



Caesars Entertainment's Cloud Transformation: The First Step in the Journey

Islander H - North Convention Center

Thursday, March 21st

9:00 AM – 9:45 AM





Our Session Today

Caesars Entertainment, a worldwide brand in gaming and hospitality, has undertaken a strategic transformation across the organization to modernize its back office HR function. Attend this session to learn more about Caesars' decision to change how the organization operates, why it chose to move to the cloud, and how it selected Oracle Cloud. The session also provides an update on Caesars' journey and shares lessons learned after the initial deployment.



Jason Schwab
Experienced Manager



Alex Gilmour
Director of HR Transformation





Today's Discussion

- 1 About Grant Thornton
- 2 About Caesars Entertainment
- 3 Caesars Oracle Cloud Journey
- 4 Lessons Learned



About Grant Thornton



About Grant Thornton



Office locations

59 offices spread across 30 states and Washington D.C.



People

More than **8,500** professionals in the U.S.



Reach

Serve 36% of companies on the 2017 Fortune 500 list and 25% of companies on the Russell 2000 list



Partners

615 partners serving more than 8,000 clients in the nation



Our services

• Assurance • Tax • Advisory



Revenue

GT U.S. net revenue equals **\$1.75 billion**

stats are as of 07/31/2017

Our Oracle Practice

Creating business harmony in the Cloud



ERP and SCM

Financials | Revenue management | Accounting hub | Project accounting | Project execution | Procurement
Inventory management | Cost management | Maintenance | Manufacturing | Order management | Product lifecycle
and data management | Supply chain collaboration and planning



EPM Analytics

Planning and budgeting | Profitability and cost management | Financial close and consolidation | Tax reporting and provisioning
Management and operational analytics | Narrative reporting | Account reconciliation | Enterprise data management



HCM

Culture journey | Talent acquisition | Workforce administration | Talent management | Workforce development
Alumni network

Data governance & cloud integration

PaaS

Solution delivery center (off-shore and on-shore)

Industries

Construction,
Real Estate
& Hospitality

Consumer
And Industrial
Products

Energy

Financial
Services

Health Care
And Life
Sciences

Not-For-Profit
Organizations

Private Equity

Public Sector

Technology



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Don't miss these insightful sessions

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1:45–2:35 p.m. **Penn National Insurance secures its future with Oracle Cloud**
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2:50–3:40 p.m. **Status Go: Grant Thornton's cloud transformation**
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Visit Grant Thornton at kiosk 16 in the Finance showcase for a chance to win a Ring security camera!





About Caesars





Our Headquarters



CAESARS



CAESARS ENTERTAINMENT® | PROPRIETARY AND CONFIDENTIAL



A Portfolio of Winning Brands

OUR MISSION We inspire grown-ups to play

CAESARS

Harrah's

HORSESHOE

WSOP

BALLY'S

THE
LINQ

NOBU HOTEL

Paris

planet
hollywood

rio

THE
CROWWELL

Flamingo

HARVEYS

ROADHOUSE

CAESARS
REWARDS

CAESARS
INTERNATIONAL



Facts & Figures

Market Leadership

- § #1 and #2 market share in almost every US market
- § WSOP – world’s leading poker brand

Broad and Loyal Customer Base

- § 75+ million annual visitors

Unprecedented Scale

- § 43 properties across 13 states and 7 countries
- § 60,000 employees
- § 3 million square feet of casino space
- § 2 million square feet of convention space

Robust Entertainment & Hospitality

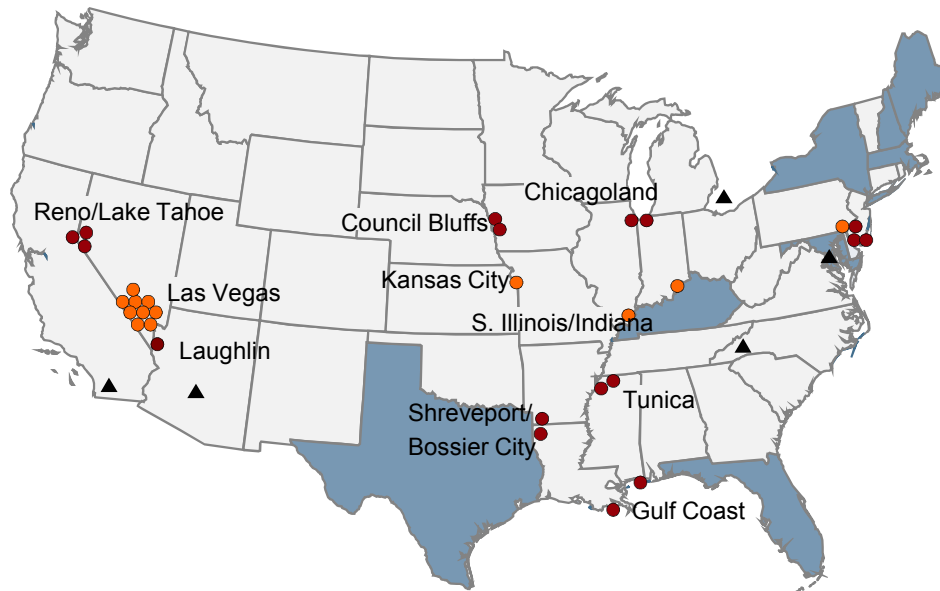
- § 43,000 hotel rooms
- § 390 restaurants, bars, and clubs
- § 240 retail spots
- § One-of-a-kind entertainment



Most Geographically Diverse Distribution Network

Robust in-place domestic pipeline

Pursuing and capturing newly opening markets





With a Strategy to Grow



Invigorating Hospitality and Loyalty Marketing Programs



Investing in Caesars' Infrastructure to Enhance Long-term Value



Instituting a Continuous Improvement-focused Operating Model



Inspiring a Sales and Service Culture

SOURCE: Q3 2016 Investor Presentation



Caesars Entertainment



Our Oracle Cloud Journey





Project Overview

Corporate HR is undertaking the much-needed replacement of the Infinium HR system (20+ years old) with a cloud-based Oracle solution. This project will update the underlying human capital management (HCM) system, which is currently antiquated, very customized, and difficult to interface with other systems.

Challenges with Infinium HR are due to the following application limitations:

- Significant cost burden due to highly manual processes and workarounds, broken end-to-end processes / limited documentation
- Lack of best in class HR processes and analytics
- Legacy Infinium will no longer be upgraded forcing Caesars to customize the system with changing HR business practices (e.g. policy, legal, etc.).

Expected Long Term Results

Objectives

Strategic
Investment in
a new HR
solution

Alignment
with Strategic
Architecture
Cornerstones

Alignment
with Strategic
Architecture:
Accelerators

Results

- HCM will integrate Time and Attendance and payroll systems
- The platform will instill a set of HR best practices and processes, thereby eliminating custom applications.
- Foundation for development of stronger service delivery model, talent management framework, and overall enhanced employee life cycle.
- Process standardization and elimination custom applications
- Introduction of manager self-service and employees self service
- Faster decision making with best in class time Analytics
- Attract better talent with a modern platform. Look and feel of application relevant
- Support Talent needs of company

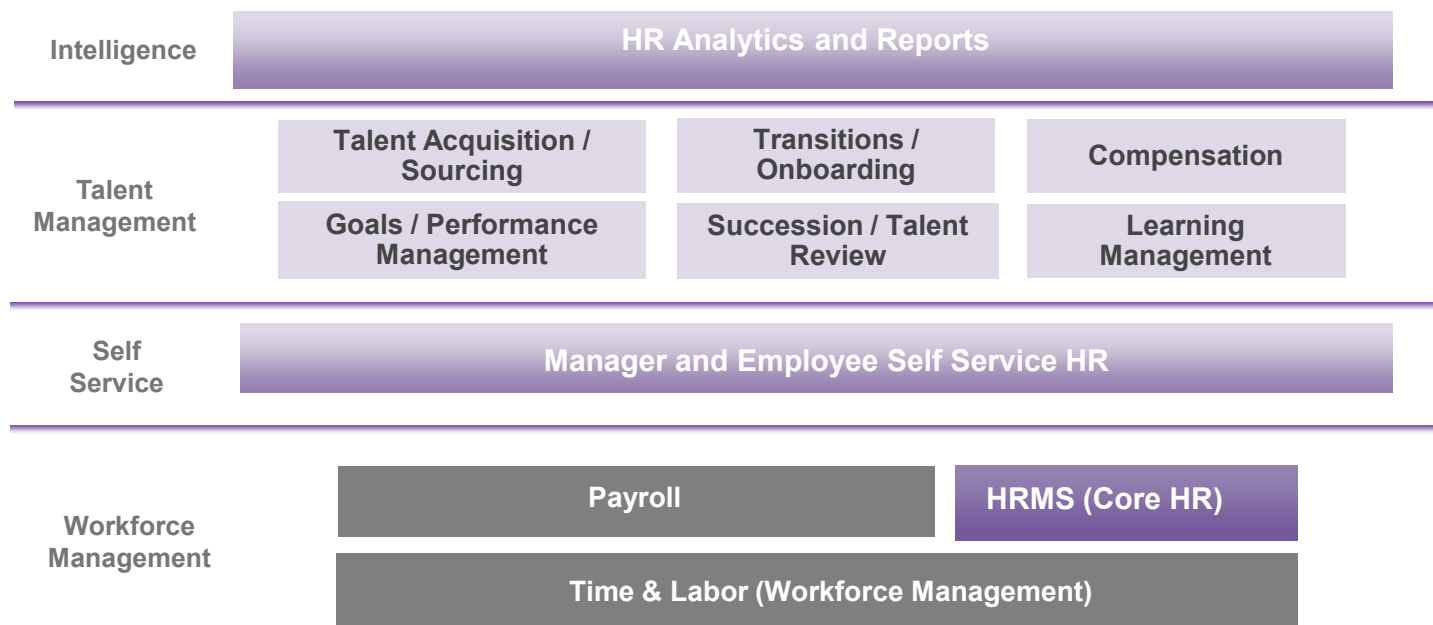


Project Benefits

Moving to Oracle HCM will drive efficiencies in many parts of the business:

- HR modules purchased are integrated, reducing manual intervention, allowing for Caesars to eliminate several custom applications
- Eliminate numerous manual internal processes, creating more policy control (i.e. HR workflow, performance reviews, etc.)
- Allow for faster decision making with real-time data and reporting
- Improve workforce productivity - Property HR will have a more robust HCM platform to conduct day to day HR tasks
- More opportunities for employee engagement through Manager and Employee Self Service
- For employee acquisition and reorganization, Oracle offers a scalable and flexible solution
- Modern day look and feel of application (Recruiting – better talent / faster uptime)
- Oracle is responsible for infrastructure support and software maintenance

Program Scope



 *Non-Oracle Solution



Fast Facts

43 LOCATIONS

2,375 Departments

260 Reporting Divisions

43 FEINS

4,500 Temporary/Seasonal

5,252 Unique Job Codes

60,000 Employees

150 Bargaining Units

17 AOR's by Property

80,000 Applicants Interviewed Annually

17,000 Background Checks Annually

413,000 Applications Received Annually

80 Documents of Record





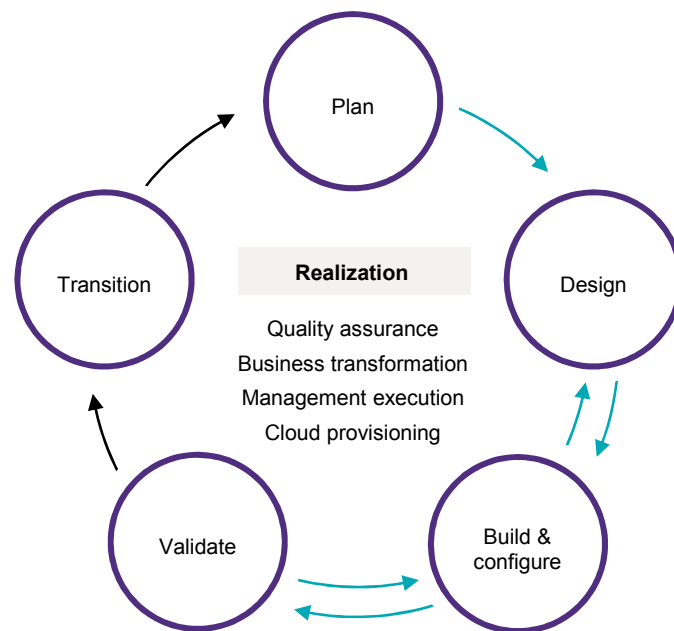
Transaction Highlights

1. Since go-live in February 2018, approximately **12,000 requisitions** and approximately 500,000 submissions have been captured in Taleo.
2. Over the past 12 months, there have been **191,656 transactions** generated in Oracle HCM.

Action (Transaction)	Transaction count
Manager Change	101,600
Hire	13,432
Resignation	11,989
Termination	11,620
Assignment Change	10,403
Add Assignment	7,190
Involuntary Termination	6,804
Transfer	5,986
Global Transfer	5,645
Rehire an Employee	3,817
Working Hours Change	3,673
End Assignment	3,445
Promotion	2,029
Other	4,023
Total Transaction Count	191,656



Project Delivery Approach







Grant Thornton has developed and utilizes a comprehensive methodology specifically for implementing Oracle Cloud ERP/HCM. Our Methodology is aligned to Oracle's Unified Method (OUM) and was built on the realization of accelerating the benefits of implementing a new system and technology by...

- Incorporating best practices throughout the implementation
- Providing the expertise and leadership to ensure business transformation is addressed and supported by the system
- Accelerating the traditional implementation approaches through the use of deliverable templates and advanced use of the built-in Cloud ERP/HCM and ERP tools
- Leverages Agile development principles to allow the user stakeholders to visualize and experience the application early in the implementation process
- Integrating change and quality management activities throughout the project





Transformational initiatives

Guiding Principles

Traditional approach

-  Requirements driven
-  Extend and customize
-  Big bang
-  Waterfall methodology

Cloud approach

-  Solution driven
-  Adapt processes
-  Incremental
-  Iterative

Transformational initiatives

Guiding Principles



What do you want?

VS.

Will this work?

Understand capabilities
Leverage built-in leading practices
Emphasis on adapting to gaps

Can we customize?

VS.

Is it configurable?

Highly-configurable options
Shorter test cycles
Predictable results

Are we done yet?

VS.

What's next?

Shorter implementation cycles
Multiple wins
Change over time

When can we see it

VS.

Ready to try it again?

Frequent visualization of solution
Ability to inject changes
Better understanding of solution prior to testing



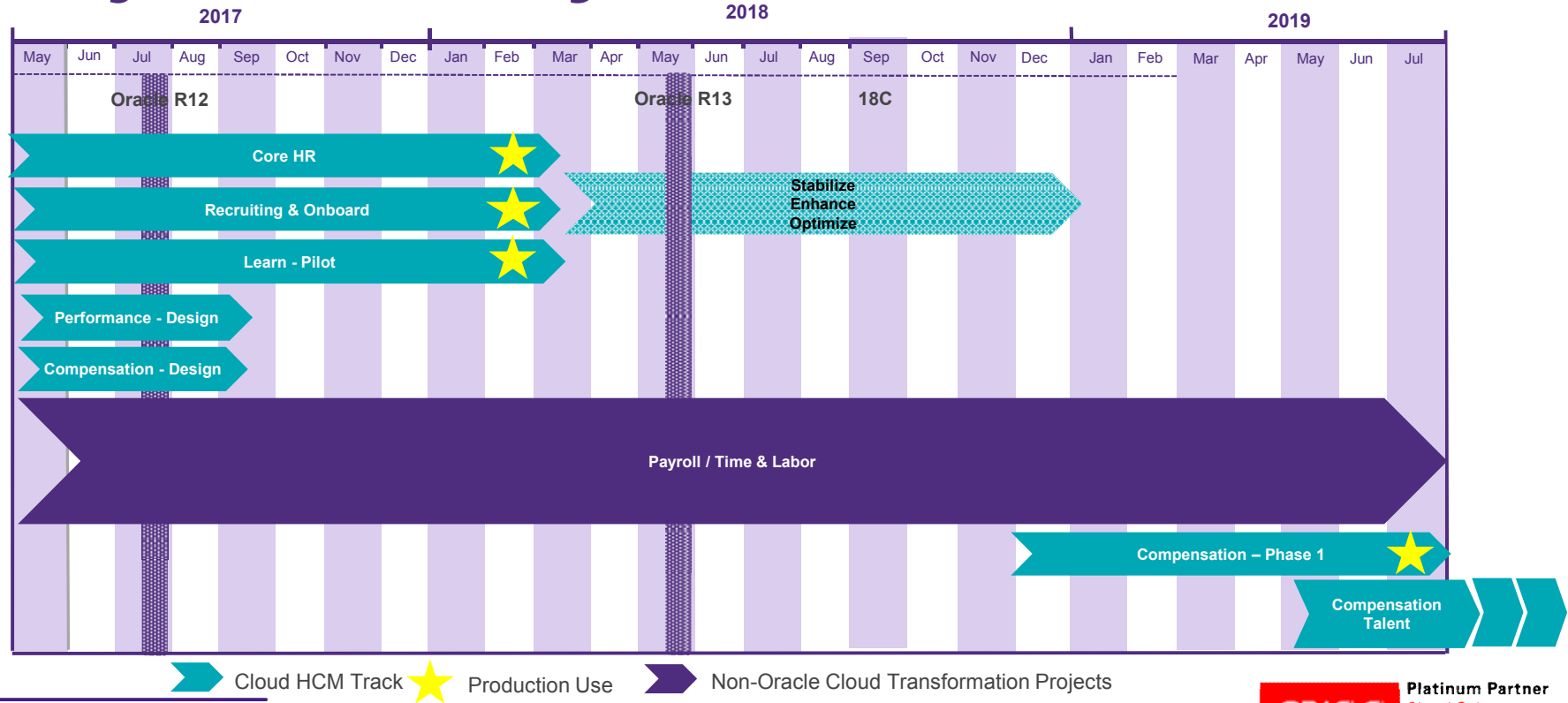
Deployment strategies

Scope Definition Categories

Project scope is a key input into identifying the resource needs, effort and timeline for an HR and ERP project. To clarify scope, consider the following categories:

- **Organizational**
 - What business lines/units are included?
 - What geographies need to be accounted for?
- **Process**
 - What business flows and corresponding business process need to be considered?
 - What level of process engineering is expected?
- **Technology Enablers**
 - What modules will be implemented to enable the process?
 - What functionality within the modules will be leveraged?
- **Conversions and Integrations**
 - What conversions are needed and from how many sources?
 - How many integrations and how complex?

Project Delivery Timeline



Cloud Success Workshop

HR Transformation

Implementation Insights

Cloud transformation insights

**Systems,
policies,
procedures...it's
all about
prioritization**

- If possible, design your policies first
- Process design with the system in mind
- Focus more on To-Be and less on As-Is
- If designing all 3 aspects, build that into your timeline

- How good is your data
- Over estimate the effort to perform data conversion
- Data validation is required and takes time
- Limit the amount of history you bring over. Consider data warehouse history storage

**Expect your
current data
is non-
conforming**

Cloud transformation insights

**Pay for
professional
Organization
Change
Management**

- Success is measured by user adoption
- User adoption happens through OCM
- OCM is not an abstract concept
- True ROI is driven from OCM

- SaaS is not set it and forget it
- Change comes every few months now
- Preparation comes from participation
- Workforce of tomorrow must embrace constant change

**Prepare for
the
perpetual
state of
change**

Cloud transformation insights

Understand the role of IT with SaaS

- IT still has a critical role in the project
- Plan for a new role called Cloud Administrator
- Reports, interfaces, conversions and extensions still exist
- Vendor management best performed by IT

- Best outcome comes from 2-in-a-box model
- Assign your future leaders to the project
- Plan for temps in support of business as usual
- Don't expect a turnkey solution on a 2-in-a-box budget

Resources, resources, resources

Cloud transformation insights

**Cloud SaaS
does not negate
20 years of best
practices**

- Implementations are faster however...
- Defined methodology is still best practice
- Project documentation more important with SaaS
- Create reusable artifacts during the project

- Implement
- Stabilize
- Optimize
- ROI comes from the Optimize phase

**Go live is the
start not the end**

Closing



Jason Schwab
Experienced Manager
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