
 - Master Data Synchronization
 - Define BP Role for Direction Vendor to BP
 - Create new grouping for Vendor number ranges
 - Define Number Assignment for Direction Vendor to BP
 - FI Baseline configuration complete
 - CLM Baseline Configuration
 - Upload BC sets for CLM Independent configuration
 - Activate BC set in Dev environment
 - Resolve any issues with config within BC set
 - Basic Settings
 - Activate Real Estate Extension
 - Make Basic Settings in Company Code
 - Activate Subfunction
 - Business Partner
 - Define Number Range
 - Define BP Roles
 - Define BP - Vendor Integration
 - Contract
 - Define Measurement Types
 - Define Number Range
 - Define Contract Type
 - Number Range for Contracts

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- Permitted Object Types per Contract Type
 - Contract Object: Object Type
 - Renewal Rules
 - Notice Rules: Period Regulations
 - Notice Procedures
 - Notice Reasons
 - Account Determination Values
 - Define Measurements for Contract
 - General Settings
 - Define Resubmission Reasons
 - Define Resubmission Rules
 - Make Settings per Object Type
 - Set Default Values for Reminder Rules and Enter Automatically in Contracts
 - User Status and Activity Control
 - Define Categories for Additional Texts
 - Conditions and Flows
 - Calculation Formulas
 - Distribution Formulas
 - Define Condition Types
 - Define Condition Purpose
 - Define Condition Groups and Assign Condition Types
 - Assign Condition Group to Contract per Contract Type
 - Conditions in Foreign Currency
 - Define Flow Types
 - Assign Reference flow types
 - Assign Flow type to condition type
 - Activate Conditions in Foreign Currency per Company Code
 - Define Translation Date Shift Rule
 - Specify Calculation of Translation Date Based on Process
 - Define Currency Translation Rule
 - Specify Possible Currency Translation Rules per Contract Type
 - Define Default Conditions
 - Due Date Correction Rule
 - Handling of Partner Changes
 - Define Templates for Frequency Terms
 - Assign Frequency Term Templates
 - Accounting
 - Activate RE-FX for Financial Accounting
 - Define RE-Specific Account Properties
 - Assign RE-Specific Properties to G/L Account
 - Set Up Number Range for Automatically Created Posting Documents
 - Allow Integrated Posting
 - Define Tax Types
 - Create Tax Groups
 - Default Value for Tax Rate per Contract Type

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- Account Symbols
 - Account Determination Values
 - Assign Account Symbol to Flow Type
 - Replace Account Symbols
 - Define Document Type Determination
 - Assign Tax Codes
 - Assign Tax Code (for FI Document)
 - Assign Tax Transaction Key
 - Balance Sheet Valuation of Contracts
 - Control Settings for Each Contract Type in Company Code
 - Valuation Relevance
 - Valuation Rule
 - Condition Valuation Groups
 - Valuation Object-Dependent Control Parameters
 - Assign Asset Transaction Types
 - Adjustment of Conditions
 - Define Adjustment Rules
 - Define Adjustment Reason
 - Enter Parameters for Index Rule
 - CLM Baseline Configuration complete
 - Implement changes tied to Foreign currency valuation (OBJVAL, OBJREG)
 - Functional Unit Testing
 - Activate Business Function in QA
 - Enterprise Extension
 - Enterprise Business Function
 - Release transports in Dev environment
 - Transport SAP configuration to QA environment
 - Configure manual changes in QA environment (Number ranges)
 - Lease Data Template Readiness
 - Define Defect Tracking Method
 - **Sprint 1 complete**
 - **Sprint 2**
 - Move Lease Data Template into RQS
 - Create master data in QA environment (GLs, Cost Elements, etc.)
 - Update test scripts based on business feedback
 - Upload Templates for Mock Run

Managing Go-Live

Bramasol is providing an extensive Cut-over Plan as per RFP 2.8 D Section 7. This Cutover Plan will be developed and refined in collaboration with the client to ensure maximum success while minimizing impact to the daily business of the State. And as per our testing plan, a cutover is contingent upon completion of a successful UAT with sign off and concurrence of the client.

PRODUCTION CUTOVER						
Activity	Owner	Duration	Start Date	End Date	Status	Notes
Confirm go / no go criteria						
Business function activation complete in RPS	Customer					
QA Regression Testing - No issues	Customer					
Schedule Check point meeting	Bramasol					
Final UAT Check point - GO/No-Go	Bramasol					
UAT Complete with no Critical or High defects open						
All Transports Ready to release - project and security transports	Customer					
System Readiness complete for RPS	Customer					
Transports ready for Release	Bramasol					
Go No-Go Decision	Customer					
Send Status update email on progress	Bramasol					
User Readiness						
End User List Received	Customer					
End User Roles defined	Customer					
Submit User Access Requests	Customer					
Approved user access requests	Customer					
Define Role Owner Approvers	Customer					
System Readiness						
Activate Business Function - Financials Extension EA-FIN (SFW5)	Customer					
Activate Enterprise Business Functions (SFW5)						
a. RE_GEN_CI_1						
b. RE_GEN_CI_2						
c. RE_GEN_CI_3	Customer					
Activate Real Estate Extension. Select the Flexible Real Estate Management module	Customer					
Validate CLM GL accounts in RPS with correct status	Customer					
Request Read Only access for Bramasol team for Production cutover	Customer					
Transports Moved ?						
Release all transports, UAT Completed, Go Approved	Customer with Bramasol					
Manual Tasks						
Configure number ranges for all company codes						
- Contract number range (Tcode: FOIX_NR)						
- RE Document number range (Tcode: FOB0)						
- Asset Number range (Tcode: AS08)						
- FI Document number range (Tcode: FBN1)						
- BP grouping number range (Tcode: BUCF)	Customer					
Team provide status of config, manual tasks.	Customer					
Send Status update email on progress	Bramasol					
Master Data						
Validate GL accounts in RPS, setup correctly and extended to existing company codes	Customer					
Extend GL Accounts to all company codes	Bramasol					
Validate GL accounts extended	Customer					
Create Profit Center	Bramasol					
Load Cost Centers	Bramasol					
Load Vendor	Bramasol					
Update BP Role assignment date (predated to start of contract)	Customer					
Open team call	All					
Team provide status of config, manual tasks	Customer					
Vendor / business partner validation	Customer					
Send Status update email on progress	Bramasol					
Contract Data Load						
Populate Excel Template	Customer					
Update cashflow start date to 04/01/2021 for all contracts	Customer					
Load Contract Data	Customer					
Team provide status of config, manual tasks.	Customer					
Validate Contract Load, counts by entity, spot check, Validate no Accounting documents created from load	Customer					
Team provide status of contract validation	Customer					
Final Status: Contract Load, Validation	Customer					
Send Status update email on completion	Bramasol					

Our experience has shown that validation is essential to ensuring minimal issues and impacts post Go-Live. Below is our recommendation on how to approach this.

	Validation Area	Notes	Source Report	Target Report	Validation done by
	Record Counts	Compare records on load file to records actually loaded	BAPI file: total, total by company code	Program output after load	
	Financial posting - spot checks	Validate the statistical postings against a subset of contracts (10 - 20% or more?)	N/A (unless each contract is reviewed)	Contract balance report (pending OSS note application)	
	Contract activation	Validate that contracts are activated after data load	N/A	REISCN	
	Contract conditions	Use to validate condition and dates	N/A	REISDCN	
	Valuation rules	Use to validate correct valuation rules (statistical and actual) are applied	N/A	RECEISRULECN	
Step	Validation Area	Notes	Source Report	Target Report	Validation done by
1	Contract Database	Lease accountant validate the corporate Contract Database contains correct contract information	Local contract repository	Contract Database	
2	Load File Validation	Validate: - GASB87 rule start date - Note Record Counts by Company code - Contract, Internal Orders	Load File		
3	Post Load Validation	Compare records from file to record counts loaded in SAP tables. Use the three reports above	File Record Counts	SAP Report counts REISCN, REISDCN, etc.	

E.4 TESTING

1. Provide a proposed Testing Plan. The Testing Plan should demonstrate that the Prospective Contractor has a thorough understanding of all activities required to effectively test the proposed system. Testing Plan must at meet or exceed all requirements set forth in Section 2.9 of the RFP.

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2.9 – Testing

Bramasol’s Ignite implementation methodology incorporates a robust Quality Assurance Plan and six-phase testing process with multiple testing iterations within an agile Sprint model. Our testing plans will include Unit testing, Functional Scenario Testing (equivalent to String/Link Testing), Integration Testing and Performance/Stress Testing as required under section 2.9.C. Below is an extensive testing and performance testing strategy and methodology.

In general, SAP processes are tested to check its functionality and quality to find errors and to identify gaps. Effective testing ensures that software is handed over to the productive environment and the end users free of errors to the extent possible and with a goal of avoiding malfunctions. Testing will also verify whether the initial requirements specified by the business are adequately fulfilled by the solution provided.

Testing is conducted with a bottom-up approach starting with individual features or transactions and progressing through increasingly complex integrated scenarios within the system as well as with external inputs and outputs.

TESTING STRATEGY

A Testing strategy defines the approach for test management. Following Aspects will be covered –

- Various types of testing must be considered in various scenarios/Phases
- Roles and responsibilities for testing, such as business process experts, superusers, consultants and testers
- Rules and guidelines for the documentation of business requirements, test cases, and reports
- Methods to be used to support the scoping, planning, execution, and analysis of tests, including defect and incident tracking
- Requirements outlined in the Requirements Matrix and Sprint Tracker will be linked to Test Cases and the Testing Phases

Assumptions

The following assumptions apply to our testing strategy:

- Requirements Matrix requirements acceptance and approval is completed before Integration Test Phase begins
- Unit Testing is complete before Integration Testing commences
- Test Defects will be Tracked in Excel Pivot and reported out in daily to the project team
- Project Management Plans are in place before Integration Testing commences – governs changes to the system, design decisions, documentation, etc. Specifically:
 - Integration Management Plan, procedures related to
 - Issue Management Process
 - Risk Management Plan

Exit Criteria

- All test cases have been documented as required
- Test cases have been executed
- Test cases and test results have been reviewed and approved by functional leads and/or technical leads.
- All significant defects (business-critical or high integration impact) have been resolved and retested

TYPES OF TESTING IN SAP

Typically, the following types of testing are performed during SAP implementation projects:

Unit Tests

Single module or object tests based on the technical design or specification. This tests an isolated piece of functionality, for example, create and save a sales order of a specific type. This testing is done in the development system by functional consultants. The tests use specific CLIENT test data and SAP organization elements (sales organization, company code, credit control area, etc.) along with the customer master data set up, partner functions, material master data, etc. It establishes a baseline of SAP functionality as well as confirm the correct configuration of that CLIENT specific data.

For ABAP development, for example, unit testing shows that the enhancement can be executed from developer generated data although assistance in data generation may come from a functional consultant. SAP Unit Test will be conducted in Development System.

Functional Tests (Equivalent to String/Link testing)

Multiple modules and objects tested together based on the technical design or specification. This tests related pieces of functionality that have data dependencies, for example, create and save a new customer, then create and save a sales order of a specific type for that customer with specific pricing, then create and save the billing for that sales order, and finally create and save the delivery documentation for that sales order. This testing is also done in the development system by functional consultants. Like unit tests, these tests use specific CLIENT test data and SAP organization elements.

For ABAP development functional tests are done in coordination with core functionality, for example, that a specific enhancement in pricing is correctly integrated into the sales order scenario.

In a Sprint based Realize phase, these and unit tests are performed at the end of each Realize Sprint prior to moving the functionality to the test (QA) system.

Integration Tests

Tests of multiple modules, objects and applications that examine the correct end-end execution of business processes and scenarios, crossing various SAP applications and interfaces to partner or third-party party applications. Integration tests are based on the BPD's.

These tests will be done in the QA environment and use more realistic business data. This is like functional testing in Dev system, but with increased complexity and volume. Ideally the test data is created from a CLIENT specific data extraction, conversion, and load exercise (not necessarily a full conversion) so the data has a certain level of realism and familiarity for the business user. Recognizable and correctly formatted customers, materials, pricing, vendors, contracts, are key for this testing.

The testing shows that the business process, as designed and configured in SAP, run correctly using representative real-world data. Integration testing of interfaces to systems outside SAP shows the data models are designed correctly and that third-party applications functional well with SAP data. Our current Plan is to run a single Integration Test and an additional Full End to End CLIENT Core Process Test. (Day in the Life concept.)

User Acceptance Tests (UAT)

Integration tests performed by key users of the changed functionality. Primary goals of user acceptance tests are to receive the formal acceptance of the business units and to identify usability problems.

SAP UAT is used to ensure that the users can perform the assigned job functions with the new system. The important aspect of this testing is to process the business requirement and to ensure that the expected features, functions, and capabilities are available.

In terms of scope this testing is similar to Integration Testing but is performed by the designated key end users. An important difference between this testing and Integration Testing is that the scenarios and data tested are created by the end users prior to testing, based on their expectations of the system behavior and requirements. User Acceptance Testing will be conducted in the Quality System Environment

Go-Live Dry Run Tests

Tests that are focused on financial cutover of the system. Since the SAP system is taking over both operational and financial aspects, a financial cutover is a critical aspect of deployment.

Key financial figures such as balance sheet amounts need to be transitioned to the new system in a timely manner and then reconciled prior to next fiscal period close. This test focuses on that process, testing the data, processes, and timing of the cutover. Success is measured by the ability to complete the cutover activities, add new transactions, and simulate a new fiscal period end on data that is a combination of legacy data brought in as well as new data created in the system via new transactions. Additionally for CLM implementations, the testing verifies the leases are accurately converted with the proper remaining life and valuations.

Performance Tests

Technical system tests that measure the throughput and response times of the system.

Performance testing checks the following aspects –

- Whether the system response time is acceptable as per the business requirement
- Whether periodic processes are running within permissible time,
- Whether the expected concurrent user load can be supported
- Whether the expected future concurrent user load can be supported.

Performance testing identifies bottlenecks and coding inefficiencies in the SAP system. It is not likely that system performance tuning is perfectly set up and the program is running with optimized code. Future load testing is usually done with a projected business levels 2 years out given the known growth factors since continual changes in released SAP functionality make predictions for longer periods unreliable.

Security & Authorization Tests

Tests that check user access and authorizations, segregation of duty (SOD), data security, and other security-related aspects.

Security and Authorizations Testing is used to ensure that users are only able to execute transactions and access appropriate data that is relevant to the AFDA business function.

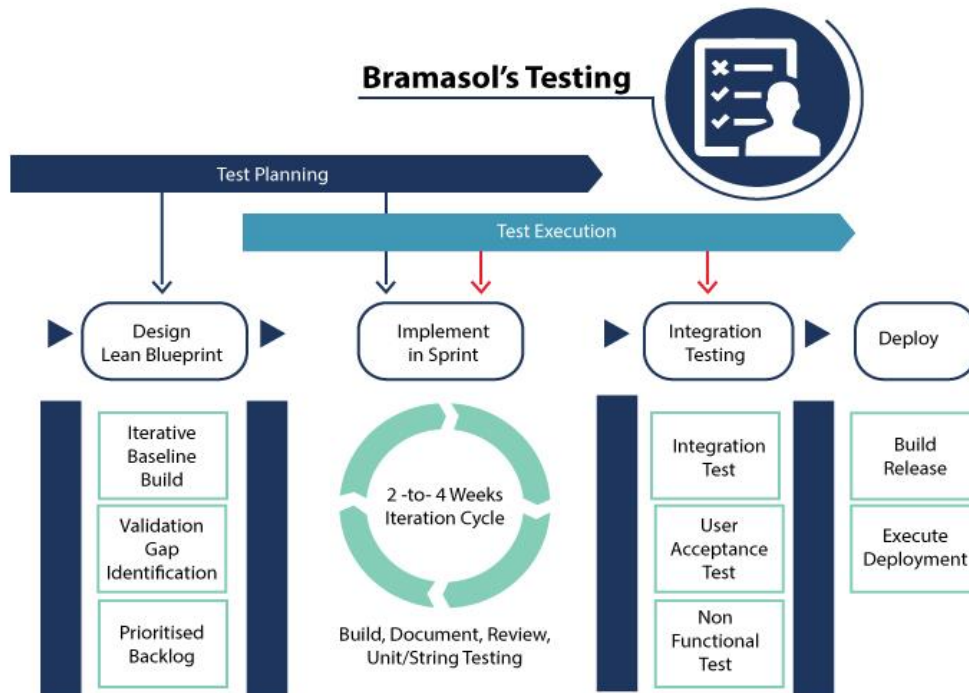
As with the implementation of Security standards, it is very important to test if security and authorization is placed in a system. Test IDs for the individual job roles are created and used to both confirm what a user can do and what a user cannot do.

ROLES & RESPONSIBILITIES

Test Type	Tester/Responsibility	Phase	Environment	Deliverable
Unit Testing	Bramasol Team	Realize	Development	UT scripts
Functional Testing (String/LinkTesting)	Bramasol Team	Realize	Development	Complex UT scripts
Integration Testing	Bramasol Team	Realize	Quality Testing Client	SIT scripts
User Acceptance Testing	CLIENT Superusers	Deploy	Quality UAT Client	UAT Scripts/Sign off
Go-Live Dry Run	Bramasol/ CLIENT Superusers	Deploy	Quality UAT Client (preferably a Client Copy of Production)	Deployment Plan
System Performance Testing	Bramasol/ CLIENT Superusers	Deploy	Quality UAT Client	Performance Test document
Security & Authorization Testing	CLIENT Superusers	Deploy	Quality UAT Client	Security test document along with UAT document with Sign off

TEST METHODOLOGY

General approach to Functional Unit Testing will be carried out during the Sprints in the Development System. Integration testing will be carried out in Realize Phase in the Quality Environment and User Acceptance Testing will be carried out in Deploy Phase in Quality Environment which is typically a copy of Production Environment.



Test Planning

This is the most important phase of the testing lifecycle where all the test planning activity is defined. Once the Explore phase is over and building blocks agreed upon has been configured in system, consultants will start preparing the test plan. Based on this plan, the team will build the test cases.

Entry Criteria	Activities	Deliverables
Business Process Documents BPD's	Identification of testing types	Test Plan
KDS/Org Structure	Define test environment	
	Prepare test schedule	
	Define Role and responsibilities	

Realize

This is the phase where the testing team will write down the detailed test cases. Also, testing team will prepare the test data that is required for performing and executing test runs. Once the test cases are ready, they will be reviewed by Project Manager/Test lead for final release.

Entry Criteria	Activities	Deliverables
Business Process documents BPD's	Preparation of test cases	Test Cases
KDS/Org Structure	Preparation of test data	Test Data

Test Execution

Once the preparation of Test Case Development and Test Environment setup is completed then test execution phase can be kicked off. In this phase testing team start executing test cases based on prepared test planning & prepared test cases in the prior step.

Once the test case is passed then same can be marked as Passed. If any test case is failed, then corresponding defect can be reported to Functional/Technical team via bug tracking system & the bug can be linked for corresponding test case for further analysis. Using this linking we can get the failed test case with bug associated with it. Once the bug is fixed by development or functional team then same test case can be executed based on your test planning.

If any of the test cases are blocked due to any defect then such test cases can be marked as Blocked, so we can get the report based on how many test cases passed, failed, blocked or not run etc. Once the defects are fixed, the same Failed or Blocked test cases can be executed again to retest the functionality.

Bramasol will leverage Smartsheets or a similar tool as required, for our Testing and Defect tracking
The Project Management Team will hold daily testing meetings to review the following.

- Number of Test Case Completes
- Number of open Test Cases
- Number of open and Closed Defects
- Who is Executing Test Cases Today and What and Who are the integration Points?
- Issues / Risks / Decision / Next Steps

Entry Criteria	Activities	Deliverables
Test cases	Execution of test cases	Test case execution report
Test Data	Identification of test cases as passed/Failed/Blocked/Not Run	Defect Report
Test Environment	Capturing defects/Bugs in testing	System Availability
Test Plan	Tract defects to closure	Updated Test Plan
Test Plan	Re-testing	Updated Test Plan

Test Analysis and Closure

In this phase complete analysis of test cycle has been done with lessons learned analysis along with what went well and what went bad. Final report to be shared across stakeholders and sign off has been done.

Entry Criteria	Activities	Deliverables
Test case execution completed	Evaluation of complete testing cycle	Sign Off
Defect report	Sharing of report to all Stakeholders	Sign Off

SCHEDULE

Separate Schedule will be created based on the project plan with dates and scenarios. It will be captured in detailed testing schedule separately.

E.5 TRAINING & KNOWLEDGE TRANSFER

1. Provide a proposed Training & Knowledge Transfer Plan that meets or exceed requirements set forth in Section 2.10 of the RFP. The Training Plan should demonstrate that the Prospective Contractor has a thorough understanding of all activities required to effectively train staff. Include sample training materials that have been used in past implementations of similar size and scope to the one described in the RFP

5

2.10 - Training

Training Approach

Bramasol's knowledge transfer methodology employs the "Train the Trainer" concept to transfer the knowledge, skills and abilities required to operationally maintain the system with a minimum of external support. Bramasol

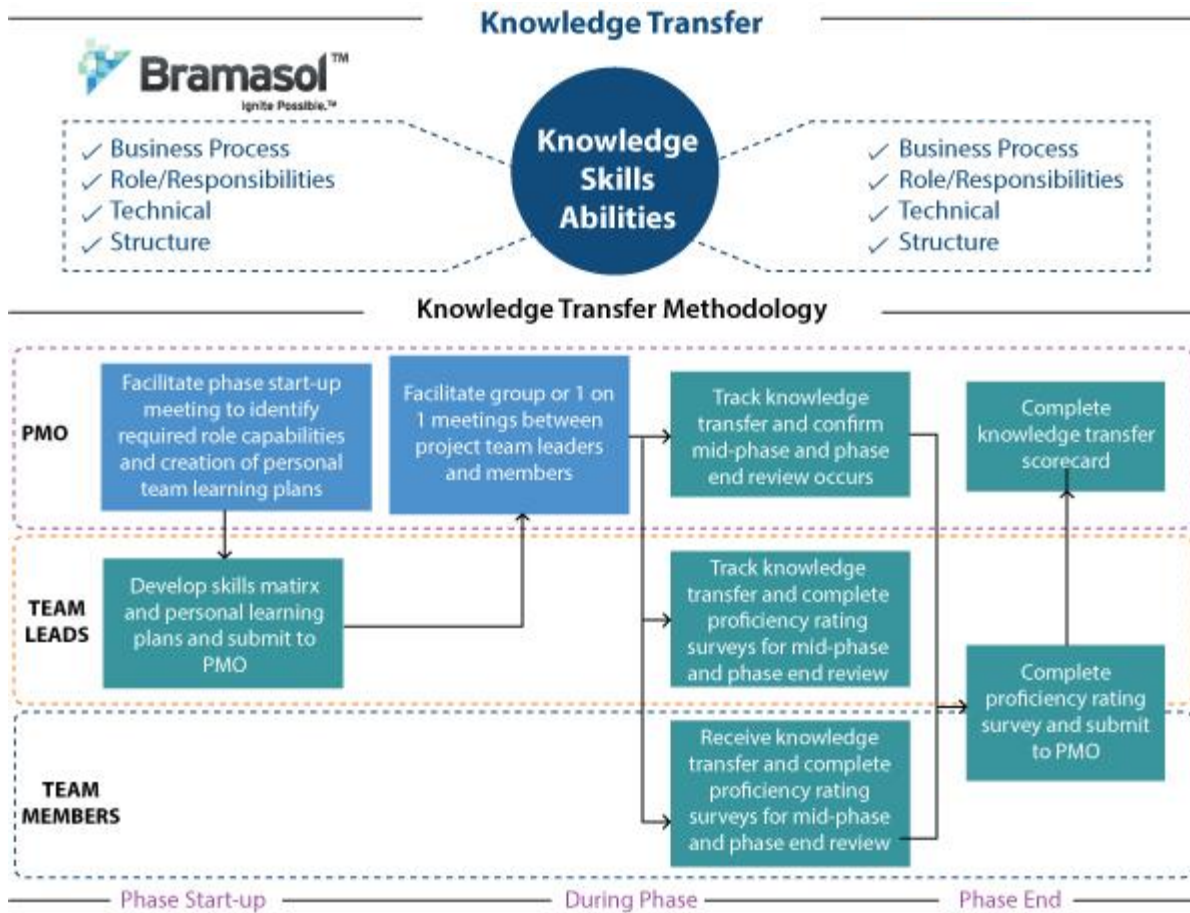
shall incorporate a variety of methods to perform knowledge transfer to ADFA Key Personnel and Trainers that includes hands-on activities with subject matter experts (SMEs), classroom or presentation instruction, and appropriate supporting documentation.

Knowledge Transfer

The Bramasol Team and Project Manager lead the knowledge transfer process by performing the following:

- A. Articulating knowledge transfer requirements to team members.
- B. Monitoring and tracking knowledge transfer activities and completion measures.
- C. Facilitating regular scorecard reporting to measure knowledge transfer.
- D. Providing a convenient, easy method for team leads to manage knowledge transfer requirements.

Bramasol Knowledge Transfer Model



ADFA Core Team Training

ADFA shall identify the core team which shall participate in the Project Stages. The core team training shall be provided using a combination of process documents and one-on-one or small group training sessions.

Business Process Documents

Process documents shall be developed by Bramasol and ADFA during the execution of the Project. These documents will include flow charts and detailed procedures describing steps for each business process implemented. The primary goal of this training is to "train the trainer" who shall, in turn, be expected to train the end users of the new solution.

E.6 POST GO-LIVE SUPPORT

1. Provide a proposed Post Go-Live Support Plan detailing your Company's approach to Post Go-Live Support that meets or exceeds the requirements set forth in Section 2.11 of the RFP.

5

As per 2.11 We will provide Post Go-Live Support, as follows:

As a PCOE certified SAP Partner Bramasol provides complete support for our clients consistent with the requirements as set out by SAP. In addition, we will provide a functional consultant for a period of eight (8) weeks post Go-Live to resolve all performance and functional issues as agreed between the client and Bramasol. The consultant will be available during normal business hours and can be onsite pending issues related to the current pandemic.

Bramasol will provide issue resolution on a tiered basis on issues, as follows:

- High Priority – 4 hours Resolution
- Medium Priority – 12 hours Resolution
- Low Priority – 24 hours Resolution

Bramasol will provide an extensive issue and resolution tracking process in which the client will be able to log issues, assign them to key resources, document and track timely resolution.

E.7 DOCUMENTATION

1. Describe the types of documentation provided by the Contractor and how it will meet the requirements set forth in Section 2.12 of the RFP.

5

2.12 – Documentation Requirements

Every project is unique but Bramasol provides extensive documentation for its leasing projects. The types of documentation that might be expected as part of a project may include, but are not limited to:

Planning Deliverables:

Product Name	Product Type	Media
Baseline Schedule (WBS)	Deliverable (DEL)	MS Project
Product Description:	Standard phased based WBS including resources from both Bramasol and where appropriate ADFa. Fully baselined and including calendar and ability to inquire updated status for reporting, including work completed and estimates to complete with accuracy.	
Acceptance Criteria:	Complies with agreed standards, including methodology and timelines as defined by SOW and PMO. Includes all milestones, deliverables and approved products.	

Discover Phase Deliverables:

Product Name	Product Type	Media
Project Management Plan (PMP)	Deliverable (DEL)	Word

Product Description:	<p>Includes standard plans and strategies for the project. The PMP usually includes the following plans: Communication & Meetings, Resource & On Boarding, Quality, Documentation and Naming Conventions, Risk Management, Issue and Action Management, Change Control Process, Development & Configuration Management.</p> <p>The plans to be included in the PMP will be agreed with the Client and may include operational plans or processes in place prior to project kick-off. The PMP serves as the Operations Manual for the Project and its team members over the entire project life cycle.</p>
Acceptance Criteria:	Includes agreed to Plans as defined in initial Discovery discussion with Stakeholder(s) and Project Manager(s). Plans can be executed by members and are easily understood. All documentation follows agreed documentation standards and meet agreed quality standards.

Review Phase Deliverables:

Product Name	Product Type	Media
Business Process Design (Blueprint)	Deliverable (DEL)	Word, Mixed Media
Product Description:	The primary purpose of the Business Process Design is to lay the foundation of the complete product to be delivered from a business and technology perspective. This is a foundational project document providing the overview of the requirements translated into the best solution for the business. The Blueprint references all Requirements, Gap/Fit findings and integration points to determine how the Solution will meet business needs.	
Acceptance Criteria:	Meets quality standards as agreed. Represents business requirements as defined. Is understood by all Stakeholders and can be demonstrated.	
Product Name	Product Type	Media
Requirements Traceability Matrix	Deliverable (Del)	Excel
Product Description:	The Requirements Traceability Matrix establishes the baseline for the project going forward. Each business requirement is fully defined and analyzed, assigned a reference number for tracking from initial identification through all testing iterations.	
Acceptance Criteria:	Meets quality standards as agreed. Fully represents all business requirements in clear terms and is complete. Is understood by and stakeholders and can be demonstrated.	
Product Name	Product Type	Media

Gap / Fit Report with Mitigation	Deliverable (DEL)	Excel, Mixed Media
Product Description:	The Gap-Fit Analysis is a key activity during Review with the outcome resulting in a series of products, including the extension of the Requirements Traceability Matrix, Development Specifications and even the finalization of the Business Process Design. The Gap / Fit Report is usually delivered as part of the Business Process Design.	
Acceptance Criteria:	Meets quality standards as agreed. Represents business and technical development standards of organization. Is understood by and stakeholders and can be demonstrated where feasible.	
Product Name	Product Type	Media
Master Data Migration Strategy	Deliverable (DEL)	Word
Product Description:	The Master Data Migration Strategy provides the framework for Data Migration for the project. This strategy includes extraction, cleansing and multiple loads, including the final load to the new productive solution. The strategy provides in detail roles and responsibilities, tools and timing.	
Acceptance Criteria:	Meets quality standard as agreed. Can be executed with tools, templates as provided. Remains within agreed schedule and will result in a fully executed solution upon completion as defined.	
Product Name	Product Type	Media
Test Strategy	Deliverable (DEL)	Word
Product Description:	The Test Strategy provides both the how and when each test process will be conducted, whether these will be parallel or successive and how many Test Cycles will be run. The Test Strategy also lays out the types of Test Scripts for each Test Cycle, whether Unit or Scenario and reiterates the responsibilities of each cycle. If tools and templates are to be incorporated, these will be included in the Test Strategy for review and agreement.	
Acceptance Criteria:	Meets quality standard as agreed. Can be executed with tools and templates, if included. Remains within agreed schedule and will result in a fully tested solution upon completion as defined.	

Realize Phase Deliverables:

Product Name	Product Type	Media
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Final Data Migration Strategy	Deliverable (DEL)	Mixed Media
Product Description:	The Final Data Migration Strategy is a modification of the initial framework for the project. These modifications are based on initial reviews of data and any adjustments required based on configuration or development requirements. Final Data Migration Strategy includes extraction, cleansing and multiple loads, including the final load to the new productive solution. The strategy provides in detail roles and responsibilities, tools and timing.	
Acceptance Criteria:	Meets quality standard as agreed. Can be executed with tools, templates as provided. Remains within agreed schedule and will result in a fully executed solution upon completion as defined.	
Product Name	Product Type	Media
Unit & Integration Test Sign-Off	Deliverable (DEL)	Word, Mixed Media
Product Description:	Includes list of errors and resolutions with retest results. All tests are tied by Requirement Traceability number to enable validation. Errors are tracked through dedicated Error Log in the project RAID, or other tool as agreed with project stakeholders.	
Acceptance Criteria:	<p>Meets all agreed quality standards. Test results are accepted and clearly documented. Error Log is presented, and results are fully documented.</p> <p>Sign-off is standard approval document with or without conditions. If there are conditions to full acceptance, project managers to review and develop plan for resubmission.</p>	

Deploy Phase Deliverables:

Product Name	Product Type	Media
Go-Live Checklist	Deliverable (DEL)	Excel
Product Description:	Checklist developed with business and IT stakeholders to ensure a successful cutover. Creates a detailed cutover plan to the new system ensuring each step is accomplished in the correct order, with resource assignment and timing. Generally, the Checklist will be for a mock deployment as Bramasol will not conduct final deployment of CLM into production.	

Acceptance Criteria:	<p>Meets quality standards. Results confirmed. System is ready for use and all items have been cleared.</p> <p>Sign-off is standard approval document with or without conditions. Conditional sign off is required as per this SOW, the Go Live Checklist represents a mock deployment only.</p>
----------------------	--

Run Phase Deliverables:

Product Name	Product Type	Media
Project Workbook	Deliverable (DEL)	Mixed Media, Electronic
Product Description:	Includes all Work Products developed during the project life cycle by phase in their final form. This includes Functional and Technical Specifications, Meeting Minutes, Reports, Checklists and other project artifacts. Usually delivered electronically to the project manager for review and acceptance.	
Acceptance Criteria:	<p>Meets quality standards as agreed. Contains all project artifacts as provided by RACI and SOW.</p> <p>Sign-off is standard approval document with or without conditions. If there are conditions to full acceptance, project managers to review and develop plan for resubmission.</p>	
Product Name	Product Type	Media
Final Status Report	Deliverable (DEL)	PowerPoint
Product Description:	Final Status Report includes all outcomes of the project, including agreed KPI, budget results, closing of the RAID for the project. Follows the standard Status Reporting guidelines and is intended to decommission the project and execute handover to Support.	
Acceptance Criteria:	<p>Meets quality standards as agreed. Contains all project reporting criteria with accepted KPI and outcomes for handover.</p> <p>Acceptance is agreement to proceed to Support, standard approval document with or without conditions. If there are conditions, project managers to review and develop plan for resubmission.</p>	

This documentation and all coding are provided to the client as part of the project in accordance with the terms set out in 2.12.

E.8 CHANGE MANAGEMENT

-
1. Describe your organizations approach to change management as it relates to the requirements of the RFP.

2.13 – Change Management

In accordance with section 2.13 Bramasol will work with the ADFA on all change requests relative to the implementation plan as prescribed in the aforementioned section.

Bramasol and ADFA shall use the following method to address changes in assumptions or scope:

- A. Either Party may request in writing that Bramasol make changes, modifications or enhancements to the Services and Deliverables being provided pursuant to this Statement of Work, including expansions or reductions in the Services (each, a “Scope Change”).
- B. ADFA and Bramasol shall cooperate with each other in good faith in discussing the written estimate of the additional charges to be provided on a time and material basis, the scope and nature of each Scope Change Request, the availability of Bramasol and ADFA personnel and resources to accommodate such Scope Change and the timetable for implementation of such Scope Change (including impact on the estimated timeline for the Services provided per current SOW). In addition, ADFA and Bramasol shall work together to manage the volume of Scope Change Requests and the level of effort required to perform Change Analyses. Scope Change estimates shall be all encompassing; that is, the estimate shall include a holistic amount, which may include work for Project management, design, integration test, and any other work required to fully perform the change. A single change request could lead to a change in the Project timeline.
- C. The Scope Change shall be prepared in the form of a Change Order document (“Change Order”) and must be signed by authorized representatives from both parties to authorize implementation. No third-party contractor can sign for ADFA. Until a change is agreed in writing, both parties shall continue to act in accordance with the latest agreed version of the SOW.
- D. To keep within the timeline described in the SOW, Bramasol recommends not implementing Scope Changes unless there is a legal requirement or a business requirement that would result in material changes in revenues or costs. Scope changes should be reviewed in batches so there is a holistic view of multiple scope changes instead of on an individual basis.

E.9 PROJECT MANAGEMENT

1. Describe your organizations approach in managing this project and how it meets or exceeds the requirements set forth in Section 2.14 of the RFP.

5

2.14 – Project Management:

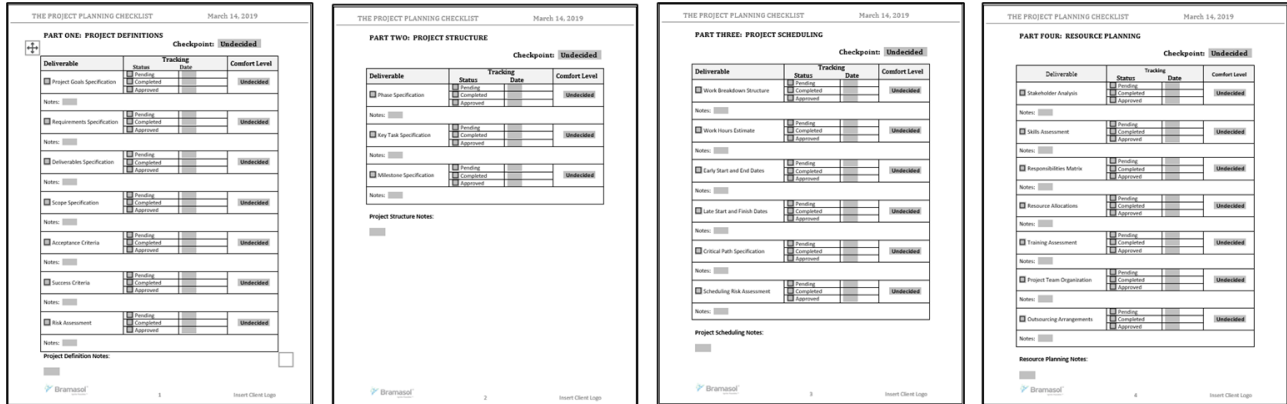
Bramasol will provide a highly experienced and certified project manager who will be accountable for all activities as outlined in Section 2.14. A resume for said PM will be provided as part of our submission. In addition, we have an extensive project management program/process to ensure that the success of the project is based not just on the skill of the PM but on a successful project management methodology and approach that has been successful across numerous CLM Implementations.

Bramasol leverages a highly structured project management process based on a combination of SAP Activate, best practices from the Project Management Institute and learnings from over 100 successful projects. We insist on a certified project manager who is accountable for all aspects of project management including, but not limited to project team management, liaison with client,

tracking of all deliverables (daily, weekly, monthly...), budget and budget utilization, as well as helping manage any ongoing issues.

Bramasol uses several tools to support the project manager including, but not limited to:

1. Project Check lists to ensure repeatable and predictable results:



2. Extensive use of Quality Gates for entry and exit of all Key Project Phases:

Quality Gates ensure that the activities and deliverables agreed to upon entering a phase were completed to the satisfaction of the client and are signed off by the client. We also evaluate readiness to enter the next phase of the program covering areas such as people, processes and systems to account for activities such as month end close, holidays, system upgrades and migrations and other occurrences that can impact a successful program. Only when both are complete do we move forward.

Client / Project Name:		Current Quality Gate Indicators					
Project Description:		Project Health		Phase:	Phase Quality Gate Indicators	Phase:	Phase Quality Gate Indicators
Project Manager:		Budget		Project Health	Project Health	Project Health	Project Health
Project Sponsor:		Schedule		Budget	Budget	Budget	Budget
Status as of:		Scope		Schedule	Schedule	Schedule	Schedule
Phase in Quality Review:				Scope	Scope	Scope	Scope
Target End Date:		Phase Quality Gate Indicators		PMO Assessment	PMO Assessment	PMO Assessment	PMO Assessment
Key Accomplishments:		Project Health		Project Health	Project Health	Project Health	Project Health
Number of Unresolved RAID:		Budget		Budget	Budget	Budget	Budget
Client Acceptance (Yes / No):		Schedule		Schedule	Schedule	Schedule	Schedule
Client Exceptions (Yes / No):		Scope		Scope	Scope	Scope	Scope
Client Participation (Yes / No):							
<p>Legend: Green: All indicators met. Yellow: One or more indicators not met. Red: One or more critical path activities are delayed. Schedule to be impacted unless there is a change in scope. Orange: Client participation is required. Grey: Not applicable.</p>							
<p>1) Client Acceptance indicates outcome of QG will be delivered to client at their request 2) Client Participation indicates client has participated in the development / review of QG and agrees with assessment.</p>							

3. Tools and Risk Mitigation

Bramasol uses many tools such as RAID and RACI to mitigate risks and ensure that all stakeholders, owners, and interested parties are aware of their responsibilities, roles and actions to ensure an on-time and on budget Go Live.

E.10 PROJECT STATUS REPORT

1. Provide examples of Project Status Reports. The examples should communicate current activities, issues, risks, resolutions and overall timeline of the project at a minimum. The examples should demonstrate the Prospective Contractor has a thorough understanding of all activities required to manage the project. Reports **must** address and meet or exceed all requirements set forth in Section 2.15 of the RFP.

2.15 – Project Status Report

Bramasol will provide a weekly project status report that will include: (Sample provided below)

- Key tasks assigned for the period
- Key tasks completed and those still open
- Risks and Issues
- Status on Phases
- Budget Status
- Other activities or information as agreed or required between AFDA and Bramasol.

Project Name -
PM:

WEEK ENDING:



Key achievements in the past (add time period)	Project Metrics		Status		Overall Status		
			Previous Week	Current Week	Previous Week	Current Week	
Must align with previous periods Upcoming Actions!	Budget		●		●	●	
Secondary: Unplanned Actions Achieved	Schedule		●				
	Risk Management		●				
	Stakeholder Management		●				
Upcoming Key Actions (add time period)	Project Milestones *	Start Date	Due Date	Current Status	% Complete	Overall Status	
Add upcoming Deliverables, Milestones or key activities to this section with dates.	Discover			Not Started	50%	●	
	Review			Not Started		●	
	Realize			Not Started		●	
	Deploy			Not Started		●	
	Support			Not Started		●	
Key Discussion Areas	Budget Evaluation			Week Ending	Hours Planned	Hours Burned	Delta Hours
If project in Amber or Red, this section to be used for what corrective actions are being taken.	Week ending only			mm/dd			
Use page two for details if required.	Project to Date			mm/yy			
	As of current week ending						

E.11 CONTRACTOR PROJECT TEAM

1. Provide a proposed Staffing Plan. Include key staff members required by Section 2.18 of the RFP and any additional key staff being proposed by the Contractor. Provide resumes for all key staff members. Proposed plan **must** at minimum meet all requirements set forth in Section 2.18 of the RFP.

5

2.18 Contractor Team

Bramasol's team is a highly experienced team with over a dozen years of experience in SAP Leasing projects leveraging SAP CLM. Each member has at least a dozen or more projects on which they have completed successful roles as both implementors and leaders. They are familiar with and have worked on Government project and are well versed in GASB 87 requirements. All staff is U.S. based. Resumes for key leaders are provided for reference.

Below is a staffing and resource plan, in addition to key roles and activities each will perform.

				3/1	3/8	3/15	3/22	3/29	4/5	4/12	4/19	4/26	5/3	5/10	5/17	5/24	5/31	6/7	6/14	6/21	6/28	7/5	7/12	7/19	
State of Arkansas		Phase	Discover and Review	Realize																		Deploy	Run		
Project Role	Resource level	Total hrs	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	W14	W15	W16	W17	W18	W19	W20	W21		
Project Manager	Center of Expertise	436	40	40	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	68	68
CLM Solution Architect	Managing Consultant	520	40	40	40	40	40	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	8	8
CLM Functional Consultant (w/Data Migration)	Senior Consultant	840	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
ABAP Consultant	Lead developer	80						16	16	16	16	16													
Accounting subject matter expert	Subject Matter Expert	40	8	8				8		8					4						4				
SAP Technical set-up-install base	Technical CLM architect	32	8	8	8	8																			
	Total	1948																							

Lead Project Team Roles and Activities

In support of Section 2.18 below are descriptions of the key activities for key roles on this project.

Project Manager

- Develop Project Plan
- Conduct Project and Blueprint kick-off meeting
- Oversee the blueprint Workshops
- Establish project governance & communication
- Finalize deliverables and acceptance criteria
- Identify and document risks and issues and devise mitigation strategies
- Participate in resolving project issues and escalations
- Conduct weekly team meetings and provide weekly status report
- Participate in steering committee meetings
- Collaborate with Customer to develop and manage deployment strategy and deployment plan
- Collaborate with Customer to establish Hypercare support model and criteria for project closure

Solution Architect

- Conduct requirement gathering workshops
 - Lease administration current and future process
 - Technical accounting and postings from lease accounting view
 - Business and data requirements
 - CLM and ECC reports and dashboards review
 - Infrastructure and application landscape relevant to CLM lease administration solution
 - Security review
 - Lease data elements and lease data elements
 - Fit-gap analysis
- Develop blueprint document
- Develop test plan for unit and integration testing
- Configure CLM
- Update cutover approach documentation with migration consultant
- Support data migration team in resolving issues during mock data conversions

Lead Functional Consultant

- Support Solution Architect in Blueprint workshops
- Conduct lease data migration workshop

- understand various sources of data
- determine need for data consolidation, data conversion, data mapping.
- review data migration template for transactional and master data
- identify migration team
- determine timing of migration
- Develop migration test plan
- Perform mock data load for x number of cycles
- Migration design documentation
- Update load files for new leases and changes to existing leases
- Plan cutover strategy for data migration
- Work with data migration team to load transactional and master data into production system and support cutover

E.12 PAYMENT MILESTONES

1. The State described the preferred payment milestone schedule in Section 2.21 of the RFP. Please describe your organization’s suggested milestone schedule and why you feel it is a better approach.

5

Note: Section 2.21 states that the State **shall not** pay more than 50% prior to Go-Live.

Bramasol will follow the preferred payment milestone schedule in Section 2.21.

EXCEPTIONS FORM

Prospective Contractor **shall** document all exceptions related to requirements in the RFP Solicitation and terms in the “Standard Services Contract” and “Solicitation Terms and Conditions” located on the OSP website. See Section 1.8 and 1.9 of the RFP Solicitation.

ITEM #	REFERENCE (SECTION, PAGE, PARAGRAPH)	DESCRIPTION	PROPOSED LANGUAGE
1.		None	
2.			

ITEM #	REFERENCE (SECTION, PAGE, PARAGRAPH)	DESCRIPTION	PROPOSED LANGUAGE
3.			

APPENDIX 1
SAMPLE DESIGN DOCUMENT

Date Here

Client Project Name
Business Process Design
V0.1

Name
Customer Project Manager

Date (YYYY-MM-DD)

Name
SAP Project Manager

Date (YYYY-MM-DD)

Name
Key Stakeholder

Date (YYYY-MM-DD)

Name
Key Stakeholder

Date (YYYY-MM-DD)

PROJECT IDENTIFICATION

Delete section if not in use.

Project Name		CPI Project Number
<Project Name>		
Customer Name		Customer Number
<Customer Name>		
SAP Project Manager	Customer Project Manager	
<SAP Project Manager>	<Customer Project Manager>	

DOCUMENT IDENTIFICATION

Delete section if not in use.

Author		Document Location (repository/path/name)
<Author>		<Document location>
Version	Status	Date (YYYY-MM-DD)
0.1	Final	<Date>

REVISION HISTORY

Do not delete revision history.

Version	Date	Description
0.1		<Text here>

Content

1	Purpose	2
1.1	General requirements	2
1.2	General demarcations	2
1.3	Project Scope	2
1.4	Project Organisation	2
1.5	Role & Responsibilities	2
1.6	Relevant company codes	3
1.7	Relevant business processes	3
2	Preparation	3
2.1	Prerequisites	3
2.2	Customer specific settings	3
3	Settings	4
3.1	Condition Types	4
3.2	Condition Groups	4
3.3	Contract Number	4
3.4	Contract Types	5
3.5	Contract objects and contract type	5
3.6	Accounting	5
3.6.1	Define Tax Types	5
3.6.2	Create Tax Groups	5
3.6.3	Default Value for Tax Rate per Contract Type	5
3.6.4	Assign Tax Codes	5
3.6.5	Assign Tax Code (for FI Document)	7
3.6.6	Assign Tax Transaction Key	7
3.6.7	Account Symbols	7
3.6.8	Account Determination Value	8
3.6.9	Define Document Type Determination	9
3.7	Basic Settings in Company Code	9
3.8	Balance-Sheet Valuation of Contracts	9
3.8.1	Control Settings for Each Contract Type in Company Code	10
3.8.2	Valuation Relevance	10
3.9	Valuation Object-Dependent Control Parameters	11
3.9.1	Condition Valuation Groups	11
3.9.2	Define Valuation Rule	11
3.9.3	Assign Asset Transaction Types	11

2 PURPOSE

Describe the overall purpose of the document. Provide simple definitions and terms.

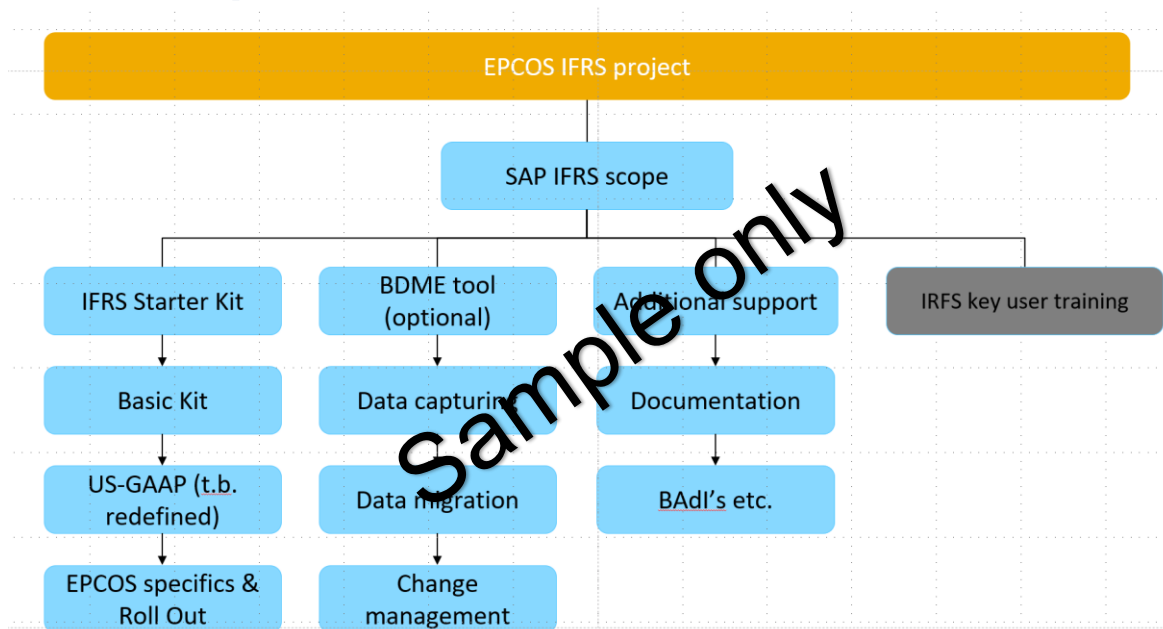
2.1 General requirements

Provide the audience with the high-level requirements overall. Reference both the SOW requirements and the findings of the initial discovery.

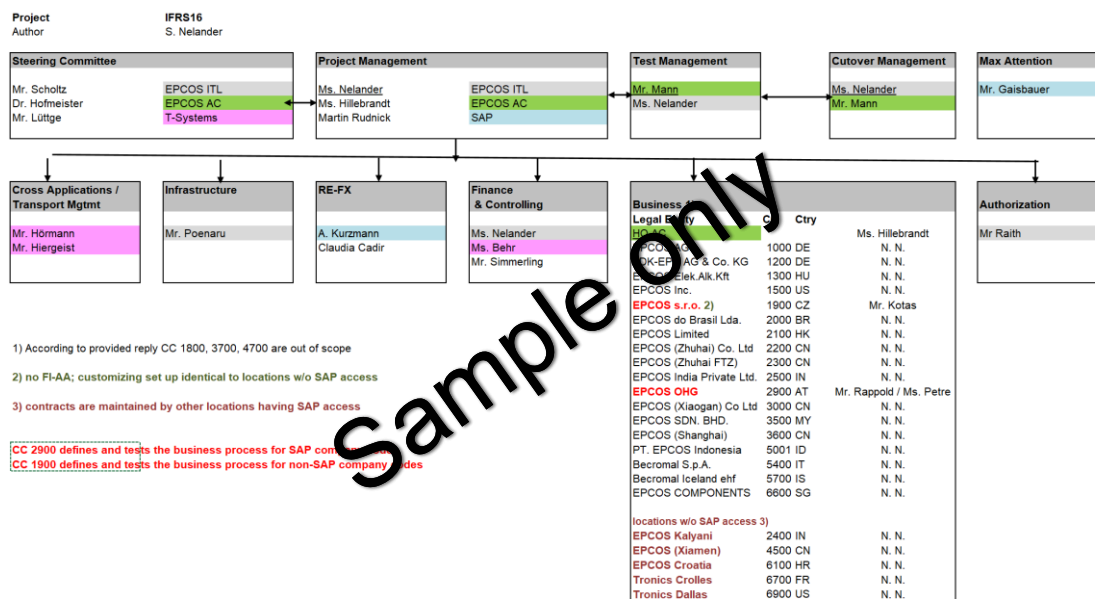
2.2 General demarcations

Where there might be 'gaps' or general wide need for clarifications, provide them here.

2.3 Project Scope



2.4 Project Organization



2.5 Role & Responsibilities

Add SOW RACI to this section or other extended RACI

2.6 Relevant company codes

EPCOS distinguishes between companies with SAP and without SAP access. In cases without SAP access, SAP is set so that an evaluation can be carried out. The settings for the company code and the controlling area must be set with the conditions which relevant for SAP RE-FX.

All relevant countries with its national languages are pronounced in English. German company codes in English and German.

Follow legal entities and SAP Company codes are relevant:

Legal Entity	CC	Ctry	Responsibility	Language

2.7 Relevant business processes

In line with this document follow processes are relevant:

1. Evaluation GASB 87
2. Evaluation Simulation US-GAAP
3. Reporting local GAAP
4. Maintain lease contracts
5. Renewal lease contracts
6. Closing lease contracts
7. Financial monthly, quarterly and annual closing
8. Depreciation
9. Subsequent evaluations
10. Liabilities classification
11. Deactivation of leasing equipment

Sample only

Detailed information to above business processes are not yet described

3 PREPARATION

3.1 Prerequisites

Describe any requirements, whether system, landscape or other necessary for the organization to proceed. This may include decisions required of leadership.

3.2 Customer specific settings

This document uses placeholders in brackets for customer specific information like Company Code, Asset Classes. The following customer information needs to be collected in the Validation Checklist Excel in order to successfully complete the implementation of the Starter Kit Service.

Placeholder	Parameter

Placeholder	Parameter

4 SETTINGS

4.1 Condition Types

Specify condition types for lease contracts.

Condition	Description
Z101	Actual Rent
Z102	Service Charge
Z103	Special Payment (+)
Z113	Special Payment (-)
Z104	Asset Retirement Obligation
Z105	Retrospective Index Adjustment (+)
Z115	Retrospective Index Adjustment (-)
Z106	Sublease
Z107	Sublease to TDK
Z201	Actual Rent
Z202	Service Charge
Z203	Special Payment (+)
Z213	Special Payment (-)
Z204	Residual Value Guarantee
Z301	Actual Rent
Z302	Service Charge
Z303	Special Payment (+)
Z313	Special Payment (-)
Z401	Actual Rent
Z402	Service Charge
Z403	Special Payment (+)
Z413	Special Payment (-)

4.2 Condition Groups

Define condition groups and assign condition types to them

group	Condition	Description
Z100		Real Estate
Z200		Machinery and technical equipment
Z300		Vehicles and other equipment

4.3 Contract Number

Specify how number assignment is handled for contracts. The specification applies to the company code entered.

No.	From Number	To Number	Current Number	Ext
Z100	100000	199999		Deselected
Z200	200000	299999		Deselected
Z300	300000	399999		Deselected

4.4 Contract Types

Specify contract types. The contract type defines for what purpose the contract is used.

Contract type	Description (german)	Description (english)
Z100	Immobilien	Building
Z200	betriebstechnische Ausrüstung	Machinery and technical equipment
Z300	Kfz und Büro- und Geschäftsausstattung	Vehicles and Other equipment

4.5 Contract objects and contract type

Specify for each contract type (differentiation criterion) which objects can be assigned to contracts of this type.

Object type	Contract type	Description Object type
Z100	Z100	Building
Z200	Z200	Machinery and technical equipment
Z300	Z300	Vehicles and Other equipment

Note: Create as many sections as required to complete this section following the same rule and pattern.

4.6 Accounting

4.6.3 Define Tax Types

Define the necessary tax types.

4.6.4 Create Tax Groups

Enter the necessary tax groups.

Tax Group	Tax Group	Tax Exempt
FULL	Full Tax Rate	
HALF	Half Tax Rate	
NONE	Tax Exempt	

4.6.5 Default Value for Tax Rate per Contract Type

Specify here which tax group and which tax type is proposed by the system when a contract is created.

Ctyp	Contr. Type	Tax Exempt	Ttype	Tax Type	Default Tax Group	Tax Group
			MVST	Input Tax	FULL	Full Tax Rate
			MVST	Input Tax	FULL	Full Tax Rate
			MWST	Output Tax	FULL	Full Tax Rate

4.6.6 Assign Tax Codes

Assign a tax codes in your accounting system to the tax types and tax groups that you defined in Flexible Real Estate Management.

Country Key	Tax Type	Tax Group	Valid From	Valid To	Tax code	Inactive
	MVST	FULL	01.01.1900			
	MVST	HALF	01.01.1900			
	MVST	NONE	01.01.1900			
	MWST	FULL	01.01.1900			
	MWST	HALF	01.01.1900			
	MWST	NONE	01.01.1900			

4.6.7 Assign Tax Code (for FI Document)

Assign a tax codes in your accounting system to the tax types and tax groups that you defined in Flexible Real Estate Management.

Country Key	Tax code	Valid From	Valid To	Tax Type	Tax Group	Inactive
		01.01.1900		MWST	FULL	
		01.01.1900		MWST	HALF	
		01.01.1900		MWST	NONE	
		01.01.1900		MVST	FULL	
		01.01.1900		MVST	HALF	
		01.01.1900		MVST	NONE	

4.6.8 Assign Tax Transaction Key

Assign a tax type to the tax transaction key

Country Key	Tax Type	Valid From	Valid To	Activity
	MVST	01.01.1990		
	MWST	01.01.1990		

4.6.9 Account Symbols

Account symbols that are then replaced in your accounting system by accounts, depending on the chart of accounts.

Account Symbol	Account Symbol Name	Accounts
100	Debit-Side Rent Revenue	
A	Assets Reconciliation Account	
ACC_DEF	Accrual/Deferral	
ASSET_CLEARING	Clearing Account: Assets	
CLEARING	Leasing Clearing Account	
CLEARING_LO	Lease-Out Clearing Account	
CLEARING_PAYED	Offsetting Costs Already Paid	
D*	Customer Reconciliation Acct	
DEPRECIATION	Depreciation RoU Assets	
EQUITY	Change in Equity	
EVALDIFF	Exp./Rev. from Valuation Diff.	
INTERESTEXPENSE	Interest expense	
INTERESTREVENUE	Interest Received	
K*	Credit-Side Reconcil. Account	
LEASRECVBL	Leasing Receivable	
LEASEXPENSE	Leasing Expenses	
LEASLIAB_P	Leasing Liability Property	
LEASLIAB_P_O	Leasing Liab. Property (OL)	
LEASLIAB_NP	Leasing Liability Non-Property	
LEASLIAB_NP_O	Leasing Liab. Non-Property (OL)	
LEASREVENUE	Lease-Out Revenue	
PROVISION	Provision	
REVENUE_SUBLET	Revenue from Subletting	
ROUASSET_P	RoU Property	
ROUASSET_P_O	RoU Property (OL)	

Account Symbol	Account Symbol Name	Accounts
ROUASSET_NP	RoU Non-Property	
ROUASSET_NP_O	RoU Non-Property (OL)	
SERVICEEXPENSE	Service Expense	
TCST	Credit Contract Costs Transfer	
TREV	Credit Contract Revenue Transf	
V100	Credit-Side Lease-In Costs	
V110	Credit-Side Other Costs	

Samples Only

4.6.10 Account Determination Value

Define account determination values.

Val.	Acct.Determ.Val.Name
PROPERTY	Property Leasing
NONPROPERTY	Non-Property Leasing

4.6.11 Define Document Type Determination

EPCOS create follow document types:

Proc (Process)	Proc (Procedure)	Flow Type	Type (Document type)
REEP (Valuation Contract)	REAA (Asset Posting)		
REEP (Valuation Contract)	REGP (G/L Account Posting with Tax)		
REEP (Valuation Contract)	RELI (Interest Posting)		
REEP (Valuation Contract)	RETP (Transfer)		
REEP (Valuation Contract)	RECP (Credit Posting)		

4.7 Basic Settings in Company Code

Assign the company code in which you want to manage real estate objects.

Legal Entity	CC	Ctry
EPCOS AG	1000	DE
TDK-EPC AG & Co. KG	1200	DE
EPCOS Elek.Alk.Kft	1300	HU
EPCOS Inc.	1500	US
EPCOS s.r.o. 2)	1700	CZ
EPCOS do Brasil Lda.	2000	BR
EPCOS Limited	2100	HK
EPCOS (Zhuhai) Co. Ltd	2200	CN
EPCOS (Zhuhai FTZ)	2300	CN
EPCOS India Private Ltd.	2500	IN
EPCOS OHG	2900	AT
EPCOS (Xiaogan) Co Ltd	3000	CN
EPCOS SDN. BHD.	3500	MY
EPCOS (Shanghai)	3600	CN
PT. EPCOS Indonesia	5001	ID
Becromal S.p.A.	5400	IT
Becromal Iceland ehf	5700	IS
EPCOS COMPONENTS	6600	SG
Locations w/o SAP access		
EPCOS Kalyani	2400	IN
EPCOS (Xiamen)	4500	CN
EPCOS Croatia	6100	HR
Tronics Crolles	6700	FR

Samples only

4.8 Balance-Sheet Valuation of Contracts

The balance sheet valuation of real estate contracts and leases allows parallel valuations and postings for different accounting principles.

While the periodic posting RERAPP always posts to all ledgers, the *valuation posting RECEEP* can post on an accounting-specific basis. You control at valuation rule level which accounting principle is used.

EPCOS use the **account solution in old general ledger**, you need to control account determination for the individual valuation rules in such a way that the posting is made to the correct accounts assigned to the respective balance sheet variant. In the valuation rule, you need to assign the relevant depreciation area to asset accounting on a company-code-specific basis in this case.

This Config Guide is based on a Ledger solution scenario.

4.8.12 Control Settings for Each Contract Type in Company Code

Specify settings for the balance sheet valuation for each contract type.

4.8.13 Valuation Relevance

Enter the reasons here why balance sheet valuation is carried out for a contract or the contract is not valuation relevant.

Rel.to Valuatn	Not relevant	Obsolete	Valuation Relevance
LV	Selected	deselected	Low Value Lease
ON	deselected	selected	Leasing Valuation
ST	Selected	deselected	Short Term Lease
NV	selected	deselected	No Leasing Valuation

Samples only

4.9 Valuation Object-Dependent Control Parameters

In this activity you define controls which differ with respect to the valuation object.

4.9.14 Condition Valuation Groups

Contract conditions are included in the valuation in different ways. To control this, in this step, you create condition valuation groups and assign condition types to them. Using the assignment to the valuation rules, you define how the conditions are used in the calculations for the respective valuation.

Following conditioned valuation groups are relevant:

4.9.15 Define Valuation Rule

Rental and lease contracts can be valued according to different accounting principles. In this step, you define different valuation rules regarding the way contracts are represented in accounting, and how the various contract conditions (periodic payments, one-time payments, service costs) are included in the valuation.

As the scope of this document is one example company code the following valuation rules are considered:

- Local GAAP (example: HGB for Germany)
- IFRS as International Lease Accounting Standard.
- US-GAAP for USA

Further evaluations rules are also relevant:

-

4.9.16 Assign Asset Transaction Types

For the Assigning the corresponding Asset Transaction Types that you want to use for posting to the RoU assets. it will be necessary to define asset transaction types:

Following asset transaction types are relevant: