Financial, HR, Procurement Systems Overhaul Project

Executive Vision Follow-up Session – 09/26/02

PENGAD-Bayonne, N. J.
GOVERNMENT EXHIBIT
P4075-R

NEXTEL

NEXTEL-000009
HIGHLY CONFIDENTIAL

Agenda

- Hackett Summary of Benchmark Findings 12:30 pm - 1:30 pm
- FSO Summary of Findings to Date 1:30 pm – 2:45 pm
- Resulting findings of Joint Hackett/FSO Brainstorming Session 2:45 pm – 3:00 pm
- Break 3:00 pm – 3:15 pm
- Straw-man Vision 3:15 pm – 3:45 pm
- Project Approach Recommendation 3:45 pm – 4:15 pm
- Business Case Model 4:15 pm – 4:45 pm
- Budget Process 4:45 pm – 5:00 pm
- Schedule and Next Steps 5:00 pm – 5:45 pm

Hackett Summary of Benchmark Findings 12:30 pm - 1:30 pm

- ***Benchmarking is a proven tool to identify and "steal" best practices***
  - **Establish a baseline of the current state**
  - **Determine gap across five dimensions in comparison to world-class companies**
  - **Evaluate key drivers of dimensions**
    - Best practices utilization
    - Partnering capabilities
    - Staffing utilization
    - Technology utilization
  - **Identify and prioritize short- and long-term opportunities**
  - **Establish goals and measure progress**
  - **Define tangible benefits and next steps**

NEXTEL

NEXTEL-000011
HIGHLY CONFIDENTIAL

Hackett Summary of Benchmark Findings 12:30 pm - 1:30 pm

Nextel Business Functions Were Measured Across 5 Areas

Strategic Alignment

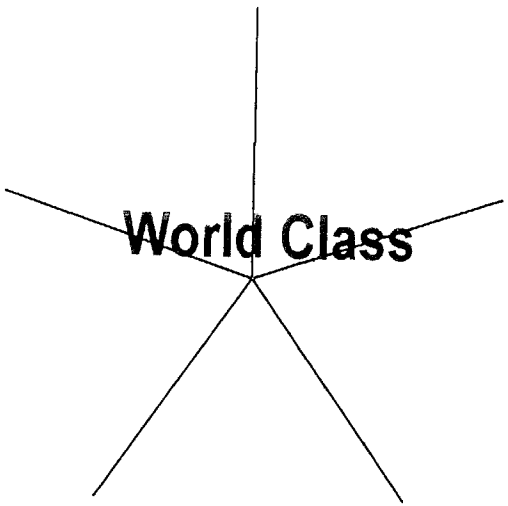
Value
- Linkage to business strategy
- Communication of strategy

Efficiency
- Evidence of finance strategy
- Strategic planning results tracked

Process

Value
- Meeting req./satisfaction
- Quality of reporting output]

Efficiency
- Cost per transaction
- Total process cost



Partnering

Value
- Capability of external partners to gain access to internal applications
- Collaboration with suppliers/customers

Efficiency
- Viewed as partner in decision making
- Online application usage – internal

Technology

Value
- Use of available functionality
- Information on demand

Efficiency
- Application complexity
- Integration

Organization

Value
- Utilization of managers and professionals
- Selective use of outsourcing
- Overall staffing level

Efficiency
- Staff mix/span of control

NEXTEL

NEXTEL-000012
HIGHLY CONFIDENTIAL

Hackett Summary of Benchmark Findings 12:30 pm - 1:30 pm

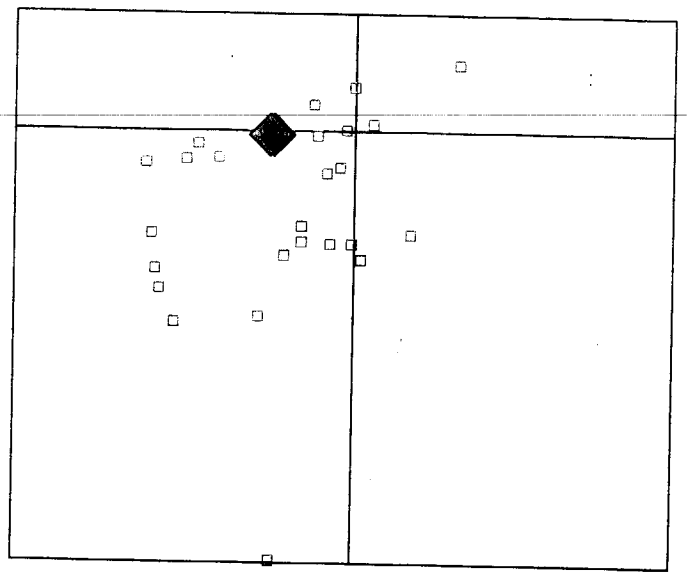
Finance overall scorecard - DRAFT

Summary

High

Value

Finance providing value to the business goals



Low

Efficiency

How efficient the Finance function is in performing its role

High

◆ **Nextel**

Value Summary

- **Application complexity is relatively low; high usage of available system functionality**
- **Managers' time allocation is heavily skewed towards transaction processing activities**
- **On-line exchange of information with external stakeholders is lacking**
- **Communication by Finance rated as poor to good**

Efficiency Summary

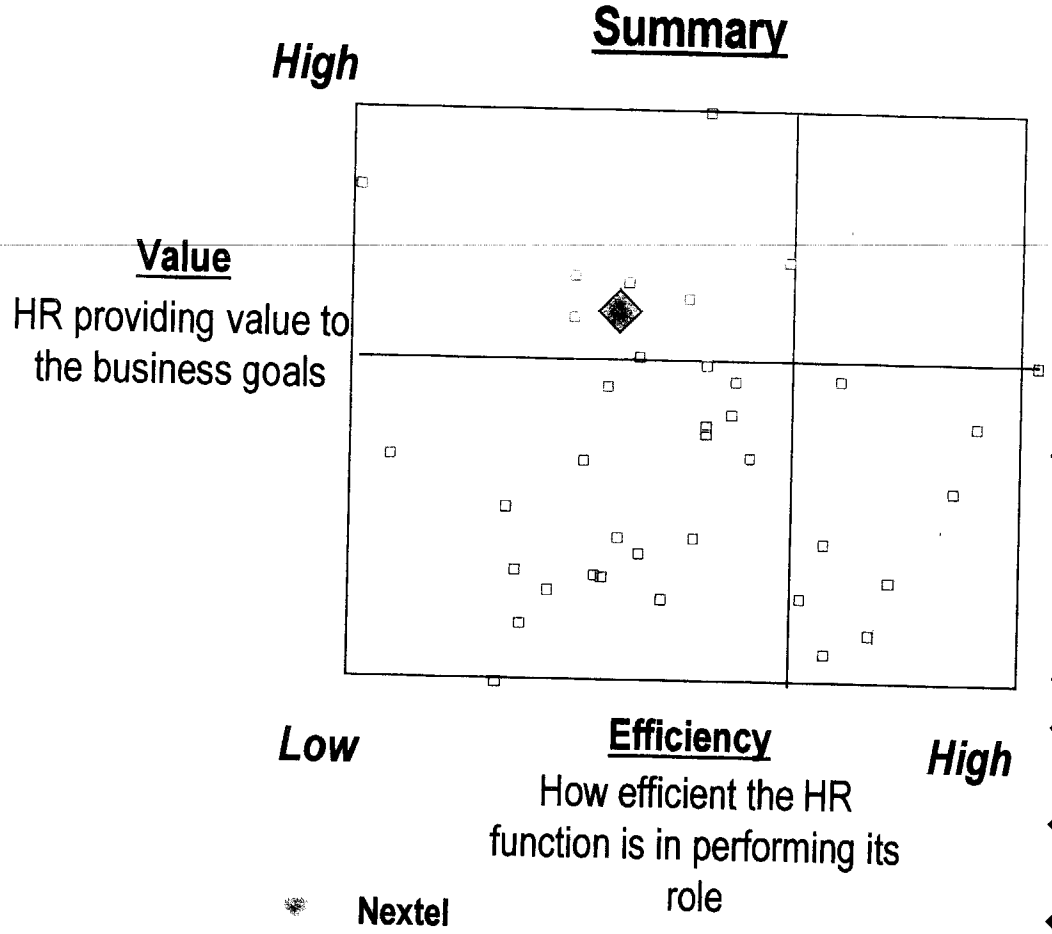
- **No evidence of a strategy for Finance**
- **High total costs and staff level compared to 1Q**
- **Analysts' spend 75% of their time gathering/collecting data**
- **Several processes have a low cost per transaction**
- **Collaboration between Finance and business operations is not consistent**

NEXTEL

NEXTEL-000013
HIGHLY CONFIDENTIAL

Hackett Summary of Benchmark Findings 12:30 pm - 1:30 pm

HR overall Scorecard - DRAFT



Value Summary

- Percent of change efforts tied to business strategy is high
- HR proactively researches strategic business opportunities
- Use of selective sourcing
- Service level agreements are used to a high extent
- Company information made available weekly

Efficiency Summary

- Hours of required training is low
- Cost per EE is 4th quartile
- A formal documented HR strategic plan is only being utilized to a medium extent
- High manager staff mix
- Communication to employee about change midway through project
- Specific targets, scorecards and goals only built into success criteria 50%
- High percent of time collecting data instead of doing analysis

NEXTEL

NEXTEL-000014
HIGHLY CONFIDENTIAL

Hackett Summary of Benchmark Findings 12:30 pm - 1:30 pm

Procurement - Overall scorecard - DRAFT

Summary

High

Value

Procurement adding value to the organization

REDACTED

Low

Efficiency

How efficient the Procurement function is in performing its role

High

◆ **Nextel**

Value Summary

- **Procurement strategy is not communicated**
- **Limited partnering with suppliers**
- **Limited access to Web/electronic application functionality**
- **Relative low usage of best practices**

Efficiency Summary

- **Basic Procurement activities done manually**
- **Limited utilization by procurement of cross-functional teaming**
- **Staffing levels are lower than first quartile**
- **Low productivity/High process cost**

NEXTEL

NEXTEL-000015
HIGHLY CONFIDENTIAL

Hackett Summary of Benchmark Findings 12:30 pm - 1:30 pm

- Nextel should not have the expectation that we can be a 1st quartile player in every area within one year
- A "home run" would be 15% improvement in each of the next 4 years
- Summary of functions with the biggest opportunity for improvement/savings:
  - Finance
    - General Accounting
    - Reporting
    - Budget Planning/Forecasting
    - Order to Cash functions (AR, Collections, Credit, Billing)
  - Tax
    - Financial Reporting
    - Planning
    - Tax Report Filings

Hackett Summary of Benchmark Findings 12:30 pm - 1:30 pm

- Summary of functions with the biggest opportunity for improvement/savings:
  - HR
    - Payroll
    - Benefits Administration
    - Information Management
    - Recruiting and Staffing
    - Learning and Development
    - Organizational Effectiveness
    - Compensation Administration
  - Procurement
    - E-sourcing – online RFP/RFQ
    - E-online auctions
    - Electronic Invoicing/order acknowledgement
    - Establishment of end to end procure to pay process
    - Material Receipts
    - Supplier Performance Management
    - Contract Management

FSO Summary of Findings to Date 1:30 pm – 2:45 pm

- Project Assumptions
  - Wherever possible, software will be off-the-shelf, with minimal customization.
  - Use industry-leading Best Practices as input to the software selection process.
  - After software solution is selected, business processes will be based on Best Practices of the software chosen, except as where noted by SMEs.
  - Requirements will be based on Best Practices and off-the-shelf functionality. Gap analysis will be performed to determine unique functional needs.
  - We want to create a unique, accelerated procurement process for this project.
  - Fewer systems are better (interface points are the weakest part of the infrastructure).
  - We will consider outsourcing functions in order to be world class.

FSO Summary of Findings to Date 1:30 pm – 2:45 pm

- Project Assumptions
  - The interface between Atlas and Oracle could be problematic and may dictate part of the solution.
  - We want to use electronic signatures wherever possible.
  - We want to build in work flow wherever possible.
  - We should eliminate duplicate data wherever possible.

FSO Summary of Findings to Date 1:30 pm – 2:45 pm

- **Project Scope**

Included Business Functions

Human Resources	Accounting & Finance	Supply Chain	Tax
Benefits	Accounts Payable	Asset Mgmt	Tax Prep
Career Dev & Planning & Competency Tracking	Accounts Receivable	Auctioning	Financial Reporting
Compensation	Budgeting	Catalog Mgmt	POS
	Cash Tracking	Contract Mgmt	Service
Contractor Tracking	Commissions	Distribution Requirements Planning	Use Tax
Employee Admin	Consolidation	eCommerce	TEMS
Employee Communications	Cost Accounting		Contract Review
Employee Relations	Expense Reporting	Forecasting	Planning
Mergers, Acquisitions, Restructurings	Financial Planning	Inventory Mgmt	Incentives
Performance Mgmt	Financial Reporting	MWBE and supplier database	Research
Policies and Procedures	Fixed Assets	P.O.	Accruals
Recruiting	Forecasting	Property Management	Tax Report Filings
Succession Planning	General Ledger	Receiving Goods	Payments
Surveys	Handset Inventory	Requisition	Reconciliations
Termination Processing	Journal Entry	RFP	Adjustments
Training	Payroll	Supplier Scheduling	Unclaimed Property
Transfers and Relocations	Project Accounting	Vendor Eval	Audits & Litigation
Workfoce Planning/Staffing	Revenue Mgmt	Work Order Mgmt	Property Tax Filings
Workforce Deployment	T&E Processing		Assessment Review & Controls
	Tax		Payments & Verification
Data Warehouse			
Business Intelligence			
Compliance			
iConnect			
IT Infrastructure			
Engineering Operations			
Imaging			

NEXTEL

NEXTEL-000020
HIGHLY CONFIDENTIAL

FSO Summary of Findings to Date 1:30 pm – 2:45 pm

- **Project Scope**

Other Organizations
Billing
Cell Site Tracking
Collections
Corp. Financial Strategy
Corporate Communications - Employee Communications
Customer Care Productivity
Downstream Reporting Tools from DW
Employee Phone Fulfillment
ExternalBusiness Relationships (Boost, NPI, NII,EDS, IBM Teletec, USI, Amdocs,)
Legal Contract Mgmt
Legal Litigation
Legal Security/Privacy
Nextel Retail
Product Mgmt - Product Profitability
Revenue Assurance
Sales Commissions/Direct&Indirect
Sales Distribution/Direct&Indirect
Sales SFA
Spectrum Tracking

FSO Summary of Findings to Date 1:30 pm – 2:45

Human Resources

HUMAN RESOURCES	ACCOUNTING & FINANCE																						SUPPLY CHAIN											
	Accounts Payable	Accounts Receivable	Budgeting	Cash Tracking	Commissions	Consolidation	Cost Accounting	Expense Reporting	Financial Planning	Financial Reporting	Fixed Assets	Forecasting	General Ledger	Handset Inventory	Journal Entry	Payroll	EPPP	EBPP	Project Accounting	Revenue Mgmt	T&E Processing	Tax	Asset Mgmt	Auctioning	Catalog Mgmt	Contract Mgmt	Distribution Reqmt's Pln	eCommerce	Forecasting	Inventory Mgmt	MWBE and Supplier Database	P.O.	Property Management	Receiving Goods	Requisition
Benefits	X		X	X					X	X		X	X	X	X	X				X		X				X			X		X	X			X
Career Dev & Planning & Competency Tracking	X		X						X																							X			X
Compensation			X		X				X			X				X			X													X		X
Contractor Tracking	X	X	X				X	X	X	X		X	X						X	X	X	X				X		X	X		X	X		X	X
Employee Admin	X	X	X		X			X	X	X	X	X	X	X		X			X		X	X	X			X				X		X	X	X	X
Employee Communications					X			X						X		X					X	X				X									
Employee Relations														X		X					X					X					X	X		
Mergers, Acqs, Restructurings			X		X			X	X	X	X		X		X	X			X		X	X	X			X			X			X	X		X
Performance Mgmt					X											X																			
Policies and Procedures					X											X										X						X			X
Recruiting	X	X	X					X	X	X		X		X		X			X		X	X	X						X	X		X	X		X
Succession Planning			X																																
Surveys																																X			
Termination Processing	X	X	X		X			X	X	X	X	X	X	X		X			X		X	X	X			X				X		X	X	X	X
Training			X		X									X																		X			X
Transfers and Relocations	X		X					X								X																X			X
EPPP																																X			X
EBPP																																			
Workforce Planning/Staffing	X	X	X					X	X	X		X		X		X			X		X	X	X						X	X		X	X		X
Workforce Deployment	X	X	X					X	X	X		X		X		X			X		X	X	X						X	X		X	X		X

NEXTEL

NEXTEL-000022
HIGHLY CONFIDENTIAL

FSO Summary of Findings to Date 1:30 pm – 2:45

Human Resources

HUMAN RESOURCES	OTHER ORGANIZATIONS																			TAX																					GLOBAL						
	Billing	Cell Site Tracking	Collections	Corp. Financial Strategy	Corporate Comms - Empl Comms	Customer Care Productivity	Downstream Reporting Tools from DW	Employee Phone Fulfillment	External Business Relationships	Legal Contract Mgmt	Legal Litigation	Legal Security / Privacy	Nextel Retail	Product Mgmt - Product Profitability	Revenue Assurance	Sales Commissions / Dir & Indir	Sales Distribution/ Dir & Indir	Sales SFA	Tax Prep	Financial Reporting	POS	Service	Use Tax	TEMS	Contract Review	Planning	Incentives	Research	Accruals	Tax Report Filings	Payments	Reconciliations	Adjustments	Unclaimed Property	Audits & Litigation	Property Tax Filings	Assess. Review & Controls	Payments & Verification	Data Warehouse	Business Intelligence	Compliance	iConnect	IT Infrastructure	Engineering Operations	Imaging
Benefits				X	X		X	X	X	X	X	X	X						X	X						X		X							X	X			X	X	X	X	X		X
Career Dev & Planning & Competency Tracking					X		X		X	X			X	X		X																			X										X
Compensation				X	X	X	X						X			X			X	X						X	X												X	X	X	X	X		X
Contractor Tracking			X	X			X		X	X			X																						X	X			X	X	X	X	X		
Employee Admin			X	X	X		X			X		X	X			X												X							X	X			X	X	X	X	X		X
Employee Communications					X		X	X					X			X										X	X	X								X			X	X	X	X	X		X
Employee Relations			X		X		X	X	X				X																							X					X	X	X		
Mergers, Acqs, Restructurings					X			X	X				X			X			X	X						X	X	X	X	X					X	X			X		X	X			
Performance Mgmt					X		X			X		X	X																					X	X			X	X	X	X			X
Policies and Procedures					X			X					X								X	X	X			X	X	X								X			X	X	X	X			X
Recruiting					X		X	X	X				X			X																			X			X	X	X	X			
Succession Planning							X						X																X						X			X	X	X	X	X		X
Surveys						X							X																						X			X			X			
Termination Processing			X	X	X		X			X		X	X			X																			X			X			X			
Training					X	X	X		X				X																						X			X	X	X	X	X		X
Transfers and Relocations							X						X																X						X			X	X	X	X	X		X
EPPP																										X	X							X	X			X		X	X			X
EBPP																					X								X	X	X				X										
Workforce Planning/Staffing					X		X	X	X				X			X						X	X	X					X		X	X			X										
Workforce Deployment					X		X	X	X				X			X										X	X								X			X	X	X	X	X		X
																										X	X								X			X	X	X	X	X		X

FSO Summary of Findings to Date 1:30 pm – 2:45

Accounting & Finance

		HUMAN RESOURCES																					SUPPLY CHAIN																
		Benefits	Career Dev & Planning & Competency Tracking	Compensation	Contractor Tracking	Employee Admin	Employee Communications	Employee Relations	Mergers, Acqs, Restructurings	Performance Mgmt	Policies and Procedures	Recruiting	Succession Planning	Surveys	Termination Processing	Training	Transfers and Relocations	EPPP	EBPP	Workforce Planning/Staffing	Workforce Deployment	Asset Mgmt	Auctioning	Catalog Mgmt	Contract Mgmt	Distribution Reqmt's Pln	eCommerce	Forecasting	Inventory Mgmt	MWBE and Supplier Database	P.O.	Property Management	Receiving Goods	Requisition	RFP	Supplier Scheduling	Vendor Eval	Work Order Mgmt
ACCOUNTING & FINANCE	Accounts Payable				X				X		X	X					X					X	X	X	X		X			X	X	X	X	X				
	Accounts Receivable				X			X	X		X																											
	Budgeting	X		X	X				X			X				X	X			X	X							X	X			X			X			X
	Cash Tracking			X							X											X	X										X					
	Commissions			X		X				X	X				X		X								X	X		X	X									
	Consolidation								X		X											X																
	Cost Accounting										X											X						X	X		X							
	Expense Reporting																																					
	Financial Planning	X		X	X				X			X				X	X			X	X							X	X			X			X			X
	Financial Reporting			X							X																											
	Fixed Assets																					X					X		X		X		X	X				X
	Forecasting	X		X	X				X			X				X	X			X	X							X	X			X			X			X
	General Ledger	X		X					X		X	X				X	X						X					X				X	X					
	Handset Inventory																					X			X		X	X	X		X	X	X					
	Journal Entry	X		X				X			X	X																										
	Payroll	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			X	X							X										
	Project Accounting																					X					X				X		X	X				X
	Revenue Mgmt																																					
	T&E Processing					X	X	X			X				X	X	X										X											
	Tax			X																									X									

NEXTEL

NEXTEL-000024
HIGHLY CONFIDENTIAL

FSO Summary of Findings to Date 1:30 pm – 2:45

Accounting & Finance

	OTHER ORGANIZATIONS																			TAX																					GLOBAL						
ACCOUNTING & FINANCE	Billing	Cell Site Tracking	Collections	Corp. Financial Strategy	Corporate Comms - Empl Comms	Customer Care Productivity	Downstream Reporting Tools from DW	Employee Phone Fulfillment	External Business Relationships	Legal Contract Mgmt	Legal Litigation	Legal Security /Privacy	Nextel Retail	Product Mgmt - Product Profitability	Revenue Assurance	Sales Commissions / Dir & Indir	Sales Distribution/ Dir & Indir	Sales SFA	Spectrum Tracking	Tax Prep	Financial Reporting	FOS	Sarbanes	Tax	TSAS	Contract Services	Planning	Processes	Research	Analysis	Tax Report Filings	Technical Support	Training	Tax Audit Support	Tax Audit Defense	Tax Audit Finalization	Tax Audit Resolution	Tax Audit Closure	Tax Audit Reviews/ Controls	Payments & Verification	Business Intelligence	Compliance	iConnect	IT Infrastructure	Engineering Operations	Imaging
Accounts Payable	X	X		X						X	X	X	X			X							X			X				X	X	X		X	X	X		X			X	X			
Accounts Receivable	X		X					X					X	X	X															X				X	X	X			X		X	X	X		X
Budgeting	X	X	X	X		X	X		X				X	X		X	X			X	X	X	X	X			X									X	X		X		X		X		
Cash Tracking	X		X					X					X	X																						X	X		X			X	X	
Commissions	X		X	X			X		X	X	X		X	X		X	X	X																		X	X		X		X		X		
Consolidation	X	X	X										X			X				X	X					X	X	X							X	X			X	X	X		X		
Cost Accounting																			X																	X			X		X				
Expense Reporting																																				X	X								
Financial Planning	X	X	X	X		X	X		X				X	X		X	X			X	X					X	X	X								X		X				X	X	
Financial Reporting	X	X	X			X	X	X					X		X	X	X		X	X	X					X	X	X	X			X			X	X		X		X		X		
Fixed Assets		X																		X	X					X	X			X				X	X	X								X
Forecasting	X	X	X	X		X	X		X				X	X		X	X			X	X	X	X	X		X	X									X		X	X			X	X	
General Ledger	X		X					X			X		X	X		X	X			X	X	X	X	X		X	X		X	X	X	X		X	X	X		X		X		X		
Handset Inventory	X		X				X	X					X	X	X	X	X	X				X		X					X	X					X	X		X		X		X		
Journal Entry	X	X	X				X	X					X			X	X			X	X	X	X	X		X	X	X	X	X	X	X			X	X		X		X		X		
Payroll			X	X	X	X	X		X		X	X	X			X		X		X	X					X	X	X						X	X	X		X	X	X	X	X		X
Project Accounting		X																		X	X					X	X	X							X	X									
Revenue Mgmt	X		X				X	X							X					X	X															X		X		X					
T&E Processing					X																															X	X	X			X	X	X		
Tax	X							X									X																												

FSO Summary of Findings to Date 1:30 pm – 2:45

Tax

	HUMAN RESOURCES																					ACCOUNTING & FINANCE																	
	Benefits	Career Dev & Planning & Competency	Compensation	Contractor Tracking	Employee Admin	Employee Communications	Employee Relations	Mergers, Acqs, Restructurings	Performance Mgmt	Policies and Procedures	Recruiting	Succession Planning	Surveys	Termination Processing	Training	Transfers and Relocations	EPPP	EBPP	Workfoce Planning/Staffing	Workforce Deployment	Accounts Payable	Accounts Receivable	Budgeting	Cash Tracking	Commissions	Consolidation	Cost Accounting	Expense Reporting	Financial Planning	Financial Reporting	Fixed Assets	Forecasting	General Ledger	Handset Inventory	Journal Entry	Payroll	Project Accounting	Revenue Mgmt	T&E Processing	Tax
Tax																																							
Tax Prep	X		X					X															X			X			X	X	X	X	X		X	X	X	X		X
Financial Reporting	X		X					X															X			X			X	X	X	X	X		X	X	X	X		X
POS										X							X						X									X	X	X	X					X
Service										X								X					X									X	X		X					X
Use Tax										X								X			X		X									X	X	X	X					X
TEMS																		X																					X
Contract Review																																							X
Planning	X		X		X	X		X		X						X			X	X	X		X			X			X	X	X	X	X		X	X	X			X
Incentives			X		X	X		X		X						X			X	X						X			X	X	X	X	X		X	X	X			X
Research	X			X	X	X	X	X		X																X			X	X					X	X	X			X
Accruals								X									X													X			X	X	X					
Tax Report Filings								X			X				X		X	X			X	X									X		X	X	X					
Payments																	X				X												X		X					
Reconciliations																		X			X									X			X		X					
Adjustments																		X																						
Unclaimed Property																					X	X			X						X		X			X				
Audits & Litigation	X		X	X				X								X					X	X	X	X	X	X	X	X		X	X		X	X	X	X	X	X	X	X
Property Tax Filings	x	x	x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		x		x	x	x	x	x	x	x	x	x		x	x
Assessment Review & Controls																																						x	x
Payments & Verification																					x		x	x							x				x				x

NEXTEL-000026
HIGHLY CONFIDENTIAL

FSO Summary of Findings to Date 1:30 pm – 2:45

Tax

		SUPPLY CHAIN MANAGEMENT																		OTHER ORGANIZATIONS																							GLOBAL						
		Asset Mgmt	Auctioning	Catalog Mgmt	Contract Mgmt	Distribution Reqmt's Pln	eCommerce	Forecasting	Inventory Mgmt	MWBE and Supplier Database	P.O.	Property Management	Receiving Goods	Requisition	RFP	Supplier Scheduling	Vendor Eval	Work Order Mgmt	Billing	Cell Site Tracking	Collections	Corp. Financial Strategy	Corporate Comms - Empl Comms	Customer Care Productivity	Downstream Reporting Tools from DW	Employee Phone Fulfillment	External Business Relationships	Legal Contract Mgmt	Legal Litigation	Legal Security / Privacy	Nextel Retail	Product Mgmt - Product Profitability	Revenue Assurance	Sales Commissions / Dir & Indir	Sales Distribution/ Dir & Indir	Sales SFA	Spectrum Tracking	Data Warehouse	Business Intelligence	Compliance	iConnect	IT Infrastructure	Engineering Operations	Imaging
Tax	Tax Prep																																															
	Financial Reporting																																															
	POS				X														X		X			X	X			X	X		X				X	X	X			X					
	Service				X														X		X			X	X	X		X	X			X				X	X			X					
	Use Tax	X			X		X	X	X		X								X	X					X	X		X	X		X	X	X		X		X			X					
	TEMS				X														X		X			X	X	X		X							X	X	X								
	Contract Review				X										X				X									X																		
	Planning																					X	X				X		X									X	X	X	X				
	Incentives																					X	X				X											X	X	X	X				
	Research																					X	X				X	X	X									X	X	X	X				
	Accruals																		X	X					X	X							X												
	Tax Report Filings								X								X		X	X						X	X	X			X		X					X								
	Payments																								X						X															
	Reconciliations																								X						X		X													
	Adjustments																		X		X				X								X													
	Unclaimed Property																		X	X	X												X				X									
	Audits & Litigation	X	X			X	X		X	X	X	X	X		X				X	X	X	X			X	X		X	X	X	X	X	X	X	X	X	X						X	?	X		X	X	X
	Property Tax Filings	X						X	X	X	X	X	X							X		X						X			X				X			X	X	X	X	X	X	X	
	Assessment Review & Controls																			X								X																		
	Payments & Verification																			X											X															

FSO Summary of Findings to Date 1:30 pm – 2:45

Supply Chain Management

		HUMAN RESOURCES																					ACCOUNTING & FINANCE																			
		Benefits	Career Dev & Planning & Competency Tracking	Compensation	Contractor Tracking	Employee Admin	Employee Communications	Employee Relations	Mergers, Acqs, Restructurings	Performance Mgmt	Policies and Procedures	Recruiting	Succession Planning	Surveys	Termination Processing	Training	Transfers and Relocations	EPPP	EBPP	Workfoce Planning/Staffing	Workforce Deployment	Accounts Payable	Accounts Receivable	Budgeting	Cash Tracking	Commissions	Consolidation	Cost Accounting	Expense Reporting	Financial Planning	Financial Reporting	Fixed Assets	Forecasting	General Ledger	Handset Inventory	Journal Entry	Payroll	Project Accounting	Revenue Mgmt	T&E Processing	Tax
SUPPLY CHAIN	Asset Mgmt																													X		X										
	Auctioning																																									
	Catalog Mgmt																															X	X									
	Contract Mgmt																																									
	Distribution Reqmt's Pln																													X			X									
	eCommerce																																									
	Forecasting															X				X	X			X	X					X			X		X							
	Inventory Mgmt																							X	X					X	X											
	MWBE and Supplier Database																														X	X		X		X		X		X		X
	P.O.	X			X			X			X	X				X						X		X																		X
	Property Management					X			X											X	X	X	X	X						X	X	X	X	X			X					X
	Receiving Goods	X			X			X			X	X				X						X						X	X		X	X		X		X		X		X	X
	Requisition	X			X			X			X	X				X						X									X	X		X		X		X		X	X
	RFP																													X												
	Supplier Scheduling																							X						X												
	Vendor Eval																																									
	Work Order Mgmt																														X		X					X				

NEXTEL

NEXTEL-000028
HIGHLY CONFIDENTIAL

FSO Summary of Findings to Date 1:30 pm – 2:45

Supply Chain Management

	OTHER ORGANIZATIONS																			TAX																				GLOBAL						
SUPPLY CHAIN	Billing	Cell Site Tracking	Collections	Corp. Financial Strategy	Corporate Comms - Empl Comms	Customer Care Productivity	Downstream Reporting Tools from DW	Employee Phone Fulfillment	External Business Relationships	Legal Contract Mgmt	Legal Litigation	Legal Security / Privacy	Nextel Retail	Product Mgmt - Product Profitability	Revenue Assurance	Sales Commissions / Dir & Indir	Sales Distribution/ Dir & Indir	Sales SFA	Tax Prep	Tax Prep	Financial Reporting	POS	Service	Use Tax	TEMS	Contract Review	Planning	Incentives	Research	Accruals	Tax Report Filings	Payments	Reconciliations	Adjustments	Unclaimed Property	Audits & Litigation	Property Tax Filings	Assess. Review & Controls	Payments & Verification	Data Warehouse	Business Intelligence	Compliance	iConnect	IT Infrastructure	Engineering Operations	Imaging
Asset Mgmt																								X												X	X				X				X	
Auctioning																																				X										
Catalog Mgmt									X																															X	X			X	
Contract Mgmt									X	X												X	X	X	X	X													X			X			X
Distribution Reqmt's Pln									X																											X										
eCommerce																								X												X					X					
Forecasting				X					X					X										X													X				X				X	
Inventory Mgmt																								X							X					X	X				X				X	
MWBE and Supplier Database									X																											X	X				X					
P.O.													X											X												X	X				X	X		X	X	
Property Management			X	X		X	X			X	X		X																							X	X			X	X			X		
Receiving Goods													X																							X	X				X	X		X	X	
Requisition													X																												X	X		X	X	
RFP									X																	X										X					X					
Supplier Scheduling									X																																X				X	
Vendor Eval									X																						X										X				X	
Work Order Mgmt																																									X				X	

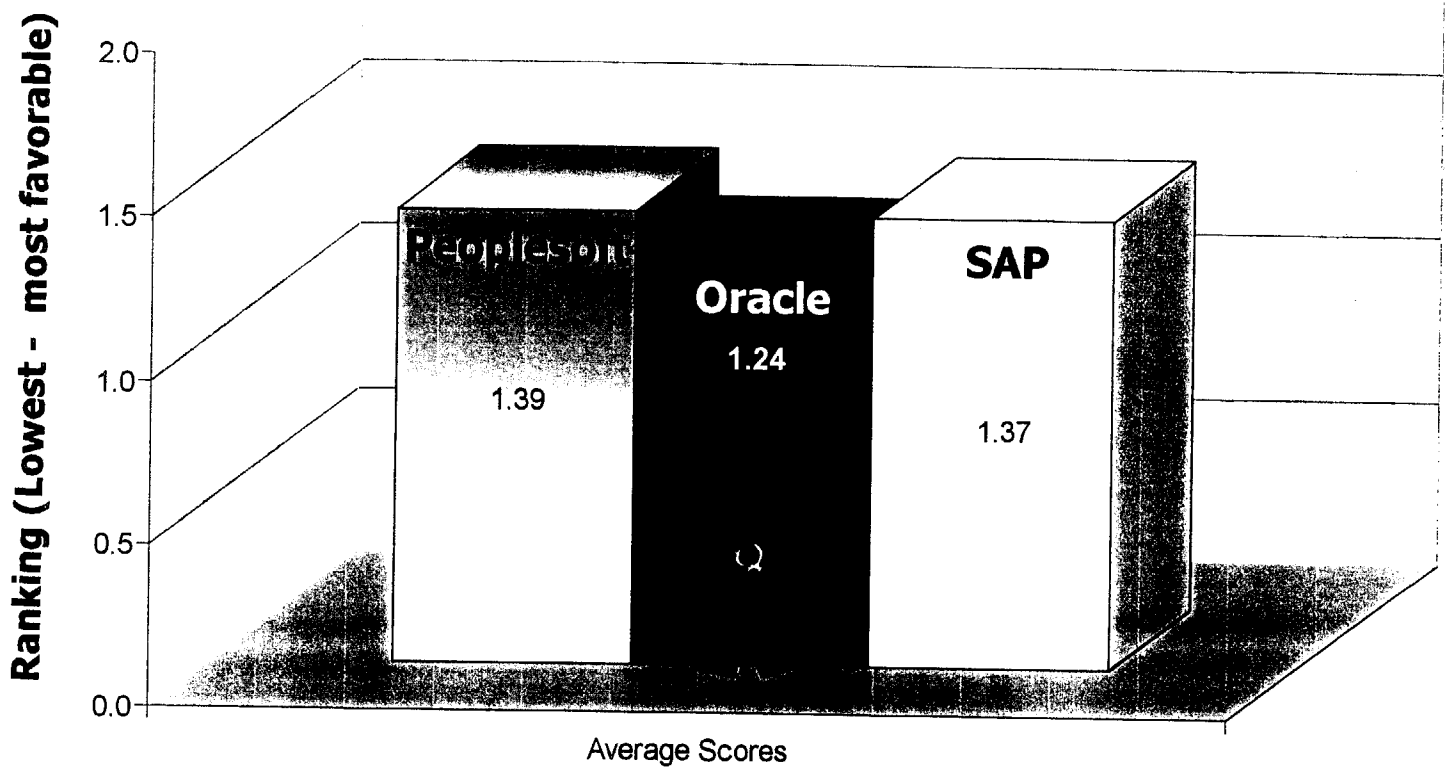
NEXTEL

HIGHLY CONFIDENTIAL

FSO Summary of Findings to Date 1:30 pm – 2:45

Overall Collective Rankings

Data for this graphic was the result of numerous consulting firms numerically ranking leading software vendors (1, 2, 3, etc., with 1 being the most favorable) across identified business functions within Human Resources, Supply Chain Management, and Accounting & Finance.



NEXTEL

NEXTEL-000030
HIGHLY CONFIDENTIAL

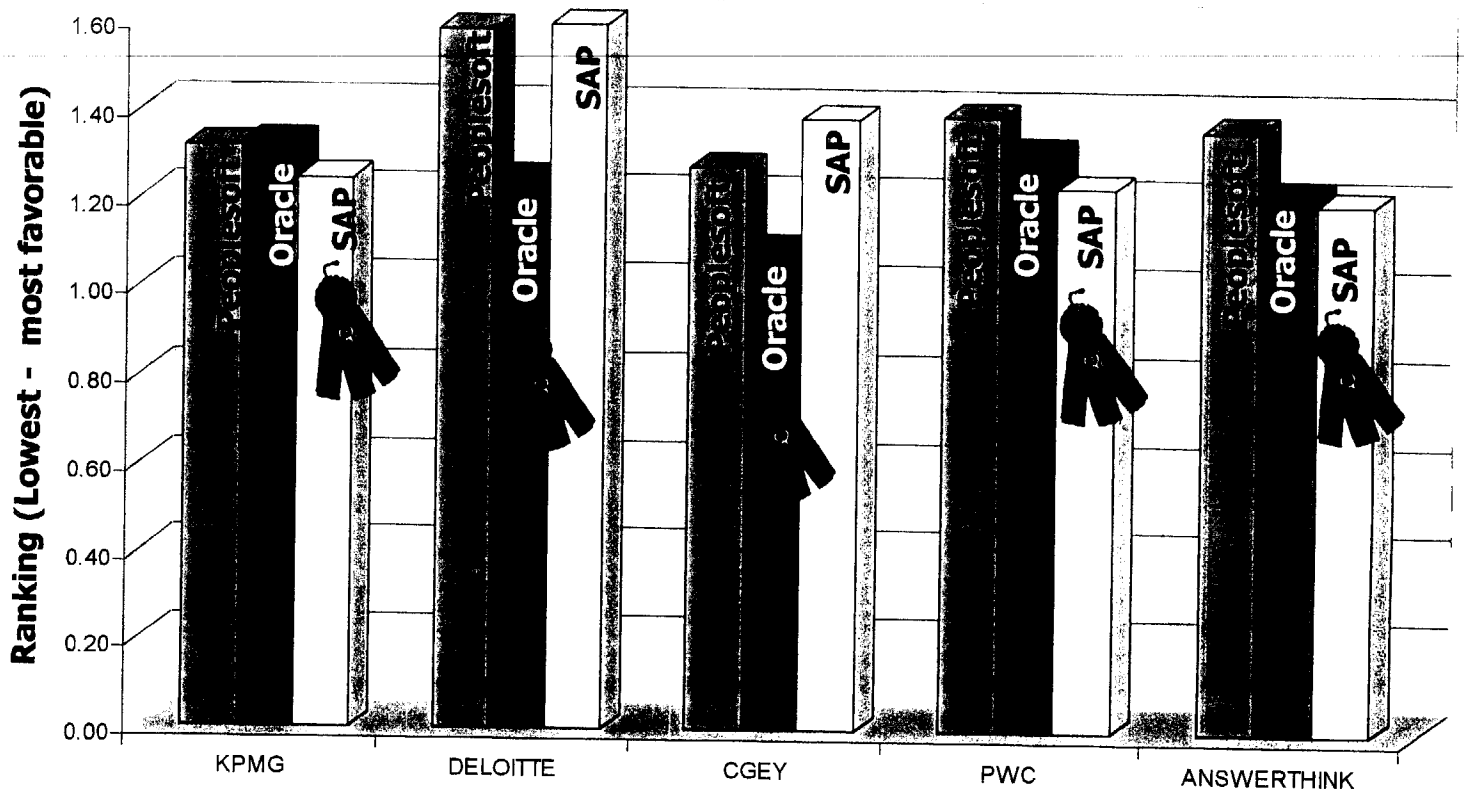
FSO Summary of Findings to Date 1:30 pm – 2:45

Overall Rankings Summary by Firm

Data for this graphic was the result of numerous consulting firms numerically ranking leading software vendors (1, 2, 3, etc., with 1 being the most favorable) across identified business functions within Human Resources, Supply Chain Management, and Accounting & Finance.

Key Takeaways:

- Different firms have different preferences
- Deloitte and CGEY dramatically prefer Oracle overall
- KPMG, PWC, and Answerthink prefer SAP overall, though only marginally



NEXTEL

NEXTEL-000031
HIGHLY CONFIDENTIAL

FSO Summary of Findings to Date 1:30 pm – 2:45

Human Resources Ranking Summary

	PEOPLESOFT (8.x)	ORACLE (11i)	SAP (4.6x)
KPMG Consulting	1.00	1.30	1.30
Deloitte Consulting	1.65	1.85	1.70
CAP GEMINI ERNST & YOUNG	1.00	1.09	1.00
PRICEWATERHOUSECOOPERS	1.44	1.88	1.75
answerthink	1.06	1.11	1.28
AVERAGE	1.27	1.53	1.44

Lowest rankings are preferred (and highlighted)

NEXTEL

NEXTEL-000032
HIGHLY CONFIDENTIAL

FSO Summary of Findings to Date 1:30 pm – 2:45

Accounting & Finance Ranking Summary

	PEOPLESOFT (8.x)	ORACLE (11i)	SAP (4.6x)
KPMG Consulting	1.00	1.00	1.00
Deloitte Consulting	1.73	1.09	1.82
Cap Gemini Ernst & Young	1.39	1.00	1.72
PricewaterhouseCoopers	1.52	1.19	1.14
answerthink	1.27	1.18	1.27
AVERAGE	1.41	1.07	1.42

Lowest rankings are preferred (and highlighted)

FSO Summary of Findings to Date 1:30 pm – 2:45

Supply Chain Management Ranking Summary

	PEOPLESOFT (8.x)	ORACLE (11i)	SAP (4.6x)
KPMG Consulting	2.26	1.95	1.63
Deloitte Consulting	1.63	1.00	1.63
Cap Gemini Ernst & Young	1.44	1.28	1.44
PricewaterhouseCoopers	1.58	1.21	1.11
answerthink	1.78	1.39	1.06
AVERAGE	1.73	1.36	1.45

Lowest rankings are preferred (and highlighted)

FSO Summary of Findings to Date 1:30 pm – 2:45

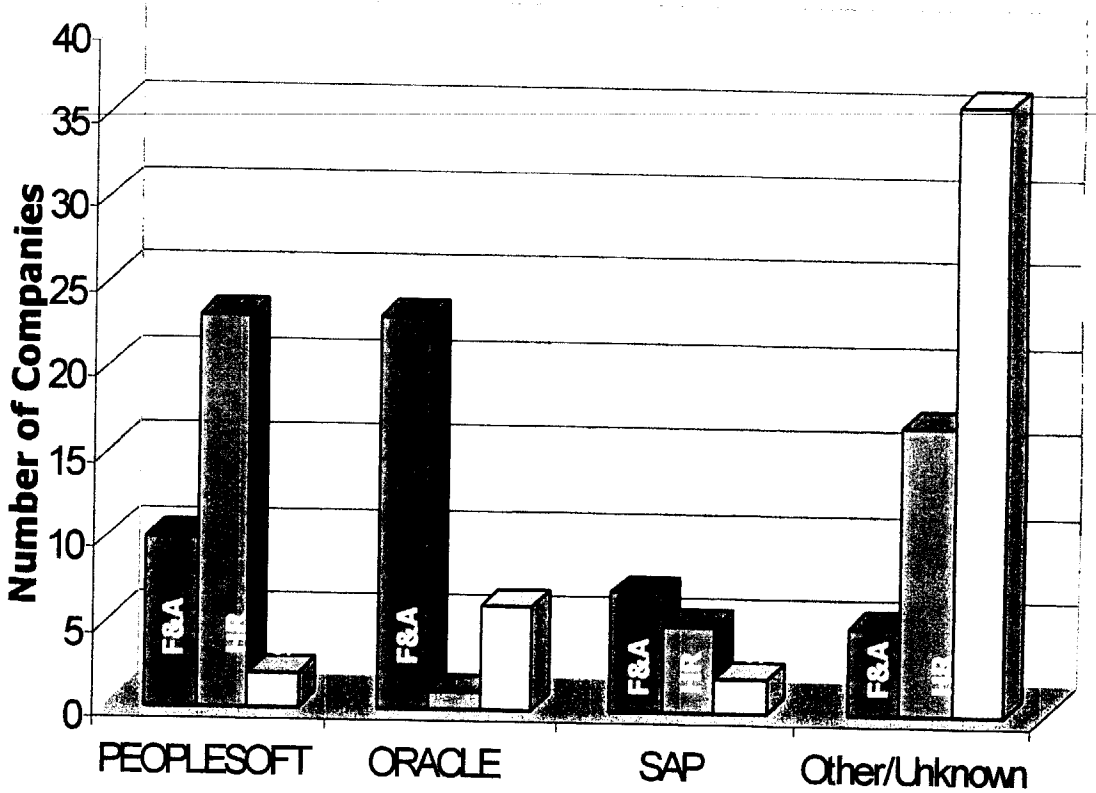
Industry Summary

Key Takeaways:

- Majority of HR systems are Peoplesoft; Majority of Financial systems are Oracle; a wide variety of tools are used for SCM.
- 13 of the 45 companies use a combination of Peoplesoft HR & Oracle Financials

Peer Sample (most company data was provided anonymously):

Vodafone, Sprint Wireless, France Telecom, Nortel, SBC, Deutsche Telecom, AT&T, Weblink Wireless, Bell South, Lucent Network Services, Cingular, IDT Corp, France Telecom, Verizon, Motorola, Nokia (China), Ericsson, Bell Mobility



NEXTEL

NEXTEL-000035
HIGHLY CONFIDENTIAL