

CONSULTING & DELIVERY UPDATE

The following is an important update regarding the Consulting & Delivery team.

Associates,

As we enter a new year, it's important to reflect on our accomplishments over the past 12 months. We had many successes in 2019, including the training and onboarding of more than 1,500 new associates and the assignment of an additional 38 associates to lead unified client delivery. We also closed several large implementation deals. The consulting team ended 2019 on a strong note, achieving many of the goals and objectives that had been established for the year. In the continuing spirit of development, improvement, and growth, we will focus on achieving the following objectives in 2020:

- Improve client satisfaction and delivery.
- Achieve our financial metrics through attainment of revenue, margin, and utilization targets.
- Drive decisions closer to our customers by empowering regional delivery teams with authority and accountability for client success.
- Complete the integration of <<Department1>> and <<Department2>> into a combined organization.

Overall, we will drive to achieve world-class consulting, systems integration, and delivery for services and solutions. In support of these objectives, we are excited to announce the following improvements.

In 2019, we introduced a new delivery model, organized by five regions, where a client-specific delivery director assumed responsibility for all service and product delivery. The model has been very successful, and we've seen some great gains in client satisfaction and improved focus on client needs and delivery. We are now going to fine-tune this model to better align with the Markets team and will move to a three-region model. <<Name1>> will lead the East region, <<Name2>> will lead the Central region, and <<Name3>> will continue to lead the West region. Associates currently within the Southeast and Northeast regions will be re-assigned within the new three-region model in accordance with their current client assignments.

Next, we are taking steps to best align our consulting teams to the client-focused delivery model. In 2019, we moved integration resources and the quality assurance team to a regional model. To further expand this client-centric approach, project managers on client engagements will be assigned to one of the three regional delivery teams. This will allow for close collaboration with the delivery director who has the ultimate accountability for successful project engagement.

<<Name4>> will have accountability for the consulting teams where either the size of the team, or the uniqueness of the skillset doesn't lend itself to a client-specific model, but rather a Centers of Excellence approach that is accessed by all regions.

In addition, the work that <<Name5>> and <<Name6>> continually drive relative to pipeline development, revenue growth, and continual focus on sales is critical to our ongoing success. Both will continue to report directly to me.

Finally, I'd like to announce our new partners: <<Name7>> in HR, and <<Name8>> in Finance. Both XX and XX are critical to our success as an organization and I am pleased to have their support going forward.

I am excited about these changes, as I believe they put us in a position to successfully deliver on our client needs and financial targets in 2020. Please join me in embracing these changes and remaining committed to your client delivery objectives.

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<<Title>>

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