

SAP M&A Ambassadors

Unlock the Value to Your
Digital Transformation





Announcing: The ACG Private Equity Operators Council, in Partnership with SAP

ACG is launching an exclusive Private Equity Operators Council in collaboration with SAP, designed to provide valuable insights to operating partners within the M&A landscape.

If you are interested in becoming a member, please scan the QR code below and complete the brief questionnaire. We will evaluate responses to create a best-in-class operating council.

Guiding Principles

- Operating Partner series of think tank events where participants can share best practices while developing *lasting relationships* in a convenient, *enjoyable setting*.
- Seasoned & emerging Private Equity Operating Partners along with key service providers will share content to leverage across the investment life-cycle.
- Local Chapters with National Convergence

ACG®

Private Equity
Operators Council

Proudly supported by



Scan this QR code with your camera app on your phone and click the link to take the questionnaire.





THOMAS BOHN,
CAE, MBA
President and CEO
ACG

SAP M&A Ambassadors

Unlock the Value to Your Digital Transformation

Dear Reader,

ACG is always looking for new ways to help our members streamline and maximize each deal. In this report, you will learn more about the SAP M&A Ambassadors Program, a partnership that we launched with SAP in 2022. The goal is to bring innovative and coordinated technology solutions to operating partners in the ACG community that can create value throughout the entire lifecycle of an investment. The companies and advisors that are part of the SAP M&A ambassador program can offer services for any aspect of an investment, giving you a single source for all your needs. This is particularly important as deal volume increases and timelines shorten.

That increase in deal flow can expand a portfolio quickly, and the partnership with SAP has also brought greater focus to how ACG can better serve operating partners. With that goal in mind, we are launching an exclusive Private Equity Operators Council in collaboration with SAP. It is designed to bring valuable insights tailored specifically for operating partners in the form of targeted think tank events and exclusive content and networking opportunities that will facilitate the sharing of best practices and expert insights among this valuable group of members.

If you are interested in joining the council, scan the QR code on the advertisement on the facing page and complete the brief questionnaire. We value your opinion, and will use the responses to create the most valuable experiences for you.

I have heard from many members that the partnerships that ACG has forged are more valuable than ever as uncertain conditions in the market, from inflation to taxes and supply chain challenges, continue to cloud the deal landscape. It is my hope that bringing seasoned professionals like the companies and advisors that are part of the SAP M&A Ambassadors program into the ACG community makes navigating the current market easier for members.

Happy Reading!

Tom Bohn
President and CEO
Association for Corporate Growth

SAP M&A Ambassadors

6 THE SAP M&A AMBASSADOR PROGRAM



By Nick Maglaris, Vice President of Midmarket Strategic Innovations, SAP
SAP needed to find a way to force multiply its efforts in the M&A middle market space. To achieve this, in 2021 SAP partnered with ACG to create the SAP Mergers & Acquisitions Ambassador Program. The SAP M&A Ambassador Program is a consortium of SAP and SAP Partners servicing the Private Equity Operating Partner throughout the investment lifecycle, from the due diligence process to the exit. Read on to learn more.

10 VALUE CREATION IN MIDMARKET M&A: AN IT PERSPECTIVE



Thomas C. Fountain, Operating Partner, IT & Digital Transformation at One Rock Partners breaks down how to position your company for a true digital transformation, which will ultimately create value. Read on to learn more.

15 M&A AS A CATALYST FOR HCM TRANSFORMATION



AspireHR brings 23 years of HCM insight, experience, and innovation, delivering world-class HR systems in the least amount of time. We successfully guide corporate and private equity investors through complex HR transformations by providing clear strategies and solutions. We advise our clients on key considerations and digital transformation investments to optimize business outcomes while minimizing risk, deliver best practices when integrating digital capabilities, and equip clients with the tools and services needed to ensure efficient operations once deals have been inked.

16 TRUSTED ADVISOR FOR ACQUISITIONS, CARVE-OUTS, AND OPTIMIZATIONS



Dickinson + Associates guides you through the decision-making process by analyzing your current challenges and goals, suggesting SAP solutions and other services to supercharge your business processes, and working with you post-deployment to ensure your business has the tools it needs to succeed. Whether you're looking to improve efficiencies or reduce operational costs, we're with you every step of the way to provide consultative services and value-driven solutions

17 COME TOGETHER IS PERFECT HARMONY



For two decades, EMERGYS has been helping companies align their long-term IT strategies and business objectives with the right mix of technology, people, and processes. As a fully invested SAP Partner, Strategic VAR, Certified Cloud Partner, Certified Consulting Partner, and an SAP (PCOE) Partner Center of Excellence, EMERGYS is uniquely qualified to help clients drive greater value from their software portfolio. EMERGYS is well positioned to sell, implement, and support your M&A IT Project and SAP Transformations to ensure you are maximizing your investment through the integration of business systems and development of custom applications.


18 BUILDING A BETTER WORKING WORLD




At EY, our purpose is Building a better working world. The insights and quality services we provide help build trust and confidence in the capital markets and in economies all over the world. We develop outstanding leaders who team to deliver on our promises to all our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

Unlock the Value to Your Digital Transformation


19 ENABLING GROWTH IN AN INDUSTRY REQUIRING TRANSFORMATION AND STANDARDIZATION

 At Fulcrum GT, our sole focus is helping professional services firms run at their best. As SAP's Trusted Go-To-Market Partner for the Professional Services Industries we combine leading technologies, knowledge-based tools, deep industry expertise, and best practices to create strategic, measurable results for our clients.


20 GOOGLE CLOUD: INNOVATE FOR RESULTS WITH RISE FOR SAP

 With RISE with SAP, Google Cloud is helping SAP customers of all sizes to not only ease their cloud migration but to leverage cloud-native innovations such as analytics and machine learning, all on the cleanest cloud in the industry. Together with SAP, we're committed to ensuring you have the simplest and safest cloud migration, with minimal risk and fast time-to-value.


21 SAP PARTNER THAT CAN GROW WITH YOU

 illumiti is a modern SAP systems integration and management consultancy. We're committed to delivering strategy, technology, and business transformation to ambitious clients. How do we do this with confidence and conviction? We run on optimism. It's worthwhile. And considering how drastically change can happen, it's a necessity.


22 DIGITAL TRANSFORMATION AS-A-SERVICE MODEL OFFERS HOLISTIC OPTION FOR M&A MARKET

 NTT DATA Business Solutions is your trusted, long-term SAP Platinum Partner. Our clear focus on SAP consulting, combined with our own products, services and solutions make our value proposition unique. We support your digital transformation end-to-end and around the world to empower you to become an intelligent enterprise. We know how to generate unprecedented results by using SAP.


23 HAVING TROUBLE KEEPING YOUR DUCKS IN A ROW?

 Premikati is a procurement and supply chain management consulting firm. We help our clients, both buyers and sellers, with all facets of procurement strategy.


24 PWC TAKES A BUSINESS-DRIVEN VIEW TO CREATE VALUE VIA SAP

 At PwC, our purpose is to build trust in society and solve important problems. We're a network of firms in 156 countries with over 295,000 people who are committed to delivering quality in assurance, advisory and tax services.

25 SIMPLEFI

 SimpleFi is a firm of partners focused on business process design, business content, automation and implementation of Planning, Analytics and Consolidations solutions for the office of the CFO.

26 FOCUSING ON CONVERTING POTENTIAL INTO PERFORMANCE

 Smith is a digital commerce agency focused on creating unparalleled experiences and delivering better business outcomes for B2B, B2C, and B2B2C clients.



THE SAP M&A AMBASSADOR PROGRAM

At SAP, we define the middle market as organizations with up to \$1 billion in revenue, of which one out of every three are either Private Equity or Venture-backed organizations. Technology is a key enabler to executing their business plans and scaling profitably as they grow organically and/or through M&A. We needed to find a way with our partners to force multiply our efforts in the M&A middle market space. To achieve this, in 2021 we partnered with ACG to create the SAP Mergers & Acquisitions Ambassador Program.

SAP M&A Ambassador Program

The SAP M&A Ambassador Program is a consortium of SAP and SAP Partners servicing the Private Equity Operating Partner throughout the investment lifecycle, from the due diligence process to the exit.

The increased volume of M&A activity in recent years drove the need for an ecosystem of trusted partners that can execute across concurrent deals. Each SAP M&A

Ambassador has been selected to be part of this program because of their strengths across industry and solution sets.

The SAP M&A ambassador program is composed of three pillars: Industry Best Practices, Portco Intent, and the SAP Install Base across the Private Equity Firm's portfolio companies. These pillars all rest upon the foundational element of Relationship Capital,



Nick Maglaris

Vice President of Midmarket
Strategic Innovations
SAP

which gets leveraged across all the activities we provide during the Investment Lifecycle of Pre-Close, 100-Day Plan, Holding and Exit.

Value to Operating Partner

Often times, all technology items are not conveyed at close, which makes the execution of each of the activities across the investment lifecycle extremely difficult. Of course, technology is crucial to decision making and establishing the right plan for portfolio companies. Having a single point of contact from SAP with a wealth of resources and knowledge related to the right questions to ask and capability to provide an analysis at scale, without a constraint on other resources, is priceless for operators.

With the Operating Partner, the SAP M&A Ambassador Program works collaboratively to:

1. Assess new investment opportunities
2. Work on existing portfolio companies to maximize the value from technology

3. Introduce the right partnerships to help accelerate value creation

Value from SAP M&A Ambassadors

The SAP M&A Ambassadors provide a guided execution plan of the who, how, why, and what to expect during the technological transformation. SAP M&A Ambassadors will orchestrate and execute against:

1. Industry Best Practices
2. Complex Carve Outs
3. Transactional Service Agreements Timelines
4. Digital Value Roadmaps
5. Strategic Advisory Services

Obviously, TSA's can be very expensive and getting off of them is imperative. The SAP M&A Ambassador's ability to execute swiftly is imperative to all parties involved. Additionally, not all M&A needs start from a finance perspective.

Each M&A transaction has its own priorities and having the flexibility to work across the SAP M&A Ambassadors, to leverage each partners strength, is of great value to the Operating Partner.

Operating Partner Vision to Value

We're extending our partnership with ACG to create the Operators Partners Council. The council will develop a series of events where Operating Partners can share best practices while developing lasting relationships in a convenient, enjoyable setting.

Seasoned and emerging Private Equity Operating Partners, along with key service providers, will share industry and lines of business content to leverage across the investment lifecycle. The council will span four pillars: People, Operations, Technology and Go-to-Market.



Strategic Innovations

The convergence of technology and business value is a journey and not just one implementation. This is why it's critical to establish the technological foundation to allow for business growth and future value.

“RISE with SAP” and “Grow by SAP” allow for that foundation to be established. “RISE with SAP” is a holistic offering, with a concierge service, for customers to move their business processes to the cloud. It allows for the launch of new business models and to profitably scale them in one contract with unmatched TCO. “Grow by SAP” is a select program for pre-IPO / hypergrowth companies where SAP invests in the software, implementation, and aligns a customer success manager to establish the technological foundation in four weeks. ■



TRANSFORMATION ON YOUR TERMS AND YOUR TIMELINE

Introducing RISE with SAP

If you want to succeed in today's world, you have to constantly adapt your business. Planning for this continual evolution requires that you not only be *ready* for change, but that you change the way work gets done.

This demands a redesign of your business plans and processes, and that demands new thinking and new technologies that unlock new ways of doing business.

**RISE
WITH
SAP** | Business
Transformation
as a Service

Wherever **You** Are, Wherever **You** Want to Be

RISE with SAP brings together the solutions and services you need for true business transformation – in one package – regardless of where your business stands now or where you want it to go. It is SAP and an entire ecosystem of partners helping you chart your change on your terms and your timeline.

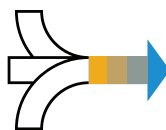


SIMPLICITY BY THE BUNDLE

A single offer on a single contract simplifies procurement and makes it easier to manage your vendors.

SAP S/4HANA Cloud – and integrated, extended solutions powering SAP Business Technology Platform – keep your organization agile and responsive.

The world's largest business network helps you collaborate across your company and across SAP's supplier, logistics, and asset intelligence networks.



OUTCOMES WITHOUT MAJOR INVESTMENTS

Realize the value of your investment sooner, with up to 20% reduction in TCO over five years.*

One platform breaks down silos and integrates data, intelligent technologies, and ERP software.

Savings, speed, and decision-making are all improved, all across your company.



HELP AT EVERY STEP

SAP analyzes your processes against industry standards, offering you tailored recommendations of where to focus your efforts.

Tailored training and tools support you as you move from your current ERP environment.

22,000 SAP partners are ready to provide any additional support you need.

*RISE with SAP allows customers to realize the value of their investment sooner, with up to a 20% reduction in TCO over five years for SAP S/4HANA Cloud, private edition as compared to a traditional ERP deployment.

TCO reductions and timelines are modeled estimates from interviewed company data taken from the following IDC studies: ECC and SAP S/4HANA TCO study (Nov. 2020) and IDC SAP S/4HANA Business Value Study (March 2020). Timelines and estimates are intended for illustrative purposes only, and SAP makes no guarantees as to actual results.



VALUE CREATION IN MIDMARKET M&A: AN IT PERSPECTIVE

In the last 10 years there has been an explosion of new and sophisticated technology that is enabling radical transformation in nearly every global industry. More and more we see the application of these tools in every corner of a business from better Sales predictions, to optimizing warehouse locations and inventory, to scheduling and deploying service technicians. Conventional wisdom says one of two conditions are typically precursors to successfully launching and realizing the fruits of such “Digital Transformation”. Either you are a (1) a start-up building from a clean sheet of paper and applying new tech at the core of your business model or (2) you have the existing scale, reach, and financial resources to figure it out

on your own. For those of us in the Midmarket and active in the M&A space, where does that leave us? How can we participate in the promise of Digital Transformation amid the chaos and challenges of



Thomas C. Fountain
Operating Partner, IT &
Digital Transformation One
Rock Capital Partners

ownership change, carve-outs and TSAs? Hint: we can’t do it alone.

High Expectations

When our firm was founded 10 years ago a fundamental premise was established: we must drive operating improvements in the business to realize our investment goals. That simple notion has grown to embrace IT and Digital Transformation - areas that many corporate strategists would have downplayed or largely avoided just a few years ago. Fortunately, these disciplines are now on the map, given the high profile successes of early adopters. It is now incumbent upon IT Leadership in every industry to set and achieve ambitious goals, just like every other business function, to play its part in the

SAP's M&A Ambassador Program is a consortium between SAP and their ecosystem partners, built to drive value for Private Equity funds and portfolio companies.

Enterprise Value creation formula.

In our investment framework we set four strategic goals for IT at the front end of every investment. Each of these goals plays a specific role in Enterprise Value creation, faces their own set of challenges, and requires a tailored response that considers factors such as inherited IT staff/skills, timing of Transfer of Services Agreements (TSAs), the business growth and productivity strategies, and the anticipated hold period. In every instance we seek out partners from our proven ecosystem that possess the skills, experience, and urgency we require. Importantly, in the Midmarket we must be conscious of the traditional trade-offs between financial investments and derived value. This often leads to a headset of compromise between cost and suitability for a job. A promising development is the emergence of platform and services companies who are looking to credibly fill the more strategic roles that critically often define a direction and can lock in long term consequences. Having a trusted and experienced partner who is engaged very early in your lifecycle can help you avoid the risks lying around the corner. With our focus on chemicals/materials, manufacturing, and distribution we

often are naturally drawn to SAP as a platform company but are encouraged that their focus on the Midmarket is leading to the creation of a more engaged and integrated ecosystem who can more effectively participate in the higher level and more strategic elements of positioning and architecture.

The integrated ecosystem referenced here is known as the SAP M&A Ambassador Program. SAP's M&A Ambassador Program is a consortium between SAP and their ecosystem partners, built to drive value for Private Equity funds and portfolio companies. An example of how this program has created value during an M&A event was evidenced during a recent carve out of a chemical company, which had complicated processes that didn't fit the new business operating model.

Since no TSAs were offered for this investment, an aggressive SAP deployment was required to fit in the Sign to Close period of 5 months. To deliver this outcome, I relied on an extensive set of consultations and services offered by members of the Program. Additionally, I saw the benefit of incorporating a known data model and following SAP Best Practices for Chemicals. The SAP M&A Ambassador program gave me the ability to find and select a system

integrator and deploy a modern ERP system, SAP S/4HANA.

A. Position the Company as a Digital Innovation Leader

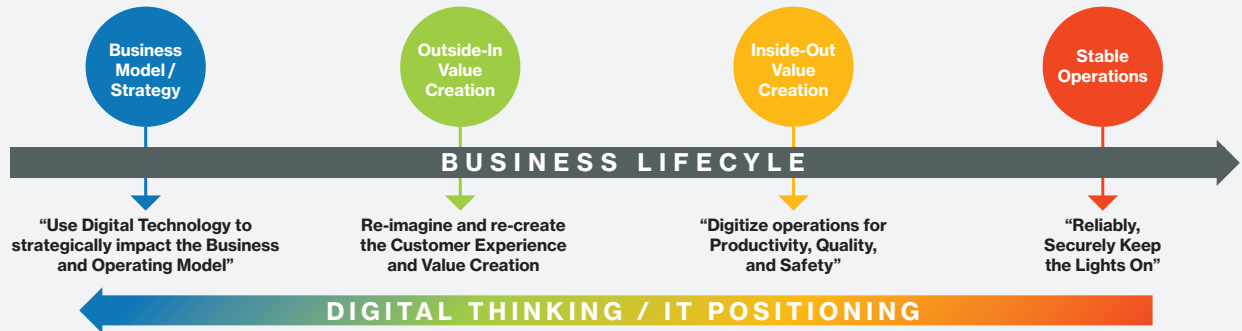
From a top-down perspective there is nothing more attractive than to have your company viewed as an innovator. You attract great people, have partners begging to work with you, and often enjoy superior margins. Goal # 1 in our IT Transformation is to identify and deliver digital transformation, or targeted digital enablement, that positions our firms as digital leaders. Given these are central to the future of the business, IT must find ways to effectively introduce the potential of applying these new technologies. In the mid-market, and especially in carve-outs where senior IT leadership may not convey with the deal, we leverage partners like PwC and EY who bring the industry knowledge, executive presence, and credibility we need to open those doors. Their strategic engagement with SAP through the M&A Ambassador program is a strong plus since they can help vet the realism for such advanced, tech-centric strategies. SAP will at times also call on internal strategic consulting resources who are an integrated part of the M&A Ambassador program offering.

B. Position IT as a Value-Creation Engine in the Business

A second crucial component in successfully delivering on the promise of digital is to effectively position IT as a value creation engine. IT has been chasing this elusive goal for years and to be sure there are many success stories. Figure 1 depicts the journey many IT organizations have started. Intentionally migrating their

Re-Positioning IT for Value Creation

Figure 1



focus from a Tech-based service provider to a value creator creates new opportunities for business, customer, and industry-based opportunities. The biggest challenge in this space is to get IT to see itself through a lens of value creation then build the disciplines of measuring and realizing customer value. In these scenarios we often look to our own IT service providers including SAP and NTT Data Business Solutions for inspiration and best practices at quantifying and delivering business value.

C. Establish an Enterprise Architecture that can support a Dynamic Operating Model

A third key objective for IT is to design and deploy an Enterprise Architecture that empowers today's highly dynamic Operating Models. Our reference approach, titled "Smart Operations", leverages core transactional, analytical, planning, execution, and process management platforms in a highly integrated architecture. Our biggest challenge here is simply the breadth and depth of expertise and experience required across multiple disciplines. In many mid-market scenarios, we don't inherit the IT experience base to lead such a complex program and it is critical to leverage a network of leading partners. Here we routinely engage

best-in-class players like NTT Data Business Solutions and AspireHR, both part of the M&A Ambassador program, who bring a rich experience base along with the partnering attitudes that lead to added focus on strategic elements of the IT journey. Critically, our network of leading practitioners routinely work with us to identify and realize opportunities to optimize the IT operating model and cost structure.

D. Select and Deploy Platforms and Services that Scale

Finally, IT must build out, operate, and optimize the platforms and capabilities necessary to deliver robust digital services. As we all know security, reliability, and cost effectiveness are the calling cards of today's operations. Well beyond those qualifiers, we also look deeper into the "how" our potential partners deliver continuous improvement, implement outcome-based contracting, and respond to the urgency our programs require. Of special note the speed factor is especially important to (1) exit expensive TSAs and (2) accelerate the focus on value creation.

Within the context of building out our intended solutions, we look hard at partners who offer rapidly tailorable methodologies and existing cross-partner relationships. We see those attributes as a strong

signal of their commitment to customer success. In several instances SAP itself, along with its Partners in the M&A Ambassador program, was invaluable in meeting very ambitious timelines.

Looking Forward

IT has a nearly unbounded opportunity to step forward and play a major value creation role for its business. Recognizing that several mid-market dynamics are in play we believe IT must necessarily and proactively address each by defining and executing robust plans.

We further believe that partnering is a critical competency. Engagement with leading practitioners, who each wear a bigger hat, will be a tremendous accelerator to realizing IT's full potential as a value creator and improvement in overall business competitiveness. The SAP M&A Ambassador program was built with the PE investment lifecycle in mind beginning from due diligence, sign to close, close to strategy lock, TSA exit and eventual investment exit. This program is an exciting development in market that is anticipating needs and moving to create new capabilities, customer entry points, and competitive pricing for the ever more strategic needs of our businesses. ■

WHAT IS YOUR DEAL?

ACG[®]
Association for Corporate Growth



Expand your network and fast-track your business goals with ACG Membership

ACG Members represent the most active and engaged professionals within the middle market.

They embody ACG's mission of driving middle-market growth by carrying out their own missions: to source and close deals, to grow their own organizations, to win business, and to continue developing their own careers.

And we help make it happen. When you join ACG as a member, you gain access to the exclusive network and benefit from the connections that ACG actively facilitates.

Does this sound like you? Are you among the middle-market's foremost, deal-making, business-growing, investment-finding, ladder-climbing, acquisition-targeting, talent-sourcing, hand-shaking, professionals?

Do you aspire to be?

If so, we encourage you to join ACG as a member and take advantage of the following benefits:

- ▲ **Invitations to Member-Only Events** - Collaborate with other ACG members and benefit from expert panels and industry insights. (Some events are just for fun.)
- ▲ **Member-Only Discounts** for just about all ACG-hosted events, including InterGrowth: the premier dealmaking conference in the middle market.
- ▲ **Access to – and a presence – within the ACG Member Directory:** Search for and connect with fellow ACG members with our exclusive directory of middle-market professionals.
- ▲ **A Subscription to Middle Market Growth® Magazine:** Keep up to date on news, trends, best practices and thought leadership in the middle market.
- ▲ **ACG JobSource®** - Post or search for a job on ACG's job board.
- ▲ Earn your MMP via **ACG's Middle-Market Professional Certification Program** at a discounted rate.
- ▲ **Member-Only Offers** courtesy of ACG's Partners
 - ▲ 6-Month Free Trial for FoundersCard
 - ▲ 2-Month Free Trial for CLEAR (or a \$30 discount for a year-long subscription)
 - ▲ Exclusive benefits on subscriptions to Grata
 - ▲ Pre-approval for a free membership to EPG
 - ▲ Enroll your company in the ParityINDEX®, a proprietary DEI measurement tool created by Parity.org.



75% of ACG Members do deals with other members



86% of ACG Members are either very or extremely likely to recommend ACG to a friend

ACG[®]
Association for Corporate Growth

Sign up with your local chapter today. [ACG.org/membership](https://www.acg.org/membership)

**RISE
WITH
SAP**

If you're just keeping up, you're standing still.

Businesses everywhere are facing unprecedented change, and the future will be dictated by those who innovate first. RISE with SAP offers your business the cloud solutions and industry expertise to drive innovation together. Across your entire business. With speed and agility, in the cloud. So your business can shape the future. And let your competition try to keep up with you.

Driving business innovation together.

Learn more at sap.com/RiseTogether



SAP

M&A AS A CATALYST FOR HCM TRANSFORMATION

AspireHR is a certified, women-owned SAP Gold Partner and market leader in the HCM space with a record of success in the M&A domain. AspireHR brings 23 years of HCM insight, experience, and innovation, delivering world-class HR systems in the least amount of time. We successfully guide corporate and private equity investors through complex HR transformations by providing clear strategies and solutions. We advise our clients on key considerations and digital transformation investments to optimize business outcomes and minimize risk, deliver best practices when integrating digital capabilities, and equip clients with the tools and services needed to ensure efficient operations once deals have been inked.

End-to-End Services for Client Success

Our core solutions HCM solutions are organized across four key domains:

- 1) **Systems Integration** – Advisory and implementation delivery services that help our clients plan, enhance, and transform organizations
- 2) **Strategic Services** – Services that help clients realize ROI faster and prepare teams for their new systems
- 3) **Managed Services** – Scalable support that empowers clients to take advantage of expert-level HR support, with optimized cost and service levels
- 4) **Software and Accelerators** – Innovative products designed for HR that help simplify, accelerate, and reduce risk

Our People

Our experienced HR specialists are focused on client success and to meeting the aggressive timelines that often occur within M&A. AspireHR consultants bring an average of 17 years of practical HR experience and 9 years of consulting / system integration experience to every engagement. 95% of our consultants are SAP-Certified, and 65% have enhanced SAP Professional Certifications. Our full-time, 100% remote-delivery model ensures quality and offers our clients the flexibility they need to across any geography or time zone. For ongoing support or business process outsourcing, our consultants deliver the quality and results needed to propel business forward and to maximize the outcomes of HCM investments.

Our Accelerators

The AspireHR Diamond Client™ is a pre-configured and pre-tested HCM solution that streamlines, accelerates, and reduces risk during implementations. It includes best practices and key features that align with industry experience and requirements. This solution helps our clients achieve a faster ROI, eliminating months of planning and can reduce implementation time up to 50%. It includes detailed process workflows modeled after the Diamond Client Configuration, as well as UAT test scripts,

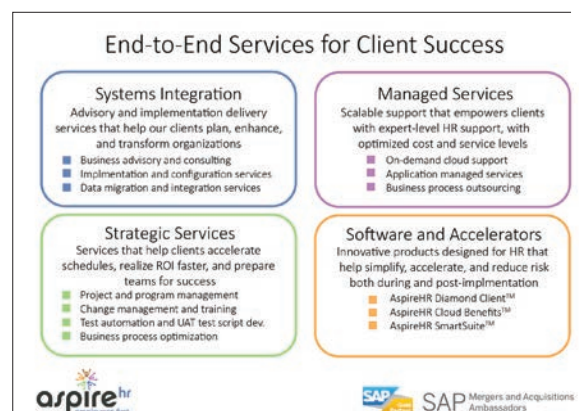
and training decks.

The AspireHR SmartSuite™ is a suite of services included with the AspireHR Diamond Client™ that help to accelerate, simplify, and reduce risk. It makes easy work of some of the most challenging aspects of implementations, and allows for automated and accelerated data cleaning, data migration, data anonymization, interface creation, as well as high-volume, repetitive testing.

Our Software

AspireHR offers a powerful benefits solution and SAP Qualified Partner Package, AspireHR Cloud Benefits™, that transforms the benefits experience and works seamless with SAP SuccessFactors. As a digital innovation leader focused on HCM transformations, our proprietary software, tools, and accelerators deliver industry-leading innovations that maximize value through operational performance and position our clients to quickly achieve a faster ROI.

For more information on AspireHR, visit our website at www.aspirehr.com.



TRUSTED ADVISOR FOR ACQUISITIONS, CARVE-OUTS, AND OPTIMIZATIONS

To drive value to private equity owners as soon as possible, speed is critical. To help integrate acquisitions seamlessly, adopt rapid deployment solutions, optimize portfolio and ultimately meet growth goals, customers turn to Dickinson + Associates, a Navisite company.

Creating and Delivering Value

As an SAP Gold Partner, Dickinson + Associates often helps clients analyze challenges and goals and then leverage innovative SAP solutions and other services to address those findings. In the world of Private Equity, Dickinson supports partners to create fund-level value by enhancing enterprise value of individual portfolio companies. Dickinson's industry expertise along with specific assets and methodologies are instrumental in driving operational performance and return on invested capital.

Value-Driven Results

Delivering value often starts early in the planning between Dickinson + Associates, SAP, and advisory partners – covering the full scope of a transition life cycle from Due Diligence to Portfolio Optimization.

Due Diligence

- Rapid Assessments, Improvement Opportunities
- Pre-Close Cost Estimates (SLA Leverage and defensible estimates)
- Planning carve-out approach
- How much, how long – satellite systems – Risk Clear on what seller needs to provide

Carve-out Solutions

- Quick and Effective transition to buyer – Take control
- Focus Team to get off TSA, quickly – Fixed Fee effort

- Project Tools to mitigate risk
- Visibility to post-TSA costs of AMS, as original company retains SAP talent

Platform Methodology

- Acquisition Play Book ensures alignment on the goals of entire organization
- Strategy for 90-Day Acquisition absorption
- Focus on Speed to Value for Acquisition Tuck-Ins

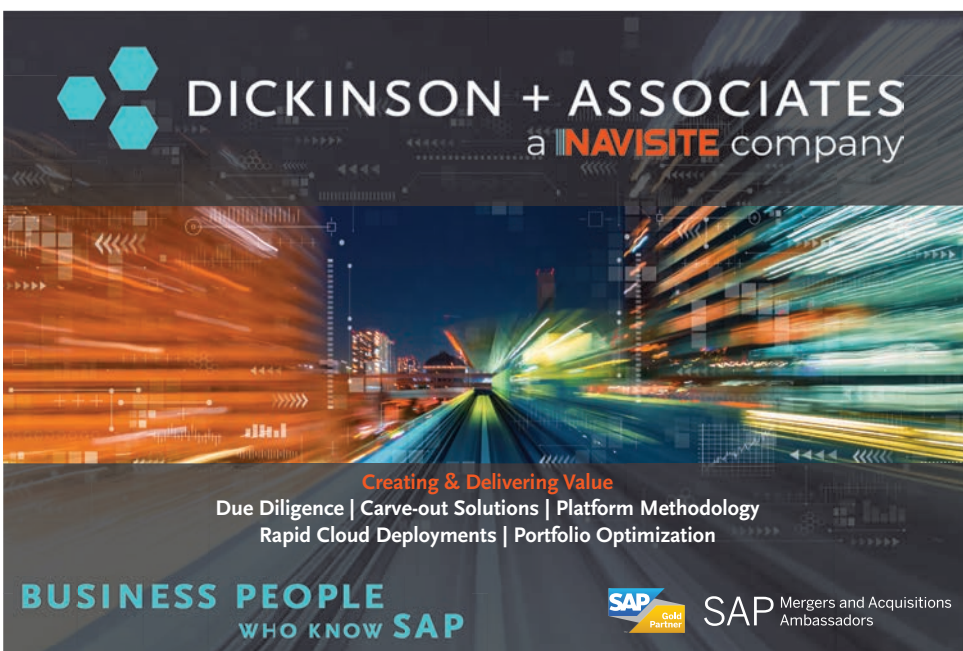
Cloud / Rapid Deployment

- Eliminating capital expenses with Cloud Deployments on Public Hyperscalers (AWS/Azure/GCP)
- Providing Full IT Managed Infrastructure Services and Support
- One Stop IT with Application, Security, Database, and Cloud Migration Services

Portfolio

Optimization

- Execute Strategies for Permanent Cost Restructuring
- Business Scenario Workshops to Review SAP Industry Best Practices
- Right Size the business process and Software components
- Supporting payback goals, low risk and less than 2 years



EMERGYS

AN INTELLIGENT ENTERPRISE EXPERIENCE



Come Together in Perfect Harmony

When companies come together, they can carry the weight of their previous endeavors (Some good, some bad). At Emergys we bring decades of experience in successful M&A IT Projects and SAP Transformations to ensure that IT is a value driver, not unnecessary baggage.

Ensure the long-term success of any corporate marriage ... No prenup required.

M&A

Mergers & Acquisition Services
With **SAP** At the Heart





Does success come from
technology you implement or
the mindset you embrace?



See how EY Transforms
business with SAP



Navigate the future with
EY Strategy and Transactions



The better the question. The better the answer.
The better the world works.

ENABLING GROWTH IN AN INDUSTRY REQUIRING TRANSFORMATION AND STANDARDIZATION

The Professional Services industry (“ProServ”) is undergoing unprecedented change. Driven by faster-changing customer demands, ProServ which includes Legal, Accounting and other Consulting is poised for an industry redefining digital transformation.

As recognized today, ProServ firms largely know they must change how their businesses are run, which is a good first step. How things have been done no longer dictates how they should be run.

Rather, the solution lies within a particular firm’s business models and receptiveness to manage challenges that come and those already arrived: a real-time, mobile, automated, intelligent, data driven world, where clients mandate flexibility, responsiveness, and consistency.

As ProServ firms look to the future, they must operate in the “business of professional services” instead of the services business. There will be opportunities to take advantage of cross-industry best practices and emerging technologies that have not yet been realized with this Industry.

Additionally, opportunities to firms will likely present themselves to drive down operating costs by utilizing sourcing and procurement methods, and through partnerships that open new business opportunities and new markets. Emerging technologies and applications have begun to transform the Legal industry more rapidly than anticipated. Today’s technology can help firms run better, faster, smoother, and smarter. Unfortunately, many firms find themselves technologically behind, afraid to adopt newer technologies and

disruptions able to provide value in unimagined ways thus leaving them unable to support current and future growth requirements and strategies. **While technology is a catalyst to change, it takes more than technology to make the right change a reality.**

At Fulcrum GT our sole focus is helping professional services firms run at their best. Our expertise covers leading technologies, knowledge-based tools and processes, and people, together to create strategic, measurable results.

The ProServ industry is unique, with each firm bringing its own uniqueness. Listening, creativity, technology savvy, problem solving, and strong best practices are paramount to crafting a winning vision for success and are consistent with Fulcrum GT’s foundational belief that ProServ firms don’t need

another vendor -- they need a true partner and a solid platform to help them set and realize a vision to accelerate true transformation.

Fulcrum GT products are built using SAP’s enterprise-grade technology. From New Business Intake to E-Billing and Management Reporting — Fulcrum GT products integrate seamlessly with each other, are fully supported, routinely upgraded, and cloud-deployed. In addition, from a first interaction through deployment and then through ongoing day-to-day operations post go-live, Fulcrum GT experts are on-hand to provide support, advice, and assistance. Fulcrum GT develops the solutions, deploys the solutions, supports the solutions, and can even run our solutions for you. In summary, Fulcrum GT delivers our products and services and importantly the trusted partnership clients deserve.

Contact info@fulcrumgt.com to see if Fulcrum can deliver for you what we have for many other Firms.

Because Things Have Changed...

fulcrum GT™



What would your computer look like if it was the same age as your enterprise software?

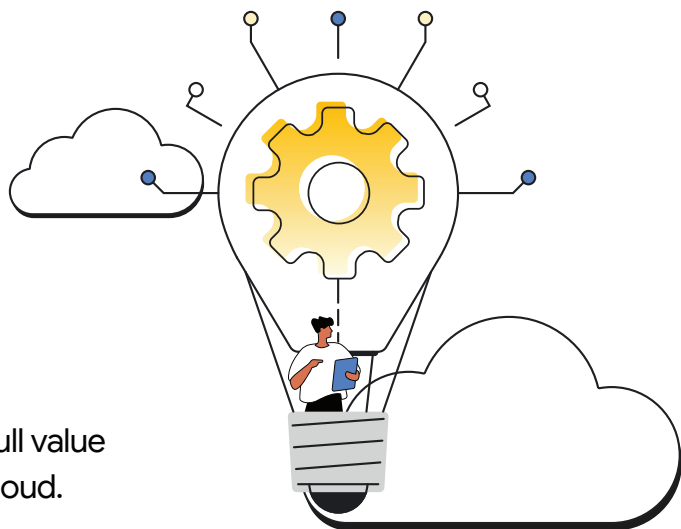
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Key aspects: the speed of provisioning, Google's data security... especially in hybrid environments, machine learning, which helps us collect and interpret data from our ERP, the economic benefits, and ease of use. The partnership between Google and SAP in this environment is absolutely essential.”

— De'Longhi



Enjoy a simplified and guided journey to your business transformation with RISE with SAP on Google Cloud.

SAP PARTNER THAT CAN GROW WITH YOU

Illumiti helps you optimize your operations by implementing SAP® software solutions faster, at a lower cost, and with less risk.

No two companies are alike. That's why our approach puts the focus on you and your unique business challenges. Working together, we find the solution that makes the most sense for your organization to optimize your operations, and enable access to the information you need to make informed business decisions. You'll see the difference in your bottom line. Illumiti brings the power of world-class SAP® software to small and mid-sized businesses through:

Lean, Business-Focused Approach to Implementation

SAP® implementations can be complex. That's why we use Geoffrey Moore's Core/Context principles to focus on the areas of greatest importance and impact to our clients. Not only does this focused process result in a faster, more efficient implementation and customization process, but it also delivers a better return on investment.

A Proven Team

Our solutions exceed our clients' expectations—and our proven team is a big reason why. With more than 300 senior consultants with an average of ten or more years of SAP® implementation experience, you can be confident in the support you receive from Illumiti. Industry Expertise and IP We speak your language. Our team has in-depth understanding of industry-specific solutions and insights, and leverages industry best practices, pre-built tools and templates, and proven

solutions to help you get the most from your SAP® software. We have also built accelerator solutions for several industries, and have recently established the Illumiti Centre for Innovation & Enablement to drive new solutions in Business Intelligence, S/4HANA and mobility.

Track Record of Success

Our team serves more than 200 customers across a multitude of industry sectors and locations and have completed more than 100 SAP software implementations at small, mid-sized, and large enterprises. Whether it's a first time Enterprise Resource Planning (ERP) & Information Technology initiative, a merger & acquisition related project, a drive to propel a business to best-in-class performance, or a system roll-out to other business divisions or countries, Illumiti does it faster, at a lower cost, and with a higher level of confidence.

SAP® Software

Using SAP software solutions, we help you build robust business management, business intelligence (BI),

information management, and performance management functionality. The result? Streamlined operations, improved visibility, and the power you need to drive your business forward.

Key solutions include:

- SAP S/4HANA delivers massive simplifications and innovations to drive instant value across industries and lines of business. Deployable in the cloud, on-premise or hybrid, SAP S/4HANA offers real choice and greater flexibility with a reduced total cost of ownership.
- SAP Business ByDesign is an on-demand, fully integrated business management solution. Implement the full solution or begin with one of our starter packages for an easy fixed monthly fee.
- SAP SuccessFactors provides organizations with a full range of HCM solutions to help support, train, reward and motivate their people. As the leading cloud-based HCM Suite, SAP SuccessFactors helps more than 6,000+ customers, across more than 60 industries in over 177 countries.

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DIGITAL TRANSFORMATION AS-A-SERVICE MODEL OFFERS HOLISTIC OPTION FOR M&A MARKET

NTT DATA Business Solutions has developed an as-a-service approach to digital transformation that includes a flexible roadmap and delivery model tailored for your business in a value-based subscription model. Our holistic and flexible as-a-service model enables companies to consume technology services at a pace and price point that makes sense for their M&A carveouts or new acquisitions. By providing predictable, definable, and easy-to-consume services, we enable your business to continuously improve its technology to remain competitive within your industry.

Our as-a-service model is comprised of these elements:

- **Advisory as a Service** – Our experts help to identify business challenges/problems, and we deliver a technology roadmap that lays out the technologies to be consumed and best practices to be leveraged – at your pace, with predictable pricing.
- **Consulting as a Service** – Services are delivered based on the consumption rate that fits the operator and the terms of their constraints/needs, and often as required by governing Technology Service Agreements (TSA). The pace can be adjusted (faster or slower), based on the price point and amount of technology you want, leveraging best practices to solve

business pains.

- **Application Management as a Service** – Since digital transformation never ends, our services offer a broad portfolio to extend your team and bring knowledgeable experts in the areas that matter most to your business – no matter whether it’s e-commerce, supply chain, distribution, food safety, or pricing, promotions, and rebates.

Mergers and acquisitions have become an important strategic means for keeping pace with the market and current trends, and many businesses are investing to drive growth, profitability and to gain synergies and economies of scale. However, acquiring or carving out a business can be an enormous undertaking that must be executed as efficiently as possible. Choosing the right partner will be

critical to the success of the initiative. As an SAP Platinum Partner, NTT DATA leverages SAP best practices along with our extensive industry knowledge to make sure technology works for the people who use it.

In addition, if your business is looking for a managed cloud environment with a hyperscaler or wants to host systems in your data center, or one of ours, we bring our expertise and the power of our NTT family of companies (e.g., NTT Managed Services and NTT Limited) to offer a comprehensive range of managed services and ITO services. The depth and breadth of our portfolio includes a full range of services to ensure your business continues to run smoothly – until you ramp up internal resources, or for as long as you need.

QR Code: nttdata-solutions.com/us/services/merger-acquisition-services/

Key characteristics of most M&A initiatives: extreme time pressure and a tight budget.

Leverage our expertise to work through your M&A technology requirements.

We offer:

- Complete technology advisory services for both SAP and non-SAP applications
- Consulting services that leverage SAP best practices and extensive industry knowledge
- Private Managed Cloud or full IT Outsourcing for both SAP and non-SAP systems
- Run support in a variety of flexible models to meet your business requirements - at an agreed upon pace and price point that fits your needs
- Road-mapping services tied to business outcomes

Our as-a-service model allows you to consume services at the pace and price point that makes sense for your carveout or new acquisition.

NTT DATA SAP Mergers and Acquisitions Ambassadors www.nttdata-solutions.com



Having Trouble Keeping Your Ducks in a Row?

Current State: You have multiple acquisitions, mergers, or portfolio companies with no ability to track spend or leverage group purchasing to save money.

Desired Result: Increase in savings, EBITDA, and valuations while easing the divestiture transition.

Solution: SAP Ariba® solutions and Premikati Inc. consulting and implementation expertise.

Case Study: The nation's largest dental support organization was looking to get visibility into its subsidiaries' spend and increase profits quickly. Sound familiar?

To start, Premikati was able to help them get online internally and with their suppliers in 12 weeks using SAP Ariba's software. In less than **5 days** after their go-live date, they had more than **\$1M in spend transacted** across the platform. In less than 2 months they've transacted over \$8.4M. Not only have those transactions allowed them to better manage their spend, but based on benchmarking data from SAP - they are on track to **save over 6%** or about \$3M annually.

Leveraging software in the M&A and PE space is nothing that hasn't been done in the past. But, it hasn't been done well. The right choice will increase your EBITDA and valuations while expediting divestiture time. Just wait 'til you hear what Blackstone was able to do with Ariba®...



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Learn More



PwC takes a business-driven view to create value via SAP

Leveraging PwC's industry knowledge and solutions for M&A powered by SAP

Major opportunity drivers

- Provide global visibility
- Centralize activities/functions
- Automate manual activities
- Reduce indirect expenses
- Better utilize outsourcing
- Simplify global processes
- Align global vs. regional roles
- Fully integrated pre-season and S&OP plans
- Reduce network complexity

PwC capabilities

- Product life cycle management
- Operations strategy & transformation
- Product & systems technology
- Supply chain planning
- Procurement & sourcing
- Manufacturing & production
- Distribution & logistics
- Finance transformation
- Customer operations

IT strategy and implementation

Integration/carve-out excellence



We leverage PwC Digital Transformation accelerators and methodologies to help you achieve speed to value.

Scan to learn





SimpleFi is a firm of partners focused on business process design, business content, automation and implementation of Planning, Analytics and Consolidations solutions for the office of the CFO.

We are working with your prospective and actual portfolio companies both pre and post transaction to optimize and automate back-office operations including planning and analytics functions for your Workforce, Salesforce, Operations, Supply Chain, Capital, Cash Flow and Financial Statements.

We offer services for finance transformation, software implementation, and managed services to help make sure your critical functions run smooth.

We are commonly pulled in immediately prior to a transaction and right after the transaction. For example, prior to a transaction, automating and controlling the close to report process is especially important to ensure confidence in company processes, ability to scale, and fidelity. We help companies growing through acquisition consolidate their data timely on a monthly basis with proper controls minimizing the risk for error or omissions. For companies in your portfolio, the first thing needed post transaction on month one is to report out consolidated managerial and legal reporting. We help companies collect and automated the publication of analytics and financial statements in a timely fashion. Then the question for Finance turns from keeping the lights on to helping executive leadership drive additional value with the transaction.

So for example, a typical engagement for HR planning and analytics using our prepackaged content, can be done in a few weeks with a fit to standard approach or in a few months for a large enterprise company if we build to your specification while leveraging common tenants. We help organizations figure out the right approach up front before starting. Once we engage, we go through a process design up front, we are building and then deploying quickly.

Typical project results include: increased reporting and planning accuracy, increased day to day agility, decreased planning cycles and iterations, and automation of repetitive back office weekly and monthly tasks.

We commonly let companies try before they buy with our content. Check out simplefisolutions.com for more information and don't hesitate to contact us to learn more.

Our business model proposition

- 90% of our consultants are former Finance directors, CPAS, MBAS who have run departments. We can not only tell you what your processes should look like, but also actually build them out.
- We have built pre-packaged content for all the standard financial planning and analytics areas. We have invested 1000's of hours building content on top of SAP's cloud for all the standard analytics and FP&A functions. You can leverage these applications to build quicker time to value in weeks instead of months.



Focusing on converting potential into performance



Smith goes beyond the traditional digital agency.

We focus on converting our clients' potential into performance. And, with over 20 years of commerce experience at our core, we bring deep expertise, coupled with an unparalleled passion for results, to every engagement.

Working hand-in-hand with our clients, we consistently produce commerce experiences that help brands and businesses do more than simply improve. We help them thrive. By combining our strategic, creative, analytical, and technical capabilities, we consistently enhance customer experiences, accelerate sales, and optimize operations, enabling over **500,000 transactions every day** and driving over **\$38 billion in annual revenue for our clients**. We are the performance commerce company.

Learn more at www.smithcommerce.com.



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THE BEST RUN



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Resources that supply strategic insights during M&A

Providing tactical **Analysis** at scale without constraint

Knowledge around technology and innovation for growth

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