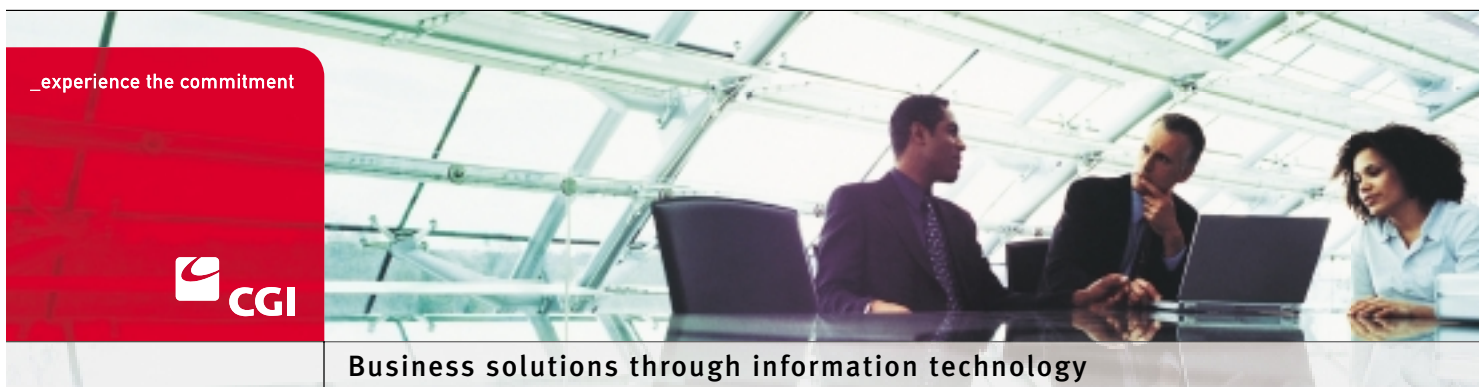


CGI's Approach to Sunrise 2005 and the Global Trade Item Number (GTIN)



Business solutions through information technology

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While efforts have been made to ensure that this document is reliable and technically accurate, no warranty or representation is made that this document will not require modification as experience and technological advances occur.

Glossary of Terms

There are numerous acronyms associated with Sunrise 2005 and the GTIN. The following will be helpful as you read this document.

CPFR	Collaborative Planning, Forecasting and Replenishment
EAN	European Article Number
EDI	Electronic Data Interchange
GCI	Global Commerce Initiative
GDS	Global Data Synchronization
GLN	Global Location Number
GTIN	Global Trade Item Number
MRD	Manufacturing, Retail and Distribution
UCC	Uniform Code Council
UPC	Universal Product Code
XML	Extensible Markup Language

I. Executive Summary: Are You Ready for Sunrise 2005 and the GTIN?

As an IT executive, you are constantly learning about new initiatives related to your industry. Press releases announce the latest software advancements. Salesmen call to describe their newest hardware solutions. Your own staff highlights trade articles touting the next BIG thing for you to consider.

CGI—an information technology thought leader and service provider—believes that there are two important initiatives that all North American IT executives must be aware of and take action to address:

- Sunrise 2005 – January 1, 2005 has been set as the date on which information systems must be capable of accepting the European Article Number (EAN) 13-digit code as an item identification number. The impact of Sunrise 2005 will be significant if an organization uses the Universal Product Code (UPC) 12-digit code as the primary means of item identification within the supply chain. The more systems you have that utilize the UPC as the primary item identifier, the more likely you will be affected by the issuance of the EAN-13 by a global manufacturer or supplier.
- GTIN (Global Trade Item Number) – The Uniform Code Council (UCC) and European Article Number (EAN) International are strongly advising manufacturers and retailers to go a step further as they make the necessary changes for Sunrise 2005. They recommend that companies simultaneously prepare their systems to accommodate a 14-digit UCC/EAN-14 number known as the Global Trade Item Number (GTIN) in order to take advantage of Global Data Synchronization.

North American organizations are faced with understanding the issues associated with Sunrise 2005 and the GTIN along with the resulting impact of these initiatives on resources and budgets. The depth and breadth of impact is based on the current organizational environment. Questions that need to be answered include: How soon should I start my evaluation? What internal systems are going to be affected? What steps are my trading partners taking to be Sunrise 2005 compliant? How can I avoid potential business disruptions? What business benefits can I look forward to enjoying?

Sunrise 2005 and GTIN issues have been an area of focus for CGI. Our GTIN Team is comprised of industry and technology specialists within the manufacturing, retail and distribution sector (MRD) across North America. In evaluating the impact of Sunrise 2005 and the GTIN, we conducted exhaustive research, including interviews with the UCC, market analysts and prominent MRD corporations, over a three-month period. From our research, we concluded that while most North American companies will be impacted by Sunrise 2005 and the GTIN and require a needs analysis, the impact will differ from organization to organization.

CGI has a systematic approach to help you identify your organization's Sunrise 2005 and GTIN readiness. It includes an assessment of your EAN-13 readiness, a technical analysis of your systems and a review of your business processes. Our approach will bring to light the potential benefits as well as the associated investments in time and capital that may be required to become Sunrise 2005 and GTIN compliant. You will then be able to make an informed decision about your company's implementation of Sunrise 2005 and GTIN compliance.

II. Background Information

The UCC standards organization administers the UPC for more than 200,000 member companies doing business in 141 countries worldwide. In cooperation with the EAN, its global partner, the UCC develops global standards for identification codes, data carriers and electronic commerce.

The typical UPC number that North American organizations, especially retailers, are familiar with is a 12-digit bar code number that is made up of a 1-digit system number, a 5-digit company prefix number, a 5-digit item identification number and a 1-digit check digit number that is used to validate the correctness of the previous 11 digits. Major manufacturers and suppliers worldwide rely on the UPC to identify their products throughout the supply chain.

III. The History of Sunrise 2005

In the mid-1990s, a capacity study was conducted by the UCC to identify issues related to the use of the 12-digit UPC number. One finding of this study projected that the UCC would deplete its supply of 5-digit company prefixes for 12-digit UPC numbers by the year 2005. At a May 1997 joint summit meeting between officials of the UCC and EAN, the UCC Board of Governors agreed to and established a sunrise date of January 1, 2005 for the implementation of the EAN-13 code. We are now less than two years away from the sunrise date and the UCC is recommending that its membership accept the EAN-13 code as well as the currently used 12-digit UPC throughout the supply chain.

In going a step further, the UCC and EAN are strongly advising manufacturers and retailers to prepare their systems to accommodate a 14-digit UCC/EAN-14 code known as the Global Trade Item Number (GTIN), while making changes for Sunrise 2005. Taking this extra step will position a company to take advantage of the efficiencies of the Global Commerce Initiative.

IV. What is the GTIN?

The GTIN is described as a consistent worldwide standard numbering system for items of commerce. The GTIN numbering structure will allow manufacturers and suppliers to include additional information such as packaging information, container identification and identification of non-retail products, along with batch and lot numbers within the GTIN number, if desired.

Suppliers, distributors and retailers who use the GTIN in conjunction with Reduced Space Symbolism™ (RSS) will be able to provide detailed product information for the Produce and Variable Measure categories, as well as offer improved capabilities for coupons. RSS-expanded will bring the benefits of full product identification, as well as other supply chain applications, to space-constrained situations where existing linear symbology could not normally be used.

Proponents of the GTIN have identified a number of future benefits that organizations will realize as the GTIN populates the supply chain.

- The GTIN will facilitate data synchronization between trading partners. The Global Commerce Initiative (GCI)—an initiative to streamline international supply chain operations with uniform standards guidelines—has embraced the UCC/EAN as its standards management organization of choice and is using the GTIN as an enabler for an initiative called Global Data Synchronization. This means that data shared between trading partners will be unique and consistent. (For more information on GCI, go to www.globalcommerceinitiative.org).
- The GTIN will enable participation in the emerging electronic trading exchanges that rely on the EAN/UCC system and require the use of the GTIN to uniquely identify products and services at all levels.
- Since the GTIN is the standard for a family of codes, special processes are not required for each specific type. For example, the GTIN will eliminate the need to price mark or re-label products carrying EAN-13 or EAN-8 symbols. Upgrading systems to process these symbols will enable scanning of all products without incurring additional expense.

Price marked products require the keying of the price at point-of-sale, which eliminates the benefits of scanning, including accurate product sales information and improved customer checkout.

- Emerging EDI standards will distinguish and recognize the 14-digit GTIN structure. This will facilitate efficiencies across the supply chain.

V. Who is affected by Sunrise 2005?

It is difficult to imagine the effect that a one or two digit change in a bar code number is going to have on your business. CGI suggests you begin thinking about your own systems and how the UPC is used. Is it the primary item identification number in your supply chain? Is it the number that you feed into your purchase order system so orders can go out smoothly to your major suppliers? Is it the number used by your picking system to fulfill orders from the distribution center? Is it the means used to receive stock in your stores? Is it the primary means of identifying a product at time of sale?

As you think about the effect on your own business, you must also consider the other industries that are going to be affected by the change to the EAN-13 or the UCC/EAN-14 (GTIN). Industries where reliance on the UPC is particularly heavy, as identified by the UCC, includes:

- | | |
|-----------------------------------|---|
| • Retailers | • Manufacturers |
| • Distributors/wholesalers | • Raw material suppliers |
| • Scanner/POS equipment providers | • Bar code printer/film master providers |
| • Packaging designers | • Transportation providers |
| • Software providers | • System integrators |
| • Coupon clearing houses | • Market research firms |
| • Trade exchanges | • Inventory management/accounting companies |

This list and additional information can be found on the Internet at:
www.uc-council.org/2005sunrise.

VI. What Systems Are Affected by Sunrise 2005?

The impact of Sunrise 2005 will be significant on organizations that rely on the 12-digit UPC as their primary item identification number. The more the UPC is integrated into systems and business processes, the more likely it will be affected by the issuance of the EAN-13 code.

The internal systems that CGI has identified to be most likely affected by the pending changes include:

- | | |
|---|-------------------------------|
| • Accounts payable systems | • Accounts receivable systems |
| • Applications that parse or alter the UPC company prefix | • SKU/UPC reference catalogs |
| • Distribution and receiving systems | • Ordering systems |
| • Order fulfillment systems | • POS applications |
| • Current and future electronic trade applications | |

VII. What Are the Benefits of Being Sunrise 2005 and GTIN compliant?

As mentioned earlier, the Global Commerce Initiative is touting Global Data Synchronization as a way to drive efficiency and effectiveness into the operations of the entire supply chain. Below are some of the benefits that are expected for companies that become compliant and build on their compliance for future benefits:

- Reduced costs due to inaccurate and/or incomplete information
- Reduced costs due to human error in translating from one standard to another
- Inventory reduction due to timely and accurate information
- Improved communication with trading partners and suppliers
- Elimination of process barriers between countries/continents with different standards
- Facilitation of Collaborative Planning, Forecasting and Replenishment (CPFR) due to integrated processes along the supply chain
- Global product classification
- Increased efficiencies for Direct Store Delivery (DSD)
- Improved usage of EDI and XML
- Intelligent tagging, which can identify goods, locations and shipments along the supply chain

VIII. What Does All This Mean?

Through discussions with retailers, manufacturers, distributors, the UCC and market analysts, it seems that most companies have not yet focused on this upcoming change. Therefore, they are unaware of the potential benefits, as well as the associated investments in time and capital that may be required to become Sunrise 2005 and GTIN compliant. So, what does this all mean? We believe it is time for a wake up call. It is time to evaluate your organization's current Sunrise 2005 and GTIN compliant readiness position.

To help determine what Sunrise 2005 and the GTIN mean to your organization, CGI recommends you begin by asking the following five questions:

1. How do we currently handle and process item numbers?
2. How complex is this problem?
3. What impact is it going to have on company resources?
4. How will this impact the budget?
5. What are my options regarding compliance?

1. How do we currently handle and process item numbers?

CGI recommends that you evaluate how item numbers are currently tracked and processed through all systems enterprise wide. This includes internal systems, as well as, all points of integration upstream and down stream in your supply chain. The questions below will help you determine how you currently handle and process item numbers.

1.1 - Are my information systems only capable of scanning and storing 12 digits or less?

If no, then consider question 1.2. If yes, your organization will be impacted by Sunrise 2005 unless all your suppliers are using your own mandated numbering scheme. The introduction

of an EAN 13-digit number into your processes and systems will now result in the loss of a digit, increasing the possibility of duplicate numbers.

Probable Sunrise 2005 Status – Not compliant

Probable GTIN Status – Not compliant

The options for solving this problem are as follows: (1) manually handle the errors on an exception basis as they occur; (2) make the necessary changes so the systems can scan and store the entire EAN 13-digit number to satisfy the Sunrise 2005 scenario; or (3) scan and store the entire GTIN-14 family of numbers to take advantage of the Global Commerce Initiative.

1.2 - Are my information systems only capable of scanning and storing 13 digits?

If 13-digit EAN numbers are flowing through your information systems enterprise wide, you might already be Sunrise 2005 compliant. However, you are not GTIN compliant. Your systems are not yet positioned to take advantage of the Global Data Synchronization effort. Additionally, you may need to plan for EDI and XML applications that will begin using 14-digit item identifiers by 2005.

Probable Sunrise 2005 Status – Compliant

Probable GTIN Status – Not compliant

1.3 - Are your information systems capable of scanning and storing 14 digits?

Your systems are both Sunrise 2005 and GTIN compliant. You may even be ready to begin thinking about the Global Data Synchronization effort of the Global Commerce Initiative. As you move forward, remember not to parse item identification numbers or assign intelligence to the number. Also, be aware of potential changes to EDI qualifiers that may create a need for system adjustments. Finally, look for ways your business can take advantage of conforming to the global data standards to reduce the costs associated with getting your products to market.

Probable Sunrise 2005 Status – Compliant

Probable GTIN Status – Compliant

1.4 - Is my organization maintaining applications that parse parts of the UPC number in order to invoke business rules? For example, do the applications parse out “company codes” or “item codes” depending on the first digit—the System Number—of the UPC number?

Organizations are currently able to use this parsing technique because the UCC has put a moratorium on the way the industry uses certain leading digits of the UPC. Leading numbers like 1, 8, 9 or 6 all represent a specific code to organizations scanning and storing UPCs. These business rules allow organizations to parse details of the UPC number to feed their systems based on the leading digit.

With the arrival of Sunrise 2005, there will no longer be a moratorium on the use of the leading digit as a certain type of identifier. There will no longer be a guarantee that a UPC or EAN number with a leading number of 1, 8, 9 or 6 means what it did prior to Sunrise 2005. Your systems must be adjusted to meet the new numbering standards.

Probable Sunrise 2005 Status – Not compliant

Probable GTIN Status – Not compliant

1.5 - Is my organization utilizing the EDI UPC qualifier in EDI ordering, purchasing or invoicing documents?

An example of an EDI UPC qualifier is the way the UCC identifies packing information. Your system would read the UPC number on a shipment, recognize the 01 qualifier and indicate that you just checked in a single unit of duct tape. It might translate the 02 qualifier as a case of duct tape.

Organizations that receive product from worldwide suppliers may be experiencing a number of problems associated with inaccurate UPC Case Codes. They sometimes resort to breaking open the shipment to determine the units inside—master pack, case or individual units. Sometimes a re-ticketing process is completed for merchandise received in this manner to create a bar code their systems can recognize and process. This extra ticket processing and the inability to handle the EDI UPC qualifiers creates a number of problems including increased warehouse labor costs, missed shipments, order quality issues and invoice reconciliation issues.

Probable Sunrise 2005 Status – Not compliant

Probable GTIN Status – Not compliant

2. How complex is this problem?

CGI believes the move by the UCC and EAN towards the EAN-13 and the GTIN family of numbers is a very positive development. Companies that prepare to use these new schemas will begin to recognize the benefits mentioned in this paper. However, there are multiple dimensions of complexity to take into consideration.

The first dimension of complexity is in the examination of information systems and business processes enterprise wide. You may have one or many systems that deal with item identification. In addition, multiple departments within your company have processes surrounding item identification.

If there are suppliers who ticket products according to your unique product identification schema, this adds a second dimension of complexity. Each of these integration points will need to be reviewed and a decision made as to whether or not changes are necessary.

A third dimension of complexity occurs when adding in the timetable for compliance of all your integration points. Since your suppliers (and customers) will most likely be on a different timetable for Sunrise 2005 and GTIN compliance, synchronization becomes a key factor in reaching Sunrise 2005 and GTIN compliance with minimal disruption to business.

3. What impact is this going to have on company resources?

If your organization is like most, you have a laundry list of new functionality that your users want to see in their current systems, not to mention new development projects that may be under way. Adding analysis and program remediation tasks for Sunrise 2005 and the GTIN only adds to your staff's list of to-dos and certainly is not at the top of your users' priority list. The impact is more far reaching than at first glance:

- IT resources – for the analysis, design, development, testing and implementation of IT systems
- Business resources – for the analysis, business process/rule development, testing and implementation
- Budgets – based on desired level of compliance and associated resource requirements
- Deadlines – for new development, enhancements, ongoing maintenance, bug fixes may be delayed due to Sunrise 2005 and the GTIN focus
- Supply chain integration and synchronization

4. How will this impact the budget?

This depends on your compliance status and the depth and breadth of required changes. The less prepared you are to handle these new standards, the greater the expense. Can your own staff handle Sunrise 2005 and GTIN compliance along with its existing development, enhancement and maintenance workload? Will you have to hire more programmers? Would you consider bringing in outside help? Will you have to purchase new software? Will you have to upgrade existing software? Will you have to purchase new hardware? How much will this cost? All of these are valid questions that affect your budget planning and financial forecasting processes.

5. What are my options regarding compliance?

CGI has identified several options you can take at this point.

- **Do nothing.** This option should be approached with caution. You will not be able take advantage of the global standards and may experience difficulty in the future as your suppliers and competitors move forward with Sunrise 2005 and GTIN compliance.
- **Examine the new standards more closely**
 - a. Determine your current level of compliance at the 25,000 foot level
 - Not Sunrise 2005 or GTIN compliant
 - Sunrise 2005 compliant, but not GTIN compliant
 - Sunrise 2005 compliant and GTIN compliant
 - Not planning to take advantage of global standards
 - b. Learn more about Sunrise 2005 and the GTIN prior to selecting an option
 - c. Talk to vendors, the UCC and customers prior to selecting an option
 - d. Call CGI for additional discussion
- **Commit to the new standards (Sunrise 2005, the GTIN or both)**
 - a. Conduct an enterprise wide assessment. Analyze your systems and determine the state of compliance for each. Include your suppliers and customers in the assessment. Determine how to take advantage of Sunrise 2005, the GTIN and the Global Commerce Initiative.
 - b. Perform code remediation and convert data as required.
 - c. Work with your business users and suppliers to identify and implement ways to take full advantage of the new global standards both today and in the future.

IX. The CGI Approach

CGI recognizes that each link in the supply chain has its own unique set of business circumstances that determines how it will react to the Sunrise 2005 and the GTIN initiatives. Some may determine the best approach is to treat this simply as a field expansion project resulting in a technical analysis of their information systems and a remediation effort. Others may decide to develop a comprehensive roadmap identifying specific process improvement initiatives - requiring a business process analysis and improvement effort in addition to a technical effort. Both of these approaches will require an initial assessment effort to understand and identify potential areas of impact.

CGI Sunrise 2005 and GTIN Methodology Overview

CGI has identified a path of logical steps to determine the degree of remediation and improvement required for each organization. These steps include validating the current state of compliance, conducting a system and process assessment, completing a technical analysis, performing a business process analysis resulting in a compliance plan, technical remediation and business process improvement.

Step 1: Validate Current State of Compliance

Validate the readiness of your organization and its systems with respect to being Sunrise 2005 and GTIN compliant. The result will be a high-level overview of the readiness of the organization enterprise wide. For each component of the organization, answer the following questions:

- Is the organization (or major component) Sunrise 2005 compliant?
- Is the organization (or major component) GTIN compliant?
- Is the organization (or major component) positioned to take advantage of future initiatives such as the Global Commerce Initiative?
- Are my vendors and/or customers becoming compliant? What is their timetable?

Deliverable - Step 1

High-Level Overview Document of Compliance or Non-Compliance

Step 2: System and Process Assessment

The purpose of the System and Process Assessment effort is to identify the impact that Sunrise 2005 and the GTIN will have on each functional area. The System and Process Assessment consists of a System and Process Gap Analysis, Risk Mitigation, Cost Benefit Analysis and a Sunrise 2005 and GTIN Roadmap.

The System and Process Gap Analysis determines the extent to which business processes, internal and external, are Sunrise 2005 and GTIN compliant. It will also identify potential enhancements that take advantage of the new initiatives to improve effectiveness and efficiency.

Risk Mitigation identifies business functions, systems and infrastructure that are not Sunrise 2005 and/or GTIN compliant. Once the risk is described, the probability and criticality of the risk is determined and prioritized.

A Cost Benefit Analysis helps to determine the positive and negative impacts associated with the improvements identified during the gap analysis. The cost benefit analysis will have quantitative as well as qualitative aspects that will be useful in planning.

A Sunrise 2005 and GTIN Roadmap establishes the compliant numbering systems strategy going forward. The Roadmap provides the milestones that must be completed during the technical remediation and business process improvement steps. It will also identify the sequence of the milestones.

Deliverables - Step 2

- System and Process Gap Analysis Report
- Risk Mitigation Report
- Cost Benefit Analysis
- Sunrise 2005 and GTIN Roadmap

Step 3: Technical Analysis

A detailed systems review occurs during the Technical Analysis step. This step follows the sequence set forth in the Sunrise 2005 and the GTIN Roadmap and consists of a Technical Gap Analysis, Technical Systems Design and Technical Remediation Plan. This step can be performed concurrently with Step 4 - Business Process Analysis.

CGI has a proprietary methodology called Project Management Framework and tool suite called Transform. Transform helps identify the technical components impacted by Sunrise 2005 and the GTIN. Systems are scanned in a two-phase approach resulting in a comprehensive list of technical gaps. Software applications, system documents, custom code and the data dictionary are all scanned.

Once the Technical Gap Analysis is completed, the assessment of technical compliance and its associated strategies can be evaluated and prioritized. Next, an overall Technical Systems Design is developed to address remediation. The design includes both production and test environments. As required, specifications are documented for the more complicated remediation tasks.

Based on information gathered during the Technical Gap Analysis and Technical Systems Design, a Technical Assessment and Remediation Plan will be developed. The assessment will establish the technical system remediation tasks that have greatest potential to deliver value to your organization. At this point, you decide the extent to which you want your systems to reach Sunrise 2005 and GTIN compliance. Once the extent of technical compliance has been determined, a technical remediation plan will be created.

Deliverables - Step 3

- Technical Gap Analysis Report
- Technical Systems Design
- High Level Technical Remediation Plan

Step 4: Business Process Analysis

To further increase ROI, companies may choose to modify their business processes in order to take full advantage of the Global Commerce Initiative with Global Data Synchronization. They may also choose to make improvements based upon the strategy of the Sunrise 2005 and GTIN Roadmap resulting from the System and Process Assessment. The Business Process Analysis step includes a Business Process Gap Analysis, a Business Process Design and a Business Process Improvement Plan. This step can be performed concurrently with Step 3 - Technical Analysis.

The Business Process Gap Analysis identifies and prioritizes the specific items that can be improved or do not exist from a process perspective. It uses the outputs from the System and Process Assessment as initial input. Discussions are held with your business experts to determine specific improvements that can be made, the impact of each and their associated priority.

Once the Business Process Gap Analysis is completed, an overall design is developed to address the business process improvements. This design includes a view of internal and external processes, resulting in an integrated view of your business and supply chain.

A Business Process Improvement Plan is developed based on information gathered during the Business Process Gap Analysis and Design. Business process improvements are identified during this phase of the project along with an anticipated return on investment. You will then be able to determine which improvements to implement based on value to your organization. The plan will then be developed based on your decision.

About CGI

Founded 1976, CGI has worked with clients in a wide range of industries to help them leverage the strengths of information technology (IT) to optimize their business performance and produce value-driven results. We also offer a comprehensive array of business process outsourcing (BPO) services, enabling us to help manage and improve our clients' day-to-day business processes while freeing them up to focus more on strategic decision making. Our consulting, systems integration and outsourcing services provide a total solution package designed to meet our clients' complete business and technology needs. We approach every engagement with one objective in mind—to help our client win and grow. CGI provides services to clients worldwide from offices in Canada, the United States, Europe, as well as centers of excellence in India and Canada.

To explore this topic and how we can help, contact your CGI account manager or visit http://www.cgi.com/web/en/head_office.htm for the location of the CGI office nearest you. Other information about CGI can be found at www.cgi.com.

Deliverables - Step 4

- Business Process Gap Analysis Report
- Business Process Improvement Design
- High Level Business Process Improvement Plan

Step 5: Plan, Remediate and Improve

CGI will develop a Compliance Plan that combines the Technical Assessment and Remediation Plan with the Business Process Assessment and Improvement Plan. The plan will be developed to meet the unique needs of your organization based on your desired level of compliance.

Technical Remediation is completed based on the work effort and time line set in the Compliance Plan. CGI's Transform tool is utilized within our methodology to efficiently and effectively perform the work. Transform is also used to facilitate system, regression and parallel testing.

Simultaneously, business process improvements are implemented based upon the Compliance Plan. CGI's Project Management Framework is utilized to ensure all efforts are completed on time and on budget.

Deliverables - Step 5

- Detailed Compliance Plan
- Technical Remediation Completed
- Business Process Improvements Completed

X. Conclusion

Now is the time for North American organizations to prepare for Sunrise 2005 and GTIN compliance. Now is also the time to determine the level of compliance you want to attain in your organization. Your first step is to conduct an assessment of your systems and processes. From there you can design and plan your roadmap to compliance so that you will understand the impact on resources and budget. Finally, you can implement the technical remediation and business process improvements. CGI's industry/technology expertise and experience, coupled with our extensive integration capabilities, makes CGI an ideal partner as you address the Sunrise 2005 and GTIN initiatives. Our proven tool, Transform, in conjunction with our Project Management Framework methodology will help guide you through the Sunrise 2005 and the GTIN compliance process. Start addressing Sunrise 2005 and the GTIN today.