



# CNB FINANCE TRANSFORMATION REQUEST FOR PROPOSAL

PeopleSoft to Oracle Cloud Digital Transformation

## [Abstract](#)

Cherokee Nation Businesses is standardizing and simplifying its financial processes as it transforms from an on-premise PeopleSoft platform to the Oracle Fusion Financial Cloud.

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# 1 CNB Finance Transformation Purpose and Summary

## 1.1 Introduction

Cherokee Nation Businesses (CNB) is undertaking a strategic finance transformation to modernize, standardize, and strengthen its financial operations across a diverse portfolio of subsidiaries operating in multiple industries, and regulatory environments. CNB currently operates Oracle PeopleSoft Financials 9.2 and intends to migrate two business units (CNB/CED), which consists of 8 legal employers, to Oracle Fusion Cloud Financials as its enterprise financial platform.

CNB seeks a qualified systems integrator with deep expertise in PeopleSoft-to-Fusion migrations, Oracle Cloud Financials, tribal enterprise accounting considerations, complex multi-entity environments and Oracle Cloud-based Time and Labor, Absence Management and Workforce Scheduling. It is not required that the same integrator be awarded both Fusion Financial, and Time and Labor, Absence Management and Workforce Scheduling projects. However, it would be preferred. Click [here](#) to reference the Time and Labor, Absence Management and Workforce Scheduling projects. The selected vendor will partner with CNB and Oracle to deliver a secure, scalable, compliant, and future-ready finance platform.

The intent of this RFP is to award the full scope of work to a single vendor. However, the initial contract award may be limited to **Phase 1: Discovery, Requirements Gathering, and Design** only ([refer to section 1.2.2](#)).

Vendors must submit responses and pricing for the **entire implementation**, with costs clearly broken out by **Phase 1** and **Phase 2**, etc. (**Implementation, Deployment, and Rollout**).

Upon completion of Phase 1, CNB will reevaluate and determine whether to proceed with awarding Phase 2 to the selected vendor based on performance, deliverables, and project alignment. However, CNB reserves the right to award contracts as a whole, by item, part, or portion of an item, or by groups of items. CNB also reserves the right to reject any and/or all proposals in whole or in part if it serves the best interests of the organization. The selected vendor may propose revised pricing for all phases following Phase 1, based on the outcomes of the Discovery, Requirements, and Design phase and subject to CNB review and approval.

All respondents to this RFP, and the resources that they will bring, will be referred to as “vendor” or “vendors.”

This document contains links to additional material for vendors to use to assess the scale of work effort. Access to the additional material will be granted when a vendor indicates in writing that they intend to respond to this RFP.

## 1.2 Transformation Overview

CNB has created a set of assumptions that address the requirements of CNB during the CNB Finance Transformation. They are as follows:

### 1.2.1 Overall Transformation Assumptions

The overall transformation assumptions for the vendor are

- Implement Oracle Cloud in the United States, ~100 system users, 5+ integrations, 6+ PaaS extensions, 100+ reports, and 10+ Train-the-Trainer (TTT) sessions.
- Design, configure, test, and deploy security for Oracle Cloud SaaS and PaaS modules.
- Design, configure, test (including two vendor test cycles and one Customer user acceptance test cycle at minimum), deploy to production, and post go-live support.
- Perform three cycles of data conversion and reconciliation prior to rollout.
- Lead the transformation effort from Design through rollout.
- No offshore resources should be utilized on the CNB Finance Transformation project.

Note: CNB will provide the necessary resources, including a dedicated core team with Oracle Cloud skills, to support this transformation.

### 1.2.2 Discovery, Requirements, and Design Assumptions (**Phase 1**)

The Design assumptions for the vendor are:

- Perform Discovery of current state.
- Work with the business to gather requirements.
- Perform current state and future state design and process analysis.
- Lead the effort to define CNB's new Enterprise Structure, Chart of Accounts, and Enterprise Reporting strategy to address local requirements.
- Design and develop a Change Management strategy, including communications, stakeholder impact assessment, engagement, sponsorship, readiness assessment, and planning.
- Build a detailed project plan to complete implementation and rollout.
- Evangelize the adoption of standard financial business processes.
- Provide in-person attendance in Design workshops at 80% in-person and 20% virtual.

**Note:** At the end of the Design phase, CNB and the vendor will reassess the scope of work and transformation costs.

### 1.2.3 Change Management Assumptions

Change Management assumptions for the vendor are

- Lead change and communications strategy and implementation in partnership with CNB.
- Lead stakeholder engagement and user adoption.
- Provide Train-the-Trainer (CNB will deliver end-user training).

- Lead the Change Management efforts.
- 1.2.4 Technical Architecture and Data Assumptions**
- Oracle Integration Cloud will be used for all inbound and outbound integrations for PaaS applications developed as part of this transformation.
  - CNB will lead development for impacted legacy integrations to the current ERP and non-Oracle applications.
  - Convert the prior two-year balances and current year transactions for data conversion and reconciliation.
  - Data extract cleansing will be completed by CNB, including all required data transformations.

## **2 Proposal Response Instructions**

### **2.1 Vendor Eligibility Requirements**

The reach and scope of this financial transformation is large and complex. Therefore, vendor responses must thoroughly address the business, technical, system, and project requirements listed in this RFP.

- Incomplete proposals may be declared non-responsive.
- Positive track record transforming at least 3 organizations from Peoplesoft to Oracle Fusion Financial.
- If either CNB or the vendor determines that there is a real or potential conflict of interest between CNB and the vendor, the determining party will send a written notification of the conflict and proposed workaround. CNB will review the workaround and inform the vendor if they are ineligible to participate.
- Vendors must have the experience and resources to design, manage, develop, and implement a complex financial transformation on a scale.

### **2.2 Contact Information for RFP Coordinator**

Any questions and responses related to this proposal should be directed at Stephanie Shults, via clicking [here](#).

#### **2.2.1 Prior to Intent to Respond**

Any questions the vendor has regarding this proposal prior to submitting an intent to respond should be submitted via email to the RFP Coordinator referenced in the section 2.2.

#### **2.2.2 Post Notification of Intent to Respond (Clarification Questions)**

Vendors will submit a CNB Microsoft Form that will inform the RFP Coordinator to post questions regarding RFP scope, technical and performance outcomes, business outcomes, deliverables, or any apparent ambiguities via clicking [here](#).

- All questions will be reviewed, and if the information is not clearly provided, CNB will issue an addendum to the RFP to all vendors.
- The deadlines for submitting questions and the response time for the answers are detailed in section 2.8.

## 2.3 Changes to the Request for Proposal

- Addenda are the only means of verifying, clarifying, or changing any of the information contained in this request for proposal.
- No employee or agent of CNB other than the RFP Coordinator identified in section 2.2 is authorized to change the content of this proposal.
- Any oral communication will be considered unofficial and non-binding.
- Vendors should rely only on written statements issued by the RFP Coordinator.

## 2.4 Acknowledgement and Intent to Submit

CNB requests that all prospective vendors formally submit a notice of intent to respond to this RFP. Please click [here](#) to submit your Intent to Submit.

Notifications must be submitted to the RFP Coordinator by Thursday, February 18<sup>th</sup>, 2026. Only vendors that submit a response by this date will be eligible for final selection.

## 2.5 Submitting Proposal for Oracle Cloud Financial

To be considered, vendors must submit their completed RFP proposals via the designated submission link. Submissions sent through other methods will not be accepted. Click [here](#) to submit your proposal. Be sure to include the Bid Workbook with your proposal.

## 2.6 RFP Evaluation and Due Diligence Process

Upon receipt of the vendor responses, the CNB Finance Transformation team will evaluate the submitted proposals. The evaluation will include contacting the references provided by the vendor. Because the initial evaluation will be based on the written responses, please ensure responses are clear, concise, and complete. **Do not include unnecessary sales verbiage.**

All vendors who submit a proposal will be asked to do a presentation of their response to help further our decision-making abilities. Vendors will have the option to present onsite or online per their preference.

In reviewing and evaluating the cost estimates, CNB reserves the right to utilize external counsel at all points throughout the selection process. CNB will select the vendor that offers the greatest value at CNB's sole discretion. The selected vendor(s) may or may not be the vendor(s) that offers the lowest price.

The evaluation team expects to present its findings and recommendations to senior executive councils between March 16<sup>th</sup>, 2026, and March 20<sup>th</sup>, 2026. CNB will notify all vendors when the decision is made. Final due diligence will then be undertaken by both parties, prior to awarding or suspending the final contract.

## 2.7 Selection Criteria

Selection Criteria	Details	Scoring Weights
DevOps Capabilities	<ul style="list-style-type: none"><li>• How well does the vendor manage technology, business requirements, and Oracle Cloud to provide demonstrable business outcomes?</li><li>• How well does the vendor manage business and IT resources to ensure that products and services align with business objectives?</li><li>• What offerings are provided as part of the vendor's advisory, implementation, and post-deployment processes?</li><li>• What are the vendor's capabilities to implement CNB's business requirements effectively and efficiently in Oracle Cloud?</li></ul>	5%

Selection Criteria	Details	Scoring Weights
	<ul style="list-style-type: none"> <li>What level of Oracle certification expertise can the vendor provide in all workstreams?</li> <li>What is the vendor's relationship with Oracle to manage CNB's requests and proposals when Oracle Cloud is not performing as required?</li> </ul>	
Industry and Process Expertise	<ul style="list-style-type: none"> <li>What is the vendor's level of expertise in finance, accounting, and regulatory reporting processes?</li> <li>What is the vendor's experience and approach to redesigning financial processes for an Oracle Cloud implementation?</li> <li>What are the vendor's industry and process assets for the industries CNB operates in?</li> <li>How does the vendor capture, maintain, and reference material and knowledge to deliver value within an Oracle Cloud implementation?</li> <li>What is the vendor's access to industry-specific functional experts (with regional expertise)?</li> </ul>	15%
Operational Excellence	<ul style="list-style-type: none"> <li>What are the vendor's capabilities to design, implement, and manage the necessary people, tools, and methodologies to deliver an Oracle Cloud Finance implementation?</li> <li>What are the vendor's investments in resources (locally, and regionally)?</li> <li>How many technical resources does the vendor have that live and work in the USA?</li> <li>What is the vendor's understanding of, experience with, and capability to deliver against standardized measures?</li> <li>What tools, technology, methodology, and other assets does the vendor have to ensure operational and delivery excellence?</li> <li>What is the vendor's ability to staff and provide resources with Oracle Cloud application experience (including certifications)?</li> <li>What is the vendor's ability to staff and provide resources to support and maintain Oracle Fusion Financial Cloud?</li> <li>Areas of consideration are: project management, scope management, change management, stakeholder alignment, and problem resolution.</li> <li>Does the vendor understand the AI capabilities and functionality that Oracle Fusion Financials have to offer, and are they able to implement these functionalities?</li> </ul>	15%
Organizational Change Management	<ul style="list-style-type: none"> <li>What is the vendor's ability to manage the organizational change in job roles, technology, and processes that this transformation will require?</li> <li>What investments, tools, methodologies, and resources does the vendor have to manage change?</li> <li>What is the vendor's track record for implementing change management on a large scale that provides true value-oriented organizational change (faster adoption, efficiency gains, etc.)?</li> </ul>	5%
Updates Management	<ul style="list-style-type: none"> <li>What tools, methodologies, and resources does the vendor have to manage the monthly and quarterly updates Oracle provides so that they don't conflict with or break the changes CNB will make?</li> <li>How are improvements prioritized?</li> <li>What are the processes, procedures, and service organizations the vendor uses to manage updates?</li> </ul>	5%
Finance Product Expertise	<ul style="list-style-type: none"> <li>What is the vendor's ability to implement CNB's finance, accounting, and reporting business requirements in Oracle Cloud (specifically ERP and EPM)?</li> <li>What knowledge of Oracle ERP and EPM best practices and requirements does the vendor have?</li> <li>What knowledge of possible problems and workarounds to ERP implementations does the vendor have?</li> </ul>	45%



Selection Criteria	Details	Scoring Weights
	<ul style="list-style-type: none"> <li>What tools and methodologies does the vendor have to capture, maintain, and reference lessons learned about implementing Oracle Cloud?</li> <li>What level of experience (examples) does the vendor have in implementing Oracle Cloud in multiple locations and industries?</li> <li>How many certified Oracle Cloud ERP and EPM experts will be part of the transformation effort?</li> </ul>	
Technology Enablement	<ul style="list-style-type: none"> <li>What is the vendor's experience and expertise in implementing Oracle Cloud SaaS and PaaS applications?</li> <li>What are the vendor's investments in technology, tools, reusable assets, research, and development to support enabling Oracle Cloud applications to meet business requirements?</li> <li>What skills, assets, resources, and capabilities does the vendor have to design, develop, test, and implement Oracle Cloud SaaS, PaaS, and third-party system integration solutions?</li> <li>Can the vendor provide examples of solutions delivered across multiple regions and industries?</li> </ul>	10%
<b>Total Score</b>		100%

## 2.8 RFP Timeline

The schedule for this RFP is provided on the following table. CNB reserves the right to adjust this timeline, as necessary.

Milestone	Date
RFP issue date	01/29/2026
Deadline to submit questions in writing	02/11/2026
Deadline for CNB/CED to respond to in writing	02/17/2026
Deadline to provide written intent to respond	02/18/2026
RFP submission due	02/24/2026
Onsite Presentations	03/04/2026 – 03/11/2026

## 2.9 Pricing Model

The pricing model for the CNB Finance Transformation will be outcome-based.

During the design phase work (Phase 1), payment will be made when mutually agreed-upon deliverables are accepted and approved by CNB.

During implementation phase, payment will be made when mutually agreed-upon deliverables and business outcomes are met. Examples of business outcomes may be completion of the SIT round, completion of the UAT round, approval and acceptance of reports, approval and acceptance of integrations, and approval and acceptance of conversions.

The "Bid Sheet" workbook should be submitted with your bid. Please provide both Fixed Price and Time & Material Price which are outlined in the tabs of the workbook.

The deliverables and business outcomes that define the payment structure will be defined during the final due diligence phase before contract signing. Invoices should be in AIA format that is agreed upon at the beginning of the implementation phase.

## 2.10 RFP Response Structure

This section describes the format, structure, and components for vendor responses.

### 2.10.1 Cover Page

A proposal cover page that lists the date and the name of the vendor responding to the request for proposal.

### 2.10.2 Table of Contents

A table of contents shall be provided in the proposal that identifies the sections required in the request for proposal.

### 2.10.3 Executive Summary

A short summary (one to two pages maximum) highlighting the strengths of the vendor's proposal. The summary should include why the vendor can perform the required services. The vendor should also confirm that they are willing to provide those services and enter into a contract with CNB.

### 2.10.4 Proposal Response Summary

The vendor should provide demonstrable qualitative and/or quantitative capabilities for the key categories in the table below. Refer to section 2.7 for example evaluation questions the team is looking to have answered for each of these categories. Provide any additional value add information that may be applicable.

Selection Criteria	Details
DevOps Capabilities	The vendor should demonstrate how they harmonize technology and business, respond to changes in business dynamics, and enable Oracle Cloud to achieve CNB's business outcomes.
Industry and Process Expertise	The vendor should demonstrate how their focus on business process excellence, reengineering, simplification, and standardization enables their clients to quickly adopt Oracle Cloud applications to achieve their process outcomes. The vendor should demonstrate how they collect, store, and refer to intellectual capital to drive regional and country solutions for CNB's various industries.
Operational Excellence	Vendors should demonstrate how they use people, tools, and methodologies to deliver Oracle Cloud solutions that satisfy business requirements. Vendors should demonstrate a track record of effective time management while meeting all deliverables.
Organizational Change Management	Vendors should demonstrate their ability to manage change (organizational and process) for a large organization.
Updates Management	Vendors should demonstrate processes, tools, assets, and best practices for managing Oracle's monthly and quarterly updates so that CNB continuously realizes value, not downtime or extensive technical debt.
Finance Product Expertise	Vendors should demonstrate a deep understanding of the processes, features, and functions of Oracle Cloud, specifically Fusion Financial ERP, Time & Attendance, and EPM.
Technology Enablement	Vendors should demonstrate extensive experience and skills implementing and supporting Oracle Cloud Applications, developing PaaS extensions, and integrations that deliver on business outcomes.

### 2.10.5 Vendor Profile and Experience

Provide the following information in this section in the "Bid Sheet" workbook.

- Vendor name

- Name, title, address, telephone number, and email address of each person authorized by the vendor to contractually obligate the vendor
- Name, address, telephone number, and email address of the contact person for technical and contractual clarifications throughout the RFP evaluation period
- Provide at least three references of customers who are either currently or have completed an Oracle Fusion Financial Cloud transformation (Migrated from PeopleSoft to Fusion Financial, preferred): include company name, contact person, email address, and telephone number, and a summary of work performed.
- Provide an overview of the vendor's cultural and core values
- Provide an overview of the vendor's experience with transforming finance and accounting functions from on-premises to cloud solutions for large enterprise companies
- Provide an overview of the vendor's experience transforming PeopleSoft ERP to Oracle Fusion Financial Cloud (Minimum 3)
- Provide information on vendor strengths, key differentiators, and alignment with Oracle service, support, and development resources
- Provide an overview of the vendor's financial strength (including the most recent financial report)
- Provide the annual turnover rate of team members with aligned skills for an Oracle Cloud implementation
- Provide a list of subcontractors that vendors will potentially use to provide services to deliver the business requirements described in this RFP.
- How many successful implementations?
- What is typical project timeline for successful implementation?
- Describe your escalation procedures
- Describe your service level commitments
- Describe your post go-live support

**Note:** Answers should be entered into the Vendors Questions tab found in the "Bid Sheet" workbook.

#### *2.10.6 Resources, Pricing, and Timeline*

Regardless of the number of proposed phases, information related to the initial design phase work (phase 1) must be distinct and separate from any other development or implementation work.

- Provide the total cost for the entire transformation effort
- Provide the total cost for each proposed phase of the project
  - Make sure that Phase 1 and Phase 2+ are detailed and separated.
- Provide a proposed outcome-based pricing model based on deliverables and/or business outcomes for each phase of the project (refer to section 2.9)

- Include a list of anticipated resources (role-based) that the vendor will provide
  - No Offshore resources will be utilized
- Include a list of anticipated resources (business and IT roles) that CNB will need to provide project team (workstream) roles and responsibility details (indicate vendor versus CNB resources) – include a full responsible, accountable, consulted, informed (RACI) chart with separate definition of all roles
- Provide a CNB and vendor team participation expectation and ratio for each proposed phase of the transformation
  - For each proposed phase of the transformation, provide a ratio graph showing the percentage of vendor resources versus the number of CNB resources
  - Provide a vendor resource split assessment (ratio of vendor resources) for each phase: vendor resources that are US-based, near (within two to three hours of Central time zone).
    - If contractors are used, use the same split assessment for contractor-based resources and indicate that they are contractors
  - Provide an anticipated vendor resource utilization percentage based on the information in the following table for each proposed phase

Level	Utilization Percentage	Role Examples	Years in Role
L5		<ul style="list-style-type: none"> <li>• Partner</li> <li>• Vice President</li> <li>• Project Executive</li> </ul>	Over 15 years
L4		<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• Program Manager</li> <li>• Senior Manager</li> <li>• Enterprise Architect</li> </ul>	10 to 15 years
L3		<ul style="list-style-type: none"> <li>• Senior Consultant</li> <li>• Senior Programmer</li> <li>• System/Application Architect</li> <li>• Test Manager</li> </ul>	5 to 10 years
		<ul style="list-style-type: none"> <li>• Scrum Master</li> <li>• Business Analyst</li> <li>• Project Lead</li> </ul>	
L2		<ul style="list-style-type: none"> <li>• Junior Functional Consultant</li> <li>• Junior Business Analyst</li> <li>• Junior Technical Consultant</li> <li>• Intermediate Programmer</li> <li>• Test Analyst</li> </ul>	2 to 5 years
L1		<ul style="list-style-type: none"> <li>• Trainee</li> <li>• Junior Programmer</li> <li>• Junior Analyst</li> <li>• Tester</li> </ul>	0 to 2 years

Vendors must provide a proposed implementation timeline.

- Duration of each phase
- Description of key outcomes or deliverables for each phase

### 2.11 RFP Completion Notification

CNB may suspend or award without advance notice to participants.

All vendors will be forwarded a formal notification once the CNB Finance Transformation RFP has been awarded or suspended. CNB is not under any obligation to disclose who was awarded. Once awarded, the decision is final.

## 3 The CNB Finance Transformation Journey

### 3.1 CNB Financial Information System Current State

CNB currently runs PeopleSoft (“PS”) 9.2 to support its finance and accounting business processes and reporting.

The supply chain operations of CNB are managed in PS.

Oracle HCM (MyInfo) is integrated with PS. It connects PS Expenses, PS General Ledger, and 6 different PS Foundation Tables.

Planning and budgeting processes are managed within Planful. CNB has a current active project to replace Planful with Oracle EPM. Replacing this system is not in the scope of work (SOW) for this transformation project. However, it is in the SOW to integrate Oracle EPM with Oracle Fusion Financial Cloud.

There are ~100 unique CNB/CED user IDs for PS users and ~500 Oracle HCM users. In addition to the core modules and functionality of PeopleSoft (refer to the table below), CNB used PeopleTools to build custom applications (bolt-ons). These applications were built to support diverse lines of operation, complex business processes, and address inefficiencies in the way CNB has implemented PS.

### 3.2 Current PeopleSoft 9.2 Licensed Modules

Financial Management	Supply Chain	Asset Lifecycle Management	Enterprise Services Automation
Billing	Purchasing	Asset Management	Project Costing
Cash Management	eProcurement		Contracts
Financials Portal Pack	Inventory		
General Ledger	Supply Chain Portal Pack		
Payables			
Receivables			
Expenses			

The current installation of PS will continue to be used by the Cherokee Nation Entertainment (CNE) business unit. It will be critical that this transformation project does not have impact on the daily operations of CNE.

## Reference Documentation

### 3.2.1 [Current State Documentation](#)

### 3.3 Standard Financial Processes

CNB does not currently have a financial process framework. This transformation will focus on simplifying, standardizing, and implementing a governance framework for six financial processes. Three other support processes will provide input and direction for implementing and supporting the financial processes.

Financial Processes	Supporting Processes
Record to Report	Risk Management
Source to Procure	Change Management
Invoice to Pay	Data & Tech Management
Invoice to Cash	
Acquire to Retire	
Plan to Budget	

CNB will assign a Process Owner (“GPO”) to each of these processes. Each GPO will have end-to-end accountability for standardization, measurement, training, deployment, operations, and reports. They will be supported by vendor and Customer resources. The vendor will assign an experienced, Oracle Certified, financial transformation leader to partner with each GPO in a finance process role.

The vendor will need to identify and provide the structured processes, tools, and resources needed to lead CNB personnel through job role transition, system and process training, communication efforts, and training for CNB’s Change Management GPO.

### 3.4 Governance and Project Team Structure

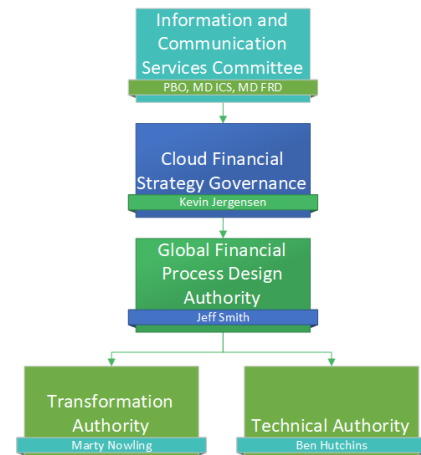
CNB has established a governance structure for this transformation.

- The vendor will assign a senior executive sponsor for the initiative, and they will be part of the Cloud Financial Strategy Governance Committee.
- A vendor partner or managing director will be assigned to work with the Financial Process Design Authority.
- A vendor senior-level project manager with demonstrable experience leading complex Oracle Cloud financial transformations will be assigned to the Transformation Authority.
  - The vendor, and specifically the vendor project manager, is accountable and responsible for the delivery of all business outcomes and deliverables defined herein.
  - The vendor project manager will direct the work of all workstream personnel as governed and overseen by the Transformation and Technical authorities.

#### 3.4.1 *Information and Communication Services Committee*

The Information and Communication Services Committee (ICSC) is responsible for the following functions:

- Authorizes the CNB Finance Transformation effort
- Authorizes the governance structure (governance, design, project, and technical)
- Authorizes the Cloud Financial Strategy Governance membership
- Approves the investment plan
- Approves the recommended systems integrator and cloud vendor



#### 3.4.2 *Cloud Financial Strategy Governance*

The Cloud Financial Strategy Governance manages the following functions:

- Defines the goals, benefits, and objectives of a cloud-based financial system
- Provides strategic direction, priorities, and policies that govern and authorize other teams to plan, develop, and implement a cloud-based financial system
- Monitors performance and compliance to strategic direction and objectives
- Provides decisions on requests to modify policy
- Approves the recommended cloud vendor

#### 3.4.3 *Financial Process Design Authority*

The Financial Process Design Authority coordinates the following functions:

- Enforces the roadmap
- Governs all in-scope cloud financial projects and change management activities
- Provides principles for standard process design
- Defines, maintains, and manages financial system-related enterprise business processes and solution requirements
- Manages and approves requests for changes to the processes (within policy)

#### 3.4.4 *Transformation Authority*

The Transformation Authority completes the following functions:

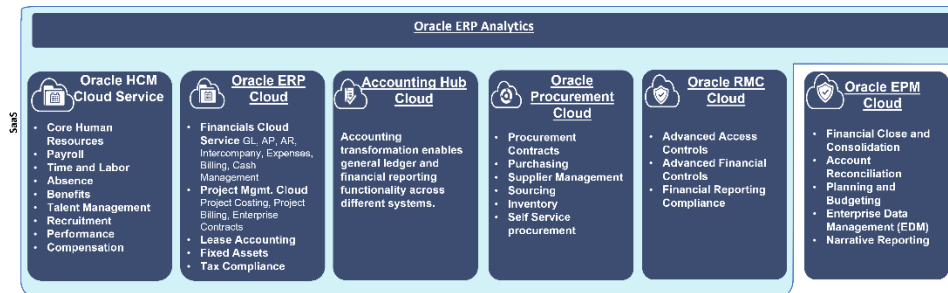
- Develops and ensures adherence to project delivery standards
- Provides governance over execution and delivery projects
- Addresses the needs, concerns, and expectations of stakeholders
- Plans and executes the project (including all change management activities)
- Sets up and maintains a collaborative communication system

#### 3.4.5 *Technical Authority*

The Technical Authority completes the following functions:

- Oversees the design, continuity of platforms, and maintenance of ERP application and technical architecture
- Responsible for ERP integration and technical support
- Maintains alignment of solution components across platforms

- Approves and oversees new or changes to architecture standards
- Ensures information and user security is addressed
- Promotes the lowest cost of ownership
- Information security
- Enterprise architecture
- Vendor management Office



### 3.5 Transformation Implementation Requirements

CNB expects the selected vendor to lead and execute a comprehensive **Discovery, Requirements Gathering, and Solution Design** phase as Phase 1 of this transformation. This phase must align with Oracle Fusion Cloud Financials best practices and establish a scalable, standardized foundation for the overall implementation.

Vendors are required to explicitly identify and incorporate **native Oracle Fusion Cloud Financials AI and machine learning capabilities** wherever applicable, including but not limited to:

- **Intelligent Account Combinations (GL)** to reduce manual entry and improve coding accuracy
- **Intelligent Document Recognition (IDR)** for automated invoice capture and processing in Accounts Payable
- **Supplier Recommendation and Matching** to improve supplier accuracy and reduce duplicates
- **Smart Cash Application** to automate cash application and reduce unapplied cash
- **Predictive and Anomaly Detection Insights** for transactions, balances, and close activities
- **Automated Expense Auditing** using AI-driven policy enforcement
- **Embedded Analytics and AI-driven Insights** via OTBI and Oracle Fusion Analytics Warehouse (FAW)

Vendors must describe all Oracle Fusion Cloud Financials AI capabilities function and which ones will be enabled, governed, and adopted as part of the solution design, including any data prerequisites, configuration requirements, change management considerations, and measurable business outcomes. The proposed solution should prioritize native Oracle capabilities over custom development wherever possible.



### 3.6 Proposed Financial Solution Architecture

CNB expects to use SaaS, PaaS, and integrations to deliver on its process outcomes.

#### 3.6.1 SaaS

CNB intends to use standard Oracle Cloud processes and functionality. The image below shows the expected Oracle Cloud SaaS environment and various modules and functionality to meet current and future business requirements.

#### 3.6.2 PaaS

There are customer-specific process outcomes that Oracle SaaS Cloud does not provide. CNB anticipates the need to use PAAS services like Oracle Integration Cloud and AWS. Oracle Cloud will also need to interact with CNB's Enterprise Message Exchange and other cloud applications built on AWS. The image below is the expected architecture of the PaaS layer.

#### 3.6.3 External Application Ecosystem

CNB will require integration with other systems that will require that we move through the Security Gateway and existing middleware. The following image portrays the proposed architecture.

