Oracle E-Business Suite Release 12 and 12.1
Customer Success Stories

INFORMATION FOR SUCCESS

March 2013
Hardware and Software, Engineered to Work Together
# Table of Contents

<table>
<thead>
<tr>
<th>Index</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction Letter: Cliff Godwin, Senior Vice President, Applications Development</td>
<td>iii</td>
</tr>
<tr>
<td>Customers Listed Alpha Matrix Oracle E-Business Suite Release 12.1</td>
<td>v</td>
</tr>
<tr>
<td>Customers Listed Alpha Matrix Oracle E-Business Suite Release 12</td>
<td>xi</td>
</tr>
<tr>
<td>Customers Listed by Industry</td>
<td>xix</td>
</tr>
<tr>
<td>Oracle E-Business Suite Release 12.1 Customer Stories</td>
<td>1</td>
</tr>
<tr>
<td>Oracle E-Business Suite Release 12 Customer Stories</td>
<td>241</td>
</tr>
</tbody>
</table>
This reference booklet contains several hundred success stories summarizing how Oracle E-Business Suite customers, who have implemented or upgraded to the latest release, have achieved real business results. These customer stories represent the broad use and continued growth of Oracle’s E-Business Suite applications, from around the world, in a variety of industries, enabling businesses to think globally to make better decisions, work globally to be more competitive, and manage globally to lower costs and increase performance.

With a new user experience and hundreds of cross-industry capabilities spanning enterprise resource planning, customer relationship management, and supply chain planning, our most current release helps customers manage the complexities of global business environments no matter if the organization is small, medium or large in size. As part of Oracle’s Applications Unlimited strategy, Oracle’s E-Business Suite applications will continue to be enhanced, thus protecting and extending the value of your software investment.

We hope you find this representative sample of customer success stories a valuable resource. We will be updating this book on a regular basis so stay tuned.

Sincerely,

Cliff Godwin
Senior Vice President, Applications Development
## Oracle E-Business Suite Release 12.1

<table>
<thead>
<tr>
<th>Page</th>
<th>Customer Name</th>
<th>Country</th>
<th>Revenue (US$)</th>
<th>Upgrade</th>
<th>OBA</th>
<th>FMS</th>
<th>HCM</th>
<th>Proc</th>
<th>SCM</th>
<th>CRM</th>
<th>Proj</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Abu Dhabi Islamic Bank</td>
<td>United Arab Emirates</td>
<td>500M - 1B</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Wipro</td>
</tr>
<tr>
<td>3</td>
<td>Abu Dhabi Media Company</td>
<td>United Arab Emirates</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Hyperlink</td>
</tr>
<tr>
<td>4</td>
<td>Agility</td>
<td>Kuwait</td>
<td>&gt;5B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Caliber Point</td>
</tr>
<tr>
<td>5</td>
<td>Agilysys, Inc.</td>
<td>United States</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td>Oracle Consulting</td>
</tr>
<tr>
<td>6</td>
<td>Alcoa</td>
<td>United States</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Jaffer Brothers Pvt. Ltd.</td>
</tr>
<tr>
<td>7</td>
<td>Alkaram Textiles</td>
<td>Pakistan</td>
<td>&lt;100M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Blue Star Infotech Limited</td>
</tr>
<tr>
<td>10</td>
<td>AMCO Batteries</td>
<td>India</td>
<td>&lt;100M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Wipro</td>
</tr>
<tr>
<td>16</td>
<td>Amonix</td>
<td>United States</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Blue Star Infotech Limited</td>
</tr>
<tr>
<td>18</td>
<td>Ascena Retail Group, Inc.</td>
<td>United States</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Wipro</td>
</tr>
<tr>
<td>19</td>
<td>Ascend Telecom Infrastructure Private Limited</td>
<td>India</td>
<td>&lt;100M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Blue Star Infotech Limited</td>
</tr>
<tr>
<td>22</td>
<td>Ausenco</td>
<td>Australia</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>CSG</td>
</tr>
<tr>
<td>24</td>
<td>Avago Technologies</td>
<td>United States</td>
<td>1B - 5B</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Wipro</td>
</tr>
<tr>
<td>26</td>
<td>Axess Global Technology Solutions Services Inc.</td>
<td>Philippines</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>MSI-ECS</td>
</tr>
<tr>
<td>29</td>
<td>Azadea Group</td>
<td>Lebanon</td>
<td>1B - 5B</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Itec</td>
</tr>
<tr>
<td>32</td>
<td>Bimba Manufacturing</td>
<td>United States</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>WideStreams S.A.R.L.</td>
</tr>
<tr>
<td>33</td>
<td>BLC Bank sal</td>
<td>Lebanon</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>36</td>
<td>Bryant &amp; Stratton College</td>
<td>United States</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>37</td>
<td>C3 Business Solutions, Inc.</td>
<td>United States</td>
<td>&lt;100M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>38</td>
<td>Cell Signaling Technology Inc.</td>
<td>United States</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>41</td>
<td>Chicago Public Schools</td>
<td>United States</td>
<td>&gt;5B</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>43</td>
<td>Cholayil Private Limited</td>
<td>India</td>
<td>&lt;100M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>46</td>
<td>Commercial Bank of Ceylon PLC</td>
<td>Sri Lanka</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>48</td>
<td>Construtora Norberto Odebrecht S.A.</td>
<td>Brazil</td>
<td>&gt;5B</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50</td>
<td>Core Green Sugars and Fuels Limited</td>
<td>India</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>51</td>
<td>Corsair Components, Inc.</td>
<td>United States</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>53</td>
<td>CPC Biocon LLC</td>
<td>Ukraine</td>
<td>&lt;100M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>54</td>
<td>CSX Corporation</td>
<td>United States</td>
<td>&gt; 5B</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>56</td>
<td>Datacard Group</td>
<td>United States</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* OBA = Oracle Business Accelerators
Oracle E-Business Suite Release 12.1

<table>
<thead>
<tr>
<th>Page</th>
<th>Customer Name</th>
<th>Country</th>
<th>Revenue (US$)</th>
<th>Upgrade</th>
<th>OBA</th>
<th>FMS</th>
<th>HCM</th>
<th>Proc</th>
<th>SCM</th>
<th>CRM</th>
<th>Proj</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>57</td>
<td>Development Dimensions International</td>
<td>United States</td>
<td>100M - 500M</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>All Star Software Systems</td>
</tr>
<tr>
<td>61</td>
<td>Doosan Engineering &amp; Construction</td>
<td>Korea</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>62</td>
<td>Doosan Heavy Industries &amp; Construction</td>
<td>Korea</td>
<td>1B - 5B</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Oracle Consulting</td>
</tr>
<tr>
<td>65</td>
<td>e-Three Ltd.</td>
<td>United Kingdom</td>
<td>&lt;100M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>66</td>
<td>Emerson</td>
<td>United States</td>
<td>&gt;5B</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>67</td>
<td>Feroze Textile Industries Limited</td>
<td>Pakistan</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3CS Consulting</td>
</tr>
<tr>
<td>68</td>
<td>Flamingo Fashions Ltd.</td>
<td>India</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>69</td>
<td>Frimesa Cooperativa Central</td>
<td>Brazil</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Innovative Management Consulting</td>
</tr>
<tr>
<td>71</td>
<td>Fruit of the Loom</td>
<td>United States</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>73</td>
<td>Genworth Financial Inc.</td>
<td>United States</td>
<td>&gt;5B</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Path Infotech</td>
</tr>
<tr>
<td>74</td>
<td>Gold Plus Glass Industry Ltd.</td>
<td>India</td>
<td>&lt;100M</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>77</td>
<td>Guangdong Alpha Animation and Culture Co., Ltd</td>
<td>China</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SIE Consulting Co., Ltd</td>
</tr>
<tr>
<td>78</td>
<td>Guangdong Haomei Aluminum Co., Ltd</td>
<td>China</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SIE Consulting Co., Ltd</td>
</tr>
<tr>
<td>79</td>
<td>Guidance Software, Inc.</td>
<td>United States</td>
<td>&lt;100M</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>80</td>
<td>Guilin Power Capacitor Co., Ltd</td>
<td>China</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>BestHelp Information Consulting Company</td>
</tr>
<tr>
<td>81</td>
<td>Hankou Bank</td>
<td>China</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>82</td>
<td>healthAlliance NZ Ltd</td>
<td>United States</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>84</td>
<td>Health Authority – Abu Dhabi (HAAD)</td>
<td>United Arab Emirates</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Capgemini Consulting, Middle East &amp; Africa, Raqmiyat LLC</td>
</tr>
<tr>
<td>87</td>
<td>Hologic, Inc.</td>
<td>United States</td>
<td>1B - 5B</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td>Oracle Consulting / Data Intensity / Apps Associates</td>
</tr>
<tr>
<td>90</td>
<td>Home Box Office</td>
<td>United States</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>IBM</td>
</tr>
<tr>
<td>91</td>
<td>IDBI Federal Life Insurance Company</td>
<td>India</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>KPMG</td>
<td></td>
</tr>
<tr>
<td>96</td>
<td>Industrias Tecnos S.A. de C.V.</td>
<td>Mexico</td>
<td>&lt;100M</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Sir Tecnologia S.A. de C.V. (Ceteris)</td>
</tr>
<tr>
<td>98</td>
<td>Intelligrated, Inc.</td>
<td>United States</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>AXIA Consulting</td>
</tr>
</tbody>
</table>

* OBA = Oracle Business Accelerators
# Oracle E-Business Suite Release 12.1

<table>
<thead>
<tr>
<th>Page</th>
<th>Customer Name</th>
<th>Country</th>
<th>Revenue (US$)</th>
<th>Upgrade</th>
<th>OBA</th>
<th>FMS</th>
<th>HCM</th>
<th>Proc</th>
<th>SCM</th>
<th>CRM</th>
<th>Proj</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>99</td>
<td>ITE Tech Inc.</td>
<td>Taiwan</td>
<td>100M - 500M</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ABeam Consulting Ltd</td>
</tr>
<tr>
<td>100</td>
<td>Jet Propulsion Laboratory</td>
<td>United States</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>102</td>
<td>Koch Fertilizer, LLC</td>
<td>United States</td>
<td>1B - 5B</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Lucidity Consulting Group</td>
</tr>
<tr>
<td>104</td>
<td>Korean Air</td>
<td>Republic of Korea</td>
<td>&gt;5B</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Oracle Consulting</td>
</tr>
<tr>
<td>113</td>
<td>Lake County</td>
<td>United States</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>114</td>
<td>Leviton Manufacturing</td>
<td>United States</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>IBM</td>
</tr>
<tr>
<td>115</td>
<td>Linkedin</td>
<td>United States</td>
<td>500M - 1B</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>KBACE</td>
</tr>
<tr>
<td>120</td>
<td>London Borough of Havering</td>
<td>United Kingdom</td>
<td>500M - 1B</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>123</td>
<td>M3M India</td>
<td>India</td>
<td>100M - 500M</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fiiix Consulting Pvt. Ltd.</td>
</tr>
<tr>
<td>127</td>
<td>Mallcom (India) Limited</td>
<td>India</td>
<td>&lt;100M</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>CSA Consultants</td>
</tr>
<tr>
<td>131</td>
<td>Mando Corporation</td>
<td>Korea</td>
<td>1B - 5B</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>135</td>
<td>McDonald’s</td>
<td>United States</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fujitsu, PriceWaterCopers</td>
</tr>
<tr>
<td>136</td>
<td>McGrath RentCorp</td>
<td>United States</td>
<td>100M - 500M</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Jade Global</td>
</tr>
<tr>
<td>139</td>
<td>McKesson Information Solutions UK Ltd</td>
<td>United Kingdom</td>
<td>&gt;5B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>140</td>
<td>McLane Company, Inc.</td>
<td>United States</td>
<td>&lt;100M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Enterprise Solutions Group</td>
</tr>
<tr>
<td>141</td>
<td>McLeod Russel</td>
<td>India</td>
<td>100M - 500M</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PriceWaterCopers</td>
</tr>
<tr>
<td>145</td>
<td>Metropolitan St. Louis Sewer District</td>
<td>United States</td>
<td>100M - 500M</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Blue Heron Consulting, Deloitte</td>
</tr>
<tr>
<td>146</td>
<td>Michael Baker Corporation</td>
<td>United States</td>
<td>500M - 1B</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Oracle Consulting</td>
</tr>
<tr>
<td>148</td>
<td>Minerals Technologies Inc.</td>
<td>United States</td>
<td>1B - 5B</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>151</td>
<td>Munchkin Inc.</td>
<td>United States</td>
<td>100M - 500M</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Hitachi Consulting</td>
</tr>
<tr>
<td>154</td>
<td>National Instruments Corporation</td>
<td>United States</td>
<td>500M - 1B</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>155</td>
<td>Natus Medical Incorporated</td>
<td>United States</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>NTT Data</td>
</tr>
<tr>
<td>157</td>
<td>National Marrow Donor Program</td>
<td>United States</td>
<td>100 - 500M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Zanett, Inc.</td>
</tr>
<tr>
<td>159</td>
<td>Nuklearna Elektrarna Krsko</td>
<td>Slovenia</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>160</td>
<td>Oman Oil Company Exploration &amp; Production LLC</td>
<td>Sultanate of Oman</td>
<td>500M - 1B</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Bawhan CyberTek</td>
</tr>
</tbody>
</table>

* OBA = Oracle Business Accelerators
<table>
<thead>
<tr>
<th>Page</th>
<th>Customer Name</th>
<th>Country</th>
<th>Revenue (US$)</th>
<th>Upgrade</th>
<th>OBA</th>
<th>FMS</th>
<th>HCM</th>
<th>Proc</th>
<th>SCM</th>
<th>CRM</th>
<th>Proj</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>161</td>
<td>Opto Tech Corporation</td>
<td>Taiwan</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>163</td>
<td>Pella Corporation</td>
<td>United States</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>164</td>
<td>Penn Color, Inc.</td>
<td>United States</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Cambridge Technology Enterprise (CTE)</td>
<td></td>
</tr>
<tr>
<td>165</td>
<td>Pentel of America, Ltd.</td>
<td>United States</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Zensar</td>
<td></td>
</tr>
<tr>
<td>166</td>
<td>Pham Nguyen Foods</td>
<td>Vietnam</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>168</td>
<td>PL Developments</td>
<td>United States</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>CPG Solutions - a KPIT Cummins Company</td>
<td></td>
</tr>
<tr>
<td>171</td>
<td>Port of Fujairah</td>
<td>United Arab Emirates</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fujitsu, Computer Network systems</td>
<td></td>
</tr>
<tr>
<td>173</td>
<td>Power Design Inc</td>
<td>United States</td>
<td>1B - 5B</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Lucidity Consulting</td>
<td></td>
</tr>
<tr>
<td>176</td>
<td>Privi Organics</td>
<td>India</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Arinhat Adroit InfoSystems Pvt. Ltd.</td>
<td></td>
</tr>
<tr>
<td>180</td>
<td>Saks Incorporated</td>
<td>United States</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>181</td>
<td>Schiphol Amsterdam Airport</td>
<td>Netherlands</td>
<td>1B - 5B</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>182</td>
<td>Shanthi Gears Ltd</td>
<td>India</td>
<td>&lt;100M</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Chain-Sys Pty Ltd</td>
<td></td>
</tr>
<tr>
<td>183</td>
<td>Shenzhen Ytoa Intelligent Control Co., Limited</td>
<td>China</td>
<td>&lt;100M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>AdvancedTEK Technology Inc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>187</td>
<td>Sherwin-Williams</td>
<td>United States</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>189</td>
<td>Shirazi Trading Company Pvt Ltd</td>
<td>Pakistan</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Jaffer Brothers Pvt Ltd</td>
<td></td>
<td></td>
</tr>
<tr>
<td>192</td>
<td>Sinopharm Pharmacy</td>
<td>China</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>194</td>
<td>Spartan Engineering Industries Pvt. Ltd</td>
<td>India</td>
<td>&lt;100M</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Chain-Sys</td>
<td></td>
<td></td>
</tr>
<tr>
<td>197</td>
<td>Solihull Metropolitan Borough Council</td>
<td>United Kingdom</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Lacompt Consultoria Ltd.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>200</td>
<td>Staples do Brasil</td>
<td>Brazil</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>201</td>
<td>Suprajit Engineering Limited</td>
<td>India</td>
<td>&lt;100M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Sonata Information Technology Ltd.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>206</td>
<td>Takwa Company</td>
<td>Saudi Arabia</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>208</td>
<td>Technology Integration Group</td>
<td>United States</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Mahindra Satyam</td>
<td></td>
<td></td>
</tr>
<tr>
<td>210</td>
<td>Tourism Development &amp; Investment Company</td>
<td>United Arab Emirates</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>213</td>
<td>Toyota Motor Europe</td>
<td>Belgium</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Oracle Consulting, TME, Infosys</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* OBA = Oracle Business Accelerators
# Oracle E-Business Suite Release 12.1

<table>
<thead>
<tr>
<th>Page</th>
<th>Customer Name</th>
<th>Country</th>
<th>Revenue (US$)</th>
<th>Upgrade</th>
<th>OBA</th>
<th>FMS</th>
<th>HCM</th>
<th>Proc</th>
<th>SCM</th>
<th>CRM</th>
<th>Proj</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>215</td>
<td>Tube Investments of India Ltd.</td>
<td>India</td>
<td>500M - 1B</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>Tata Consulting Services, Mahindra Satyam (UAE), Wipro Technologies (Egypt and Mexico)</td>
</tr>
<tr>
<td>217</td>
<td>Uflex Limited</td>
<td>India</td>
<td>500M - 1B</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>221</td>
<td>Unisonic Technologies</td>
<td>United States</td>
<td>1B - 5B</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Oracle Consulting</td>
</tr>
<tr>
<td>222</td>
<td>Unisys Corporation</td>
<td>United States</td>
<td>1B - 5B</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Traust Group</td>
</tr>
<tr>
<td>224</td>
<td>United Networks Co. K.S.C.</td>
<td>Kuwait</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Oracle Consulting</td>
</tr>
<tr>
<td>226</td>
<td>United States Distilled Products Company</td>
<td>United States</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Traust Group</td>
</tr>
<tr>
<td>227</td>
<td>USANA Health Sciences, Inc.</td>
<td>United States</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Oracle Consulting</td>
</tr>
<tr>
<td>228</td>
<td>Virgin Media</td>
<td>United Kingdom</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Accenture</td>
</tr>
<tr>
<td>230</td>
<td>Vodafone Hutchison Australia</td>
<td>Australia</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Burgess Systems Consulting</td>
<td></td>
</tr>
<tr>
<td>232</td>
<td>Wells Enterprises, Inc.</td>
<td>United States</td>
<td>1B - 5B</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Oracle Consulting</td>
</tr>
<tr>
<td>235</td>
<td>Xceed</td>
<td>Egypt</td>
<td>&lt;100M</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Oracle Consulting &amp; Information Technology</td>
</tr>
<tr>
<td>238</td>
<td>Zawya</td>
<td>United Arab Emirates</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Versant Technologies</td>
</tr>
<tr>
<td>240</td>
<td>Zebra Technologies Corporation</td>
<td>United States</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* OBA = Oracle Business Accelerators
## Oracle E-Business Suite Release 12

<table>
<thead>
<tr>
<th>Page</th>
<th>Customer Name</th>
<th>Country</th>
<th>Revenue (US$)</th>
<th>Upgrade</th>
<th>OBA</th>
<th>FMS</th>
<th>HCM</th>
<th>Proc</th>
<th>SCM</th>
<th>CRM</th>
<th>Proj</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>242</td>
<td>Action Construction Equipment Limited</td>
<td>India</td>
<td>100M - 500M</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Chain-Sys (India) Ltd</td>
</tr>
<tr>
<td>246</td>
<td>Al-Abbas Sugar Mills Limited</td>
<td>Pakistan</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Sapphire Consulting Services (Private) Limited</td>
</tr>
<tr>
<td>247</td>
<td>American Transmission Co.</td>
<td>United States</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>O2Works LLC</td>
</tr>
<tr>
<td>248</td>
<td>Amway Corp.</td>
<td>United States</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>249</td>
<td>Apricorn, Inc.</td>
<td>United States</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>C3 Business Solutions</td>
</tr>
<tr>
<td>250</td>
<td>Asian Alliance Insurance PLC</td>
<td>Sri Lanka</td>
<td>&lt;100M</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DMS Software Technologies Pvt Ltd</td>
<td></td>
</tr>
<tr>
<td>256</td>
<td>Aspire Zone Foundation</td>
<td>Qatar</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Mahindra Satyam</td>
<td></td>
</tr>
<tr>
<td>259</td>
<td>AT&amp;T Inc.</td>
<td>United States</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3CS</td>
<td></td>
</tr>
<tr>
<td>260</td>
<td>Atlas Battery Limited</td>
<td>Pakistan</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Professional Continuity</td>
<td></td>
</tr>
<tr>
<td>261</td>
<td>Australian Hearing</td>
<td>Australia</td>
<td>&lt;100M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>268</td>
<td>Beijing Double Crane Pharmaceuticals</td>
<td>China</td>
<td>500M - 1B</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Capgemini Consulting (China) Co., Ltd</td>
<td></td>
</tr>
<tr>
<td>270</td>
<td>Beijing Guohua Electric Power Co., Ltd</td>
<td>China</td>
<td>1B - 5B</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Beijing Beidou Xingye Info Tech Co., Ltd, Beijing Datang Xingzhu Software Co., Ltd, IBM Business Consulting Services</td>
<td></td>
</tr>
<tr>
<td>273</td>
<td>BloomNet</td>
<td>United States</td>
<td>&lt;100M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>274</td>
<td>Carmanah Technologies Corporation</td>
<td>Canada</td>
<td>&lt;100M</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>DAZ Systems, Inc.</td>
<td></td>
</tr>
<tr>
<td>275</td>
<td>Century Paper &amp; Board Mills Limited</td>
<td>Pakistan</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>AF Ferguson &amp; Co</td>
<td></td>
</tr>
<tr>
<td>279</td>
<td>Cheshire Shared Services</td>
<td>United Kingdom</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>283</td>
<td>China Construction Eighth Engineering Division Corp. Ltd</td>
<td>China</td>
<td>1B - 5B</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>Deloitte Consulting</td>
<td></td>
</tr>
<tr>
<td>284</td>
<td>Chipotle Mexican Grill, Inc.</td>
<td>United States</td>
<td>1B - 5B</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PwC</td>
<td></td>
</tr>
<tr>
<td>285</td>
<td>CITIC Bank International</td>
<td>Hong Kong</td>
<td>500M - 1B</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>289</td>
<td>City of Burbank</td>
<td>United States</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>AST Corporation</td>
<td></td>
</tr>
<tr>
<td>290</td>
<td>City of Las Vegas</td>
<td>United States</td>
<td>1B - 5B</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* OBA = Oracle Business Accelerators
## Oracle E-Business Suite Release 12

<table>
<thead>
<tr>
<th>Page</th>
<th>Customer Name</th>
<th>Country</th>
<th>Revenue (US$)</th>
<th>Upgrade</th>
<th>OBA</th>
<th>FMS</th>
<th>HCM</th>
<th>Proc</th>
<th>SCM</th>
<th>CRM</th>
<th>Proj</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>291</td>
<td>Communications and Information Technology Commission</td>
<td>Saudi Arabia</td>
<td>1B - 5B</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Romsoft Ramnicu Valcea</td>
</tr>
<tr>
<td>292</td>
<td>Conpet SA</td>
<td>Romania</td>
<td>100M - 500M</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Terillum</td>
</tr>
<tr>
<td>293</td>
<td>Control Solutions, Inc.</td>
<td>United States</td>
<td>&lt;100</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Interem</td>
</tr>
<tr>
<td>294</td>
<td>Corporate Travel Services S.A. de C.V.</td>
<td>Mexico</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>295</td>
<td>Cortina Systems, Inc.</td>
<td>United States</td>
<td>100M - 500M</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>296</td>
<td>Country Road</td>
<td>Australia</td>
<td>100 - 500M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Capgemini</td>
</tr>
<tr>
<td>302</td>
<td>Crescent Steel and Allied Products Ltd</td>
<td>Pakistan</td>
<td>&lt;100</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PwC</td>
</tr>
<tr>
<td>305</td>
<td>Cummins Power Generation Inc.</td>
<td>United States</td>
<td>1B - 5B</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Infosys Limited</td>
</tr>
<tr>
<td>308</td>
<td>Daleel Petroleum Company LLC</td>
<td>Oman</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Wipro Limited</td>
</tr>
<tr>
<td>311</td>
<td>Depa Ltd.</td>
<td>United Arab Emirates</td>
<td>4750 Million</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Wipro Technologies</td>
</tr>
<tr>
<td>312</td>
<td>Digital Cinema Media</td>
<td>United Kingdom</td>
<td>&lt;100M</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Capgemini</td>
</tr>
<tr>
<td>313</td>
<td>Dongjin Semichem Co., Ltd</td>
<td>Korea</td>
<td>500M - 1B</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Built1</td>
</tr>
<tr>
<td>318</td>
<td>Doosan Engine</td>
<td>Korea</td>
<td>1B - 5B</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>A.T. Kearney</td>
</tr>
<tr>
<td>323</td>
<td>DP World Asia Ltd</td>
<td>Hong Kong</td>
<td>1B - 5B</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>324</td>
<td>Dubai Bank</td>
<td>United Arab Emirates</td>
<td>100M - 500M</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Inatech</td>
</tr>
<tr>
<td>325</td>
<td>Dubai World</td>
<td>United Arab Emirates</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>327</td>
<td>Eaton Corporation</td>
<td>India</td>
<td>&gt;5B</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tata Consultancy Services</td>
</tr>
<tr>
<td>328</td>
<td>Edifer</td>
<td>Portugal</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Timestamp</td>
</tr>
<tr>
<td>329</td>
<td>Embry-Riddle Aeronautical University</td>
<td>United States</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Oracle Consulting</td>
</tr>
<tr>
<td>330</td>
<td>Emirates Float Glass LLC</td>
<td>United Arab Emirates</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Mahindra satyam, Fujitsu Technology Solutions</td>
</tr>
<tr>
<td>333</td>
<td>Emirates NBD</td>
<td>United Arab Emirates</td>
<td>1B-5B</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>334</td>
<td>Experian plc</td>
<td>Ireland</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tata Consultancy Services</td>
</tr>
<tr>
<td>335</td>
<td>Eye Television Network Limited</td>
<td>Pakistan</td>
<td>&lt;100M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Sapphire Consulting Services Limited</td>
</tr>
<tr>
<td>336</td>
<td>Facebook, Inc.</td>
<td>United States</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* OBA = Oracle Business Accelerators
## Oracle E-Business Suite Release 12

<table>
<thead>
<tr>
<th>Page</th>
<th>Customer Name</th>
<th>Country Name</th>
<th>Revenue (US$)</th>
<th>Upgrade</th>
<th>OBA</th>
<th>FMS</th>
<th>HCM</th>
<th>Proc</th>
<th>SCM</th>
<th>CRM</th>
<th>Proj</th>
<th>Partner / Oracle Consulting</th>
</tr>
</thead>
<tbody>
<tr>
<td>337</td>
<td>FACOR Steels Ltd</td>
<td>India</td>
<td>&lt;100M</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Sonata Software Technology Ltd</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>342</td>
<td>Falken Tire Corporation</td>
<td>United States</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>DAZ Systems, Inc.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>343</td>
<td>France Telecom</td>
<td>France</td>
<td>&gt;5B</td>
<td>x</td>
<td>ATOS Origin, Softa Conseil, Oracle Consulting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>344</td>
<td>Fujitsu America, Inc.</td>
<td>United States</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>345</td>
<td>G. James Australia</td>
<td>Australia</td>
<td>100 - 500 M</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Intelligent Pathways</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>351</td>
<td>Gecamines</td>
<td>Congo</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Catalyst Business Partners</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>352</td>
<td>Glasfloss Industries, Inc.</td>
<td>United States</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Lucidity Consulting Group</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>353</td>
<td>Green Mountain Power</td>
<td>United States</td>
<td>100M - 500M</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>354</td>
<td>Grupo Mexicana</td>
<td>Mexico</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Inatech</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>356</td>
<td>Grupo Wtorre</td>
<td>Brazil</td>
<td>100M - 500M</td>
<td>x</td>
<td>Aporte Gestao Empresarial e TI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>357</td>
<td>Grupo Wtorre</td>
<td>Brazil</td>
<td>500M - 1B</td>
<td>x</td>
<td>Aporte Gestao Empresarial e TI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>358</td>
<td>Guerra S.A. Implementos Rodoviários</td>
<td>Brazil</td>
<td>100M - 500M</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Compasso</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>359</td>
<td>Harvest Foods</td>
<td>Egypt</td>
<td>&lt;100M</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Inatech</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>360</td>
<td>High1 Resort</td>
<td>Korea</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>362</td>
<td>Hindustan Copper Limited</td>
<td>India</td>
<td>100M - 500M</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Tata Consultancy Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>367</td>
<td>HiSoft Technology International Ltd</td>
<td>China</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>370</td>
<td>Hite-Jinro Group</td>
<td>Korea</td>
<td>1B - 5B</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>LG CNS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>375</td>
<td>Hunan Taohuaijiang Nuclear Power Company</td>
<td>China</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Value and Trust Co., Ltd</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>376</td>
<td>Hyosung GoodSprings</td>
<td>Korea</td>
<td>100M - 500M</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>379</td>
<td>Hyundai Capital and Hyundai Card</td>
<td>Korea</td>
<td>1B-5B</td>
<td>x</td>
<td></td>
<td></td>
<td>Samjong KPMG</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>382</td>
<td>ICEC Limited S.à.r.l.</td>
<td>Switzerland</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td>Kynergy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>385</td>
<td>i-Faber</td>
<td>Italy</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>Oracle Consulting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>386</td>
<td>Indiska</td>
<td>Sweden</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>387</td>
<td>Infrastructure Development Finance Company Limited (IDFC)</td>
<td>India</td>
<td></td>
<td></td>
<td></td>
<td>Clover infotech, PwC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* OBA = Oracle Business Accelerators
# Oracle E-Business Suite Release 12

<table>
<thead>
<tr>
<th>Page</th>
<th>Customer Name</th>
<th>Country</th>
<th>Revenue (US$)</th>
<th>Upgrade</th>
<th>OBA</th>
<th>FMS</th>
<th>HCM</th>
<th>Proc</th>
<th>SCM</th>
<th>CRM</th>
<th>Proj</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>394</td>
<td>Inter Partner Assistance España, S.A de Seguros y Reaseguros</td>
<td>Spain</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>395</td>
<td>International Islamic Relief Organization</td>
<td>Saudi Arabia</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>396</td>
<td>IT Convergence</td>
<td>United States</td>
<td>&lt;100M</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>397</td>
<td>JA Solar Holdings Co., Ltd</td>
<td>China</td>
<td>500M - 1B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>HAND Enterprise Solutions Co., Ltd</td>
</tr>
<tr>
<td>400</td>
<td>Jiangsu Rongsheng Heavy Industries Group Co., Ltd</td>
<td>China</td>
<td>500M - 1B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>401</td>
<td>KCC Engineering &amp; Construction</td>
<td>Korea</td>
<td>500M - 1B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>403</td>
<td>KG EOS Holding GmbH &amp; Co</td>
<td>Germany</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>GTO Consulting GmbH</td>
</tr>
<tr>
<td>404</td>
<td>Kiloutou S.A.</td>
<td>France</td>
<td>100M - 500M</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Easyteam</td>
</tr>
<tr>
<td>406</td>
<td>Kingdom of Saudi Arabia Ministry of Education</td>
<td>Saudi Arabia</td>
<td>&gt;5B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>Tata Consultancy Services</td>
</tr>
<tr>
<td>409</td>
<td>Kirloskar Oil Engines Ltd</td>
<td>India</td>
<td>500M - 1B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>410</td>
<td>KT</td>
<td>Korea</td>
<td>&gt;5B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>413</td>
<td>KT&amp;G</td>
<td>Korea</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>415</td>
<td>L.H. Dottie</td>
<td>United States</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>C3 Business Solutions</td>
</tr>
<tr>
<td>416</td>
<td>Lanka ORIX Leasing Company PLC</td>
<td>Sri Lanka</td>
<td>100M - 500M</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Lanka ORIX Information Technology Services Ltd, Satyam Computer Services Limited, India</td>
</tr>
<tr>
<td>420</td>
<td>Leupold &amp; Stevens, Inc.</td>
<td>United States</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Jibe Consulting Inc</td>
</tr>
<tr>
<td>422</td>
<td>LG Display</td>
<td>Korea</td>
<td>&gt;5B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>LG CNS</td>
</tr>
<tr>
<td>425</td>
<td>LG Electronics</td>
<td>Korea</td>
<td>&gt;5B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>LG CNS Co., Ltd</td>
</tr>
<tr>
<td>430</td>
<td>Medisch Spectrum Twente</td>
<td>Netherlands</td>
<td>100M - 500M</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Oracle Consulting</td>
</tr>
<tr>
<td>431</td>
<td>Meru Networks, Inc.</td>
<td>United States</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>NaviSite</td>
</tr>
<tr>
<td>432</td>
<td>Metropolitan Housing Partnership</td>
<td>United Kingdom</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>434</td>
<td>modu Ltd</td>
<td>Israel</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Advantech</td>
</tr>
<tr>
<td>435</td>
<td>MoneyGram</td>
<td>United States</td>
<td>1B - 5B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* OBA = Oracle Business Accelerators
# Oracle E-Business Suite Release 12

<table>
<thead>
<tr>
<th>Page</th>
<th>Customer Name</th>
<th>Country</th>
<th>Revenue (US$)</th>
<th>Upgrade</th>
<th>OBA</th>
<th>FMS</th>
<th>HCM</th>
<th>Proc</th>
<th>SCM</th>
<th>CRM</th>
<th>Proj</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>436</td>
<td>MoneyGram International, Inc.</td>
<td>United States</td>
<td>1B-5B</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Infosys</td>
</tr>
<tr>
<td>437</td>
<td>MVS Televisión S.A. de C.V.</td>
<td>Mexico</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ERP Soluciones</td>
</tr>
<tr>
<td>438</td>
<td>National Steel and Agro Industries Ltd</td>
<td>India</td>
<td>500M - 1B</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Dakshah, Filix Consulting</td>
</tr>
<tr>
<td>443</td>
<td>Newport City Council</td>
<td>United Kingdom</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fujitsu</td>
</tr>
<tr>
<td>446</td>
<td>Nextgen Distribution</td>
<td>Australia</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Dataweave</td>
</tr>
<tr>
<td>451</td>
<td>Nice Group Co., Ltd</td>
<td>China</td>
<td>1B-5B</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DAZ Systems, Inc.</td>
</tr>
<tr>
<td>454</td>
<td>NTCC</td>
<td>Saudi Arabia</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tata Consulting Services (TCS)</td>
</tr>
<tr>
<td>455</td>
<td>OC²</td>
<td>Netherlands</td>
<td>&lt;100M</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DAZ Systems, Inc.</td>
</tr>
<tr>
<td>456</td>
<td>OIA Global Logistics</td>
<td>United States</td>
<td>100M - 500M</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Jibe Consulting, Inc.</td>
</tr>
<tr>
<td>457</td>
<td>OneCall.com</td>
<td>United States</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DAZ Systems, Inc.</td>
</tr>
<tr>
<td>458</td>
<td>OpenTV</td>
<td>United States</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DAZ Systems, Inc.</td>
</tr>
<tr>
<td>459</td>
<td>Oxbow Carbon LLC</td>
<td>United States</td>
<td>1B - 5B</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Hitachi Consulting</td>
</tr>
<tr>
<td>461</td>
<td>Pace Suburban Bus</td>
<td>United States</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DAZ Systems, Inc.</td>
</tr>
<tr>
<td>462</td>
<td>Pak Electron Limited</td>
<td>Pakistan</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Jibe Consulting, Inc.</td>
</tr>
<tr>
<td>463</td>
<td>Pak-Arab Pipeline Co. Ltd (PAPCO)</td>
<td>Pakistan</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Jibe Consulting, Inc.</td>
</tr>
<tr>
<td>465</td>
<td>Papelería Farah S. de R.L.</td>
<td>Mexico</td>
<td>&lt;100M</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Soft and Soulware Mexico</td>
</tr>
<tr>
<td>466</td>
<td>Parks Victoria</td>
<td>Australia</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Presence of IT</td>
</tr>
<tr>
<td>469</td>
<td>Pellerin Milnor Corporation</td>
<td>United States</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Inspirage, Smart Dog Services</td>
</tr>
<tr>
<td>470</td>
<td>PN International</td>
<td>India</td>
<td>&lt;100M</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Filix Consulting</td>
</tr>
<tr>
<td>475</td>
<td>PRO BTP</td>
<td>France</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Logica</td>
</tr>
<tr>
<td>476</td>
<td>ProQuest</td>
<td>United States</td>
<td>100M - 500M</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Integretas, Inc.</td>
</tr>
<tr>
<td>477</td>
<td>PT Pertiwi Agung (Landson)</td>
<td>Indonesia</td>
<td>&lt;100M</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PT Star Performa</td>
</tr>
<tr>
<td>478</td>
<td>PT Pertiwi Agung (Landson)</td>
<td>Indonesia</td>
<td>&lt;100M</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PT Star Performa</td>
</tr>
</tbody>
</table>

* OBA = Oracle Business Accelerators
## Oracle E-Business Suite Release 12

<table>
<thead>
<tr>
<th>Page</th>
<th>Customer Name</th>
<th>Country</th>
<th>Revenue (US$)</th>
<th>Upgrade</th>
<th>OBA</th>
<th>FMS</th>
<th>HCM</th>
<th>Proc</th>
<th>SCM</th>
<th>CRM</th>
<th>Proj</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>478</td>
<td>RAE Systems</td>
<td>United States</td>
<td>100M - 500M</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Han Consulting (China) Ltd.</td>
</tr>
<tr>
<td>479</td>
<td>Ricoh Americas Corporation</td>
<td>United States</td>
<td>&gt;5B</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Data Systems International, Infosys</td>
</tr>
<tr>
<td>482</td>
<td>Rizal Commercial Banking Corporation</td>
<td>Philippine</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>483</td>
<td>Rocela</td>
<td>Scotland</td>
<td>&lt;100M</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>484</td>
<td>Rochester Institute of Technology</td>
<td>United States</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Royal Technology Solutions</td>
<td></td>
</tr>
<tr>
<td>485</td>
<td>Royal Group</td>
<td>United Arab Emirates</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Royal Technology Solutions</td>
<td></td>
</tr>
<tr>
<td>487</td>
<td>Royal Mosa</td>
<td>Netherlands</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Atos Origin</td>
<td></td>
</tr>
<tr>
<td>488</td>
<td>S&amp;C Electric Company</td>
<td>United States</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>489</td>
<td>Saes Getters S.p.A.</td>
<td>Italy</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Oracle Consulting</td>
<td></td>
</tr>
<tr>
<td>490</td>
<td>Sandhar Technologies Limited</td>
<td>India</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PwC</td>
<td></td>
</tr>
<tr>
<td>495</td>
<td>Saudi Cement Company</td>
<td>Saudi Arabia</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Saudi Business Machine, Arowana Consulting</td>
<td></td>
</tr>
<tr>
<td>498</td>
<td>Savola Foods Arabia</td>
<td>Saudi Arabia</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Mahindra Satyam</td>
<td></td>
</tr>
<tr>
<td>501</td>
<td>Savola Group Egypt</td>
<td>Egypt</td>
<td>100M - 500M</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Mahindra Satyam</td>
<td></td>
<td></td>
</tr>
<tr>
<td>503</td>
<td>Schnitzer Steel Industries, Inc.</td>
<td>United States</td>
<td>1B - 5B</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>OnPlan Solutions</td>
<td></td>
</tr>
<tr>
<td>504</td>
<td>Scottish Government</td>
<td>Scotland</td>
<td>&gt;5B</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tata Consultancy Services</td>
<td></td>
</tr>
<tr>
<td>505</td>
<td>Seifert mtm Systems Malta Ltd</td>
<td>Malta</td>
<td>&lt;100M</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Megabyte Ltd</td>
<td></td>
</tr>
<tr>
<td>508</td>
<td>Seiko Epson Corporation</td>
<td>Japan</td>
<td>&lt;100M</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>509</td>
<td>SEW Infrastructure Ltd</td>
<td>India</td>
<td>500M-1B</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>514</td>
<td>Shanghai Xian Dai Architectural Design (Group)</td>
<td>China</td>
<td>100M - 500M</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>IBM Global Services (China)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>515</td>
<td>SimplexGrinnell</td>
<td>United States</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>516</td>
<td>SMART Technologies</td>
<td>Canada</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>517</td>
<td>Social Security Administration</td>
<td>United States</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Oracle Consulting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>518</td>
<td>Sociedad Biblica Colombiana</td>
<td>Colombia</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>SIC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>519</td>
<td>Sorouh Real Estate PJSC</td>
<td>United Arab Emirates</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>Satyam Computer Services Ltd.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* OBA = Oracle Business Accelerators
# Oracle E-Business Suite Release 12

<table>
<thead>
<tr>
<th>Page</th>
<th>Customer Name</th>
<th>Country</th>
<th>Revenue (US$)</th>
<th>Upgrade</th>
<th>OBA</th>
<th>FMS</th>
<th>HCM</th>
<th>Proc</th>
<th>SCM</th>
<th>CRM</th>
<th>Proj</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>520</td>
<td>Spear Contract Logistics</td>
<td>India</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>KPIT Cummins</td>
</tr>
<tr>
<td>521</td>
<td>Staffordshire Police</td>
<td>United Kingdom</td>
<td>100M - 500M</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Cedar HR Ltd</td>
</tr>
<tr>
<td>522</td>
<td>SunGard Data Systems Inc.</td>
<td>United States</td>
<td>1B - 5B</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>525</td>
<td>Sunrider International</td>
<td>China</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>527</td>
<td>Taconic</td>
<td>United States</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>528</td>
<td>TAM Linhas Aéreas S/A</td>
<td>Brazil</td>
<td>&gt;5B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>530</td>
<td>Tanishq</td>
<td>India</td>
<td>1B - 5B</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Grupo Chloe</td>
</tr>
<tr>
<td>534</td>
<td>Teatre Nacional de Catalunya</td>
<td>Spain</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>535</td>
<td>Technical Standards &amp; Safety Authority</td>
<td>Canada</td>
<td>&lt;100M</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Oracle Consulting</td>
</tr>
<tr>
<td>536</td>
<td>The Lemacon Foundation</td>
<td>United States</td>
<td>&lt;100M</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Jibe Consulting</td>
</tr>
<tr>
<td>537</td>
<td>The RoomPlace</td>
<td>United States</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Deloitte</td>
</tr>
<tr>
<td>538</td>
<td>Tikona Digital Networks</td>
<td>India</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>New Generation Consultants</td>
</tr>
<tr>
<td>539</td>
<td>True Relegation Apparel</td>
<td>United States</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DAZ Systems Inc</td>
</tr>
<tr>
<td>540</td>
<td>TV Guide Magazine, LLC</td>
<td>United States</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>BizTech</td>
</tr>
<tr>
<td>541</td>
<td>UGI Utilities, Inc.</td>
<td>United States</td>
<td>1B - 5B</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Wipro</td>
</tr>
<tr>
<td>543</td>
<td>United Online, Inc.</td>
<td>United States</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>544</td>
<td>Vaisala Oyj</td>
<td>Finland</td>
<td>100M - 500M</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tieto, Deloitte Consulting LLP and Infosys</td>
</tr>
<tr>
<td>545</td>
<td>Veterans Canteen Service</td>
<td>United States</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>547</td>
<td>Wep solutions</td>
<td>India</td>
<td>&lt;100M</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Chain-Sys (India) Ltd</td>
</tr>
<tr>
<td>551</td>
<td>Wm Morrison Supermarkets Plc</td>
<td>United Kingdom</td>
<td>&gt;5B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>554</td>
<td>Zanett Commercial Solutions, Inc.</td>
<td>United States</td>
<td>&lt;100M</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>555</td>
<td>ZyXEL Corporation</td>
<td>Taiwan</td>
<td>500M-1B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>AdvancedTEK International</td>
</tr>
</tbody>
</table>

* OBA = Oracle Business Accelerators
## By Industry

<table>
<thead>
<tr>
<th>Customer Name</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guerra S.A. Implementos Rodoviarios</td>
<td>Automotive</td>
</tr>
<tr>
<td>Mando Corporation</td>
<td>Automotive</td>
</tr>
<tr>
<td>Sandhar Technologies Limited</td>
<td>Automotive</td>
</tr>
<tr>
<td>Takwa Company</td>
<td>Automotive</td>
</tr>
<tr>
<td>Toyota Motor Europe</td>
<td>Automotive</td>
</tr>
<tr>
<td>Penn Color, Inc.</td>
<td>Chemicals</td>
</tr>
<tr>
<td>Privi Organics</td>
<td>Chemicals</td>
</tr>
<tr>
<td>Ascend Telecom Infrastructure Private Limited</td>
<td>Communications</td>
</tr>
<tr>
<td>AT&amp;T Inc.</td>
<td>Communications</td>
</tr>
<tr>
<td>Communications and Information Technology Commission</td>
<td>Communications</td>
</tr>
<tr>
<td>France Telecom</td>
<td>Communications</td>
</tr>
<tr>
<td>K.T</td>
<td>Communications</td>
</tr>
<tr>
<td>modu ltd</td>
<td>Communications</td>
</tr>
<tr>
<td>MVS Televisión S.A. de C.V.</td>
<td>Communications</td>
</tr>
<tr>
<td>Tikona Digital Networks</td>
<td>Communications</td>
</tr>
<tr>
<td>United Networks Co. K.S.C.</td>
<td>Communications</td>
</tr>
<tr>
<td>Virgin Media</td>
<td>Communications</td>
</tr>
<tr>
<td>Vodafone Hutchison Australia</td>
<td>Communications</td>
</tr>
<tr>
<td>Al-Abbas Sugar Mills Limited</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>Amway Corp.</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>Frimesa Cooperativa Central</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>Fruit of the Loom</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>Harvest Foods</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>Hite-Jinro Group</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>KT&amp;G</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>Leupold &amp; Stevens, Inc.</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>Leviton Manufacturing</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>LG Electronics</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>McLeod Russel</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>Munchkin Inc.</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>Nice Group Co., Ltd</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>Pellerin Milnor Corporation</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>Pentel of America, Ltd</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>Pham Nguyen Foods</td>
<td>Consumer Goods</td>
</tr>
</tbody>
</table>
## By Industry

<table>
<thead>
<tr>
<th>Customer Name</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Savola Foods Arabia</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>Savola Group Egypt</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>Taconic</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>The RoomPlace</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>United States Distilled Products Company</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>Wells Enterprises, Inc.</td>
<td>Consumer Goods</td>
</tr>
<tr>
<td>Bryant &amp; Stratton College</td>
<td>Education and Research</td>
</tr>
<tr>
<td>Embry-Riddle Aeronautical University</td>
<td>Education and Research</td>
</tr>
<tr>
<td>Rochester Institute of Technology</td>
<td>Education and Research</td>
</tr>
<tr>
<td>Ausenco</td>
<td>Engineering and Construction</td>
</tr>
<tr>
<td>China Construction Eighth Engineering Division Corp. Ltd</td>
<td>Engineering and Construction</td>
</tr>
<tr>
<td>Construtora Norberto Odebrecht S.A.</td>
<td>Engineering and Construction</td>
</tr>
<tr>
<td>Depa Ltd.</td>
<td>Engineering and Construction</td>
</tr>
<tr>
<td>Doosan Engineering &amp; Construction</td>
<td>Engineering and Construction</td>
</tr>
<tr>
<td>Doosan Heavy Industries &amp; Construction Co Ltd</td>
<td>Engineering and Construction</td>
</tr>
<tr>
<td>Edifer</td>
<td>Engineering and Construction</td>
</tr>
<tr>
<td>Grupo Wtorre</td>
<td>Engineering and Construction</td>
</tr>
<tr>
<td>Grupo Wtorre</td>
<td>Engineering and Construction</td>
</tr>
<tr>
<td>KCC Engineering &amp; Construction</td>
<td>Engineering and Construction</td>
</tr>
<tr>
<td>M+W U.S., Inc.</td>
<td>Engineering and Construction</td>
</tr>
<tr>
<td>M3M India</td>
<td>Engineering and Construction</td>
</tr>
<tr>
<td>Michael Baker Corporation</td>
<td>Engineering and Construction</td>
</tr>
<tr>
<td>Power Design Inc</td>
<td>Engineering and Construction</td>
</tr>
<tr>
<td>Royal Group</td>
<td>Engineering and Construction</td>
</tr>
<tr>
<td>SEW Infrastructure Ltd</td>
<td>Engineering and Construction</td>
</tr>
<tr>
<td>Shanghai Xian Dai Architectural Design (Group)</td>
<td>Engineering and Construction</td>
</tr>
<tr>
<td>Abu Dhabi Islamic Bank</td>
<td>Financial Services</td>
</tr>
<tr>
<td>BLC Bank sal</td>
<td>Financial Services</td>
</tr>
<tr>
<td>CITIC Bank International</td>
<td>Financial Services</td>
</tr>
<tr>
<td>Commercial Bank of Ceylon PLC</td>
<td>Financial Services</td>
</tr>
<tr>
<td>Dubai Bank</td>
<td>Financial Services</td>
</tr>
<tr>
<td>Emirates NBD</td>
<td>Financial Services</td>
</tr>
<tr>
<td>Experian plc</td>
<td>Financial Services</td>
</tr>
<tr>
<td>Genworth Financial Inc.</td>
<td>Financial Services</td>
</tr>
</tbody>
</table>

xx
## By Industry

<table>
<thead>
<tr>
<th>Customer Name</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hankou Bank</td>
<td>Financial Services</td>
</tr>
<tr>
<td>Hyundai Capital and Hyundai Card</td>
<td>Financial Services</td>
</tr>
<tr>
<td>IDBI Federal Life Insurance Company</td>
<td>Financial Services</td>
</tr>
<tr>
<td>Infrastructure Development Finance Company Limited (IDFC)</td>
<td>Financial Services</td>
</tr>
<tr>
<td>Inter Partner Assistance España, S.A de Seguros y Reaseguros</td>
<td>Financial Services</td>
</tr>
<tr>
<td>KG EOS Holding GmbH &amp; Co</td>
<td>Financial Services</td>
</tr>
<tr>
<td>Lanka ORIX Leasing Company PLC</td>
<td>Financial Services</td>
</tr>
<tr>
<td>MoneyGram</td>
<td>Financial Services</td>
</tr>
<tr>
<td>MoneyGram International, Inc.</td>
<td>Financial Services</td>
</tr>
<tr>
<td>Rizal Commercial Banking Corporation</td>
<td>Financial Services</td>
</tr>
<tr>
<td>Australian Hearing</td>
<td>Healthcare</td>
</tr>
<tr>
<td>healthAlliance NZ Ltd</td>
<td>Healthcare</td>
</tr>
<tr>
<td>McKesson Information Solutions UK Ltd</td>
<td>Healthcare</td>
</tr>
<tr>
<td>Medisch Spectrum Twente</td>
<td>Healthcare</td>
</tr>
<tr>
<td>Natus Medical Incorporated</td>
<td>Healthcare</td>
</tr>
<tr>
<td>Apricorn, Inc.</td>
<td>High Technology</td>
</tr>
<tr>
<td>Avago Technologies</td>
<td>High Technology</td>
</tr>
<tr>
<td>Corsair Components, Inc.</td>
<td>High Technology</td>
</tr>
<tr>
<td>Cortina Systems, Inc.</td>
<td>High Technology</td>
</tr>
<tr>
<td>Datacard Group</td>
<td>High Technology</td>
</tr>
<tr>
<td>Facebook, Inc.</td>
<td>High Technology</td>
</tr>
<tr>
<td>Fujitsu America, Inc.</td>
<td>High Technology</td>
</tr>
<tr>
<td>Guidance Software, Inc.</td>
<td>High Technology</td>
</tr>
<tr>
<td>i-Faber</td>
<td>High Technology</td>
</tr>
<tr>
<td>LG Display</td>
<td>High Technology</td>
</tr>
<tr>
<td>Meru Networks, Inc.</td>
<td>High Technology</td>
</tr>
<tr>
<td>National Instruments Corporation</td>
<td>High Technology</td>
</tr>
<tr>
<td>OpenTV</td>
<td>High Technology</td>
</tr>
<tr>
<td>Opto Tech Corporation</td>
<td>High Technology</td>
</tr>
<tr>
<td>ProQuest</td>
<td>High Technology</td>
</tr>
<tr>
<td>Ricoh Americas Corporation</td>
<td>High Technology</td>
</tr>
<tr>
<td>Rocela</td>
<td>High Technology</td>
</tr>
<tr>
<td>Saes Getters S.p.A.</td>
<td>High Technology</td>
</tr>
<tr>
<td>Seiko Epson Corporation</td>
<td>High Technology</td>
</tr>
<tr>
<td>SMART Technologies</td>
<td>High Technology</td>
</tr>
</tbody>
</table>
### By Industry

<table>
<thead>
<tr>
<th>Customer Name</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>SunGard Data Systems Inc.</td>
<td>High Technology</td>
</tr>
<tr>
<td>Technology Integration Group</td>
<td>High Technology</td>
</tr>
<tr>
<td>Unisonic Technologies</td>
<td>High Technology</td>
</tr>
<tr>
<td>Unisys Corporation</td>
<td>High Technology</td>
</tr>
<tr>
<td>Vaisala Oy</td>
<td>High Technology</td>
</tr>
<tr>
<td>Zanett Commercial Solutions, Inc.</td>
<td>High Technology</td>
</tr>
<tr>
<td>Zebra Technologies Corporation</td>
<td>High Technology</td>
</tr>
<tr>
<td>ZyXEL Corporation</td>
<td>High Technology</td>
</tr>
<tr>
<td>Action Construction Equipment Limited</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Alkaram Textiles</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>AMCO Batteries</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Amonix</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Atlas Battery Limited</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Bimba Manufacturing</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Carmanah Technologies Corporation</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Century Paper &amp; Board Mills Limited</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Cholayil Private Limited</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Control Solutions, Inc.</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Core Green Sugars and Fuels Limited</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Crescent Steel and Allied Products Ltd</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Cummins Power Generation Inc.</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Dongjin Semichem Co., Ltd</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Doosan Engine</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Eaton Corporation</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Emerson</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Emirates Float Glass LLC</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>FACOR Steels Ltd</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Falken Tire Corporation</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Feroze Textile Industries Limited</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>G. James Australia</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Glasfloss Industries, Inc.</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Gold Plus Glass Industry Ltd.</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Guangdong Haomei Aluminum Co., Ltd</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Guilin Power Capacitor Co., Ltd</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Hindustan Copper Limited</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Hyosung GoodSprings</td>
<td>Industrial Manufacturing</td>
</tr>
</tbody>
</table>
## By Industry

<table>
<thead>
<tr>
<th>Customer Name</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrias Tecnos S.A. de C.V.</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Intelligated, Inc.</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>ITE Tech Inc.</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>JA Solar Holdings Co., Ltd</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Jiangsu Rongsheng Heavy Industries Group Co., Ltd</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Kirloskar Oil Engines Ltd</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Koch Fertilizer, LLC</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>L.H. Dottie</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Mallcom (India) Limited</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Minerals Technologies Inc.</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>National Steel and Agro Industries Ltd</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Pak Electron Limited</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Pella Corporation</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>PN International</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>RAE Systems</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Royal Mosa</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>S&amp;C Electric Company</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Saudi Cement Company</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Schnitzer Steel Industries, Inc.</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Seifert mtm Systems Malta Ltd</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Shanthi Gears Ltd</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Shenzhen Yitoa Intelligent Control Co., Limited</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Spartan Engineering Industries Pvt. Ltd</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Suprajit Engineering Limited</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Tube Investments of India Ltd</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Uflex Limited</td>
<td>Industrial Manufacturing</td>
</tr>
<tr>
<td>Asian Alliance Insurance PLC</td>
<td>Insurance</td>
</tr>
<tr>
<td>Beijing Double Crane Pharmaceuticals</td>
<td>Life Sciences</td>
</tr>
<tr>
<td>Cell Signaling Technology Inc.</td>
<td>Life Sciences</td>
</tr>
<tr>
<td>Hologic, Inc.</td>
<td>Life Sciences</td>
</tr>
<tr>
<td>PL Developments</td>
<td>Life Sciences</td>
</tr>
<tr>
<td>PT Pertiwi Agung (Landson)</td>
<td>Life Sciences</td>
</tr>
<tr>
<td>Sinopharm Pharmacy</td>
<td>Life Sciences</td>
</tr>
<tr>
<td>USANA Health Sciences, Inc.</td>
<td>Life Sciences</td>
</tr>
</tbody>
</table>
## By Industry

<table>
<thead>
<tr>
<th>Customer Name</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abu Dhabi Media Company</td>
<td>Media and Entertainment</td>
</tr>
<tr>
<td>Digital Cinema Media</td>
<td>Media and Entertainment</td>
</tr>
<tr>
<td>Eye Television Network Limited</td>
<td>Media and Entertainment</td>
</tr>
<tr>
<td>Guangdong Alpha Animation and Culture Co., Ltd</td>
<td>Media and Entertainment</td>
</tr>
<tr>
<td>Home Box Office</td>
<td>Media and Entertainment</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>Media and Entertainment</td>
</tr>
<tr>
<td>Teatre Nacional de Catalunya</td>
<td>Media and Entertainment</td>
</tr>
<tr>
<td>TV Guide Magazine, LLC</td>
<td>Media and Entertainment</td>
</tr>
<tr>
<td>United Online, Inc.</td>
<td>Media and Entertainment</td>
</tr>
<tr>
<td>Alcoa</td>
<td>Natural Resources</td>
</tr>
<tr>
<td>Gecamines</td>
<td>Natural Resources</td>
</tr>
<tr>
<td>Oxbow Carbon LLC</td>
<td>Natural Resources</td>
</tr>
<tr>
<td>Conpet SA</td>
<td>Oil and Gas</td>
</tr>
<tr>
<td>Daleel Petroleum Company LLC</td>
<td>Oil and Gas</td>
</tr>
<tr>
<td>Oman Oil Company Exploration &amp; Production LLC</td>
<td>Oil and Gas</td>
</tr>
<tr>
<td>Pak-Arab Pipeline Co., Ltd (PAPCO)</td>
<td>Oil and Gas</td>
</tr>
<tr>
<td>Agilysys, Inc.</td>
<td>Professional Services</td>
</tr>
<tr>
<td>Axess Global Technology Solutions Services Inc.</td>
<td>Professional Services</td>
</tr>
<tr>
<td>C3 Business Solutions, Inc.</td>
<td>Professional Services</td>
</tr>
<tr>
<td>CPC Biocon LLC</td>
<td>Professional Services</td>
</tr>
<tr>
<td>Development Dimensions International</td>
<td>Professional Services</td>
</tr>
<tr>
<td>Dubai World</td>
<td>Professional Services</td>
</tr>
<tr>
<td>e-Three Ltd.</td>
<td>Professional Services</td>
</tr>
<tr>
<td>HiSoft Technology International Ltd</td>
<td>Professional Services</td>
</tr>
<tr>
<td>ICEC Limited S.à.r.l.</td>
<td>Professional Services</td>
</tr>
<tr>
<td>International Islamic Relief Organization</td>
<td>Professional Services</td>
</tr>
<tr>
<td>IT Convergence</td>
<td>Professional Services</td>
</tr>
<tr>
<td>Kiloutou S.A.</td>
<td>Professional Services</td>
</tr>
<tr>
<td>McGrath RentCorp</td>
<td>Professional Services</td>
</tr>
<tr>
<td>McLane Company, Inc.</td>
<td>Professional Services</td>
</tr>
<tr>
<td>National Marrow Donor Program</td>
<td>Professional Services</td>
</tr>
<tr>
<td>Nextgen Distribution</td>
<td>Professional Services</td>
</tr>
<tr>
<td>OC²</td>
<td>Professional Services</td>
</tr>
<tr>
<td>PRO BTP</td>
<td>Professional Services</td>
</tr>
<tr>
<td>Customer Name</td>
<td>Industry</td>
</tr>
<tr>
<td>---------------------------------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Shirazi Trading Company Pvt Ltd</td>
<td>Professional Services</td>
</tr>
<tr>
<td>SimplexGrinnell</td>
<td>Professional Services</td>
</tr>
<tr>
<td>Sorouh Real Estate PJSC</td>
<td>Professional Services</td>
</tr>
<tr>
<td>Spear Contract Logistics</td>
<td>Professional Services</td>
</tr>
<tr>
<td>Technical Standards &amp; Safety Authority</td>
<td>Professional Services</td>
</tr>
<tr>
<td>The Lemelson Foundation</td>
<td>Professional Services</td>
</tr>
<tr>
<td>wep solutions</td>
<td>Professional Services</td>
</tr>
<tr>
<td>Xceed</td>
<td>Professional Services</td>
</tr>
<tr>
<td>Aspire Zone Foundation</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Cheshire Shared Services</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Chicago Public Schools</td>
<td>Public Sector</td>
</tr>
<tr>
<td>City of Burbank</td>
<td>Public Sector</td>
</tr>
<tr>
<td>City of Las Vegas</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Health Authority – Abu Dhabi (HAAD)</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Jet Propulsion Laboratory</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Kingdom of Saudi Arabia Ministry of Education</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Lake County</td>
<td>Public Sector</td>
</tr>
<tr>
<td>London Borough of Havering</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Metropolitan Housing Partnership</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Newport City Council</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Pace Suburban Bus</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Parks Victoria</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Scottish Government</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Social Security Administration</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Solihull Metropolitan Borough Council</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Staffordshire Police</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Tourism Development &amp; Investment Company</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Veterans Canteen Service</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Ascena Retail Group, Inc.</td>
<td>Retail</td>
</tr>
<tr>
<td>Azadea Group</td>
<td>Retail</td>
</tr>
<tr>
<td>BloomNet</td>
<td>Retail</td>
</tr>
<tr>
<td>Chipotle Mexican Grill, Inc.</td>
<td>Retail</td>
</tr>
<tr>
<td>Country Road</td>
<td>Retail</td>
</tr>
<tr>
<td>Flamingo Fashions Ltd.</td>
<td>Retail</td>
</tr>
<tr>
<td>Indiska</td>
<td>Retail</td>
</tr>
</tbody>
</table>
### By Industry

#### Customer Name

<table>
<thead>
<tr>
<th>Customer Name</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>McDonald's</td>
<td>Retail</td>
</tr>
<tr>
<td>OneCall.com</td>
<td>Retail</td>
</tr>
<tr>
<td>Papelería Farah S. de R.L.</td>
<td>Retail</td>
</tr>
<tr>
<td>Saks Incorporated</td>
<td>Retail</td>
</tr>
<tr>
<td>Sherwin-Williams</td>
<td>Retail</td>
</tr>
<tr>
<td>Sociedad Bíblica Colombiana</td>
<td>Retail</td>
</tr>
<tr>
<td>Staples do Brasil</td>
<td>Retail</td>
</tr>
<tr>
<td>Sunrider International</td>
<td>Retail</td>
</tr>
<tr>
<td>Tanishq</td>
<td>Retail</td>
</tr>
<tr>
<td>True Religion Apparel</td>
<td>Retail</td>
</tr>
<tr>
<td>Wm Morrison Supermarkets Plc</td>
<td>Retail</td>
</tr>
<tr>
<td>Zawya</td>
<td>Retail</td>
</tr>
<tr>
<td>Agility</td>
<td>Travel and Transportation</td>
</tr>
<tr>
<td>Corporate Travel Services S.A. de C.V.</td>
<td>Travel and Transportation</td>
</tr>
<tr>
<td>CSX Corporation</td>
<td>Travel and Transportation</td>
</tr>
<tr>
<td>DP World Asia Ltd</td>
<td>Travel and Transportation</td>
</tr>
<tr>
<td>Grupo Mexicana</td>
<td>Travel and Transportation</td>
</tr>
<tr>
<td>High1 Resort</td>
<td>Travel and Transportation</td>
</tr>
<tr>
<td>Korean Air</td>
<td>Travel and Transportation</td>
</tr>
<tr>
<td>OIA Global Logistics</td>
<td>Travel and Transportation</td>
</tr>
<tr>
<td>Port of Fujairah</td>
<td>Travel and Transportation</td>
</tr>
<tr>
<td>Schiphol Amsterdam Airport</td>
<td>Travel and Transportation</td>
</tr>
<tr>
<td>TAM Linhas Aéreas S/A</td>
<td>Travel and Transportation</td>
</tr>
<tr>
<td>American Transmission Co.</td>
<td>Utilities</td>
</tr>
<tr>
<td>Beijing Guohua Electric Power Co., Ltd</td>
<td>Utilities</td>
</tr>
<tr>
<td>Green Mountain Power</td>
<td>Utilities</td>
</tr>
<tr>
<td>Hunan Taohuajiang Nuclear Power Company</td>
<td>Utilities</td>
</tr>
<tr>
<td>Metropolitan St. Louis Sewer District</td>
<td>Utilities</td>
</tr>
<tr>
<td>NTCC</td>
<td>Utilities</td>
</tr>
<tr>
<td>Nuklearna Elektrarna Krsko</td>
<td>Utilities</td>
</tr>
<tr>
<td>UGI Utilities, Inc.</td>
<td>Utilities</td>
</tr>
</tbody>
</table>
Abu Dhabi Islamic Bank Centralizes, Consolidates, and Integrates Internal and External Financial Processes

“Deploying Oracle E-Business Suite 12.1.1 Financials has not only enabled ADIB to centralize, tightly integrate, and gain greater control over our financial processes, it has also led us to train our workforce so they are now more skilled workforce, while bringing disparate teams together.”

— Hassan Mohd Zakir Hussain, Manager, ERP and Subsidiaries Applications, IT Division, Abu Dhabi Islamic Bank

Established in 1997, Abu Dhabi Islamic Bank (ADIB) provides Islamic financial solutions and aims to be a top-tier global, Islamic financial services company. It offers simple, sensible, and transparent banking, guided and inspired by the rules and principles of Shari’a. ADIB operates a growing network of 66 branches and 324 automated teller machines (ATMs) in United Arab Emirates, as well as offering its e-ADIB internet and a mobile banking service.

Challenges

• Consolidate disparate legacy financial applications into a centralized, automated, fully integrated financial solution
• Eliminate manual handling errors with paperless processes
• Streamline internal and external financial reporting
• Improve tracking of bank branch-office expenses
• Reduce manual data entry across all financial processes
• Gain tighter control over inventory management, orders, and suppliers of financial services and branch office equipment

Solutions

• Implemented Oracle E-Business Suite Release 12.1.1 for 100 administrators and 1,500 end users in seven months with the help of Oracle Partner WIPRO
• Completed internal training on the solution in just 20 days
• Optimized regulatory and management reports, and other internal report creation, reducing time needed from two weeks to just one day
• Reduced expense accounting process from five days to one day
• Relieved burden of manual data entry from 15 financial administrators by moving purchase order processing online. Cut month-end accounting close from four days to two days
• Used Oracle Inventory Management to gain real-time visibility of inventory transactions for 150 suppliers and more than 1,000 pieces of office equipment required by 60 banking branches
• Tracked office equipment efficiently and automated scheduling of maintenance with Oracle Enterprise Asset Management, saving up to three days administration and IT support monthly
• Enabled stock taking by one person in one day with banking store rooms open, rather than the previous requirement of three people over three days with store rooms closed
• Automated lifecycle management of more than 200 leased bank branches and other premises with Oracle Property Manager
Abu Dhabi Media Company Upgrades to E-Business Suite Release 12.1 in Just Six Weeks

Abu Dhabi Media Company, one of the fastest growing, multiplatform media organizations in its region, owns and operates a range of television channels, radio stations, as well as a number of publications, and other media-related businesses, including Imagination Abu Dhabi, which will develop, finance and produce full length feature films and digital content for Arabic and international markets; LIVE which owns a fleet of outdoor HD broadcast vans; and United Printing Press, a state of the art printing press.

Challenges

• Abu Dhabi Media Company wanted to upgrade its E-Business Suite implementation to Release 12.1
• This is one of the first implementations of E-Business Suite Release 12.1 in the region

Solutions

• The company upgraded a number of modules in preparation for a wider implementation project around human resource modules, which is due to start in early 2010
• Implementation was rapid, and the company upgraded Oracle General Ledger, Accounts Payable, Inventory and Purchasing in just six weeks
• Since deploying the new modules, Abu Dhabi Media Company has seen significant performance improvements and is experiencing more flexible reporting
Agility Cuts Reporting Times with Consolidated HR Solution on Oracle E-Business Suite R12.1

“Because Agility expanded by acquiring other companies, we had serious integration issues with every business unit using its own system. The Oracle solution has allowed us to share data much more easily. Collaboration is much easier and we are now a much more cohesive organization.”
— Ian G. Paisley, Vice President, Human Resources Information Services, Agility

Agility (formerly PWC Logistics) is a leading global provider of integrated logistics. The company consists of three key business groups: Global Integrated Logistics, Defense and Government Services, and Infrastructure. Agility operates more than 550 offices in 120 countries.

**Challenges**

- Implement an integrated human resources (HR) strategy with a core HR system to consolidate data for more than 26,000 employees across 59 countries to improve the company’s worldwide delivery of logistics services
- Create visibility into Agility’s workforce through consistent reports and metrics based on a standard model for all countries
- Develop dashboard and analytic capabilities
- Improve reporting accuracy by eliminating manual processes
- Reduce reporting time for standard HR reports
- Eliminate redundant data collection and maintenance across multiple systems, including the corporate active directory, to enable better security and setup of email accounts

**Solutions**

- Worked with Oracle Business Process Outsourcing Partner Caliber Point to deploy Oracle Human Resources, enabling data consolidation from HR systems across 59 countries and ensuring timely and accurate employee information in support of global logistics services delivery
- Implemented a global enterprise-wide human resource management system within one, 24x7 available database
- Reduced the time required to collect summary data from six weeks to a few seconds, with access to consolidated data
- Eliminated redundant data entry to Active Directory for creation, updates, and termination of employee e-mail accounts within 24 hours
- Established an employee directory—updated every 30 minutes and instantly accessible by workers—increasing collaboration and efficiency, and reducing the burden on the HR department
- Reduced the time required to produce basic employee headcount reports from weeks to less than 10 seconds
- Produced complex HR reports containing multiple levels of employee detail in seconds
- Planned to save US$5.3 million over five years as a result of improved data accuracy and increased employee efficiency gained from the Oracle solution

**Oracle Customer:**
Agility
Safat, Kuwait
www.agilitylogistics.com

**Industry:**
Travel and Transportation

**Annual Revenue:**
US$6.8 Billion

**Employees:**
37,000

**Oracle Products & Services:**
- Oracle E-Business Suite R12.1
- Oracle Human Resources
- Oracle Self-Service Human Resources
- Oracle Performance Management
- Oracle Human Resources Analytics

**Oracle Partner:**
Caliber Point
www.caliberpoint.com
Agilysys, Inc. Upgrades to Oracle E-Business Suite Release 12.1 to Improve Financial Processes and Support Growing Enterprise

“We are confident that our Oracle E-Business Suite Release 12.1 financial management solution will benefit us and support our continued growth. We are eager to leverage the new capabilities of Oracle Financials to process transactions across operating units.”
— Dan Havelka, Senior Director of I.T., Agilysys, Inc.

Agilysys, Inc., a leading provider of corporate and public-sector IT solutions, specializes in select markets, including retail and hospitality. It implements its partners’ hardware and software, providing services such as disaster planning and storage management. It also provides industry-specific tools, including property management applications.

Challenges

• Since implementing Oracle E-Business Suite in 2001, Agilysys has significantly changed the structure of its product offerings and business divisions

• To best support its growth, Agilysys upgraded its financial management system to Oracle E-Business Suite Release 12.1

Solutions

• Release 12.1 Financials will also provide the foundation for our Order Management and Oracle Projects implementation
Alcoa to Power Global Operations with Oracle

“Alcoa selected Oracle because the company provides a total solution, from hardware, through software and services,”. “We believe this ‘single source’ approach best meets our needs. In addition, adding Oracle’s Fusion HCM to the existing Oracle E-Business Suite will provide us with required new functionality while leveraging the systems already in place.”
— Nancy Wolk, Chief Information Officer, Alcoa

Alcoa is the world’s leading producer of primary and fabricated aluminum, as well as the world’s largest miner of bauxite and refiner of alumina. In addition to inventing the modern-day aluminum industry, Alcoa innovation has been behind major milestones in the aerospace, automotive, packaging, building and construction, commercial transportation, consumer electronics and industrial markets over the past 120 years.

News Facts

- To support its growth and continued innovation, Alcoa (NYSE: AA), the world’s leading producer of primary aluminum and fabricated aluminum, has selected Oracle Exadata Database Machine and Oracle Fusion Human Capital Management (HCM)
- Alcoa will deploy Oracle Fusion HCM alongside existing Oracle E-Business Suite applications. As part of its enterprise application roadmap, Alcoa is also upgrading to the Oracle E-Business Suite 12.1
- Both Oracle Exadata Database Machine X2-2 and X2-8 systems will be implemented to improve OLTP performance, scalability and reliability across the global organization

Technology Transformation to Support Continued Global Growth and Innovation

- Alcoa has been at the leading edge of technology and innovation since inventing the modern-day aluminum industry more than 120 years ago
- Employing a coexistence strategy, Alcoa will introduce new functionality through Oracle Fusion HCM to support continued growth of its 59,000-employee workforce, while maintaining its current Oracle E-Business Suite HCM environment
- By deploying Oracle Fusion HCM, including Oracle Fusion Compensation, Oracle Fusion Performance Management and Oracle Fusion Talent Review, Alcoa will grow their talent, foster collaboration and gain deeper insight into its global human resources
- As part of the upgrade, Alcoa will consolidate four HCM instances down to a single global instance helping to standardize processes, better respond to employee and staffing needs, and reduce system maintenance costs
- Alcoa will replace servers powering current OLTP databases with four half-rack Oracle Exadata Database Machine X2-2 systems and two Oracle Exadata Database Machine X2-8 systems, respectively
- Alcoa has engaged Oracle on Demand and Oracle Consulting to assist with the planning and implementation of the Oracle Applications and Oracle Exadata systems
- Alcoa licensed Oracle Exadata and Oracle Fusion HCM in June 2011
Alkaram Textiles Cuts Month-End Financial Processing Time by Nine Days, Saves 40% on Implementation Costs

“We chose Oracle E-Business Suite Release 12.1 as it’s a cost-effective, proven solution that is the best fit for the textiles industry and offers more benefits than competing products, such as SAP. We’ve cut month-end financial processing time from 22 days to 13 days, and saved 40% on implementation costs using Oracle Business Accelerators.”

— S.M. Ali, IT Manager, Alkaram Textiles

Alkaram Textiles manufactures fabric for clothing, home furnishings, and use in the hospitality and healthcare industries. The company supplies treated yarns and fabric, and items such as curtains, lab coats, and bed linen to customers around the world. Its core services include fiber manufacturing, spinning, weaving, knitting, and printing.

Founded in 1986, Alkaram Textiles has five offices across Pakistan and manufacturing facilities comprising more than 90,000 square meters. It also operates a creative center containing state-of-the-art designing and sampling equipment to offer customers individual, in-house fabric designs.

Challenges

- Replace disparate IT systems, such as FoxPro, Visual Basic, and Microsoft SQL Server, with an integrated enterprise resource planning (ERP) application
- Enhance management decision-making by improving the accuracy of data management and the time taken to create reports across different fabric manufacturing departments
- Track material use against customer orders more efficiently, to improve raw material purchasing and manufacturing processes
- Reduce the need for its staff to work long hours, closing month-end financial accounts, managing multiple Pakistani taxes, and verifying accounts for suppliers of fabric components
- Improve staff confidence in the IT system
- Minimize implementation time and risks, and total cost of ownership

Solutions

- Cut month-end financial processing time from 22 days to 13 days
- Generated and submitted reports that comply with International Financial Reporting Standards and Pakistani tax regulations in a few seconds, compared to several weeks
- Saved 40% on ERP system implementation costs and significantly reduced total cost of ownership
- Completed the implementation in 45 days, rather than 9 to 12 months, using Oracle Business Accelerators
- Reduced implementation risk by automatically cross-checking and validating data as it was uploaded and following best practice deployment processes
• Provided a single data repository by consolidating real-time information about spinning and fabric processing, output rates, raw material stock levels, and current sales and orders across all manufacturing plants and departments

• Enhanced procurement processes by establishing a purchasing approval hierarchy for purchase orders and matching supplier invoices and revenue booking online, rather than manually

• Increased data accuracy and staff satisfaction by reducing data entry tasks for fabric manufacturing and supply and minimizing the risk of human error

• Shortened order cycles and optimized production equipment and facilities by synchronizing sales orders and correctly allocating manufacturing to production units

• Improved data management by centralizing ERP information, following standardized processes, and defining the level of data access for staff, based on their responsibilities

• Enhanced decision-making processes and business objectives by generating more detailed, standardized ERP reports for managers and fabric manufacturing and supply departments

• Increased financial efficiency by establishing accounting standards and improving the visibility of subledger accounting

Why Oracle

Alkaram Textiles chose Oracle E-Business Suite Release 12.1, as it was a cost-effective, proven solution that was the best fit for the textiles industry and an ideal option for midsize companies.

“Oracle E-Business Suite Release 12.1 offered more benefits than other products we looked at, such as SAP,” said S.M. Ali, IT manager, Alkaram Textiles. “We were also impressed by the rapid implementation time we could achieve using Oracle Business Accelerators.”

Implementation Process

Alkaram Textiles began implementing Oracle E-Business Suite Release 12.1 in April 2012. Using Oracle Business Accelerators, the company completed the implementation in just 45 days, well within its 50-day timeframe.

“Without Oracle Business Accelerators, the implementation would have taken nine to 12 months,” said Ali. “Oracle Business Accelerators also reduced implementation risks by cross-checking data as it was uploaded into the new system to ensure accuracy and providing best practice implementation processes to follow.”

Partner

Alkaram Textiles engaged Oracle Specialized Partner Jaffer Brothers to implement Oracle E-Business Suite Release 12.1. The partner provided full support throughout the implementation, including completing localization processes to ensure compliance with Pakistani taxation laws and conducting user training.

“Jaffer Brothers’ expertise in Oracle E-Business Suite is one of the reasons we chose Oracle,” said Ali. “The team provided excellent implementation services, as well as helping us with internal change management. We are very satisfied with the quality of their work and are looking forward to working with them on future Oracle implementation projects.”
Founded in 1955, AMCO Batteries Ltd manufactures a wide range of automotive batteries. The company has 22 branch offices and a nationwide distribution network. It is a member of the Amalgamations Group, one of India's largest business groups in the light-engineering industry.

In 2010, AMCO Batteries replaced disparate business systems with integrated enterprise resource planning (ERP), based on Oracle E-Business Suite Release 12.1. By consolidating data in a central repository, the company cut its month-end reporting time from 20 days to 7 days, reduced inventory costs, and shortened the vendor payment cycle by 50%.

"We now know the previous month’s sales figures on the first working day of the following month. This is something we have been trying to do for the past several years, and Oracle E-Business Suite Release 12.1 has helped us achieve it."

— Sridhar R.A, CEO, AMCO Batteries Ltd

AMCO Batteries supplies batteries to many of the world’s leading motorcycle manufacturers, including Bajaj, Hero Moto Corporation India Ltd, Honda, Royal Enfield, TVS, and Yamaha. The company also supplies batteries to makers of four-wheeled vehicles, such as Eicher Tractors, Sonalika Tractors, TAFE Tractors, and VST Tiller Tractors Ltd. It was the first manufacturer in the automotive battery industry to be awarded ISO-9001 certification by the international quality assurance code compliance consultancy Bureau Veritas.

Prior to 2010, AMCO Batteries’ 22 branch offices and two factories used an in-house system to manage financials, sales orders, purchasing, inventory, manufacturing, and warranties. The systems were not linked to a central server, making it difficult for the company’s Chennai head office to have an integrated view of the business.

Managers were unable to complete real-time analysis. Instead, they had to wait days for branches and factories to e-mail relevant data to the head office, so that it could be compiled into consolidated reports. This affected AMCO Batteries’ ability to respond quickly to emerging issues and opportunities.

"The system limited our ability to check whether billing was correct, revenues were coming in properly, and inventories were in order, unless someone manually consolidated data from our branches and factories,” said Sridhar R.A, chief executive officer, AMCO Batteries Ltd. "We couldn’t count on data to be 100% accurate, so we were never sure what our operational status was. It was not unusual to have to wait up to four months after the end of the financial year to get consolidated yearly reports."

The in-house system also lacked security codes, meaning anyone could use the system to look at or potentially tamper with business data.

AMCO Batteries had grown 20% each year since 2005. As the company expanded, it became clear that the in-house system had outlived its usefulness. AMCO Batteries decided to implement a new ERP system based on Oracle E-Business Suite Release 12.1.
“Our branch offices and factories are using a single, integrated ERP system for the first
time,” said Sridhar. “Consolidated data about our activities is available immediately. It is
facilitating real-time analysis, empowering our users to take timely corrective action.

“In addition, we no longer have to worry about security issues, as each user must use a
unique log in to access the system and can only view data that they are authorized to see.”

**Month-End Closing Time Cut from 20 to 7 Days**

Before month-end reports could be produced, staff at the head office had to spend up to 20
days manually consolidating data from branch offices. Now, all financial data is entered into
Oracle Financials, eliminating time-consuming and error-prone manual data entry.
Month-end reports can be generated in one week, ensuring key financial information reaches
senior managers in a timely manner.

AMCO Batteries has also empowered users to select from menu-driven, standardized reports
without calling on the IT department for assistance. For instance, the final accounts section
can prepare profit and loss statements and related financial reports by themselves and present
them to management. Similarly, the accounts receivables section can prepare receivables
statements showing the average number of days before payments are expected from dealers
and the amounts owed to vendors.

**Enhanced Cash Flow Management**

AMCO Batteries has seen improvements in cash flow management because it can monitor
receipts at all its branches in real time using Oracle Financials.

“We know what checks have been deposited where, when, and on what date, and therefore
how much money is available in the branch’s bank account for transfer to the head office,”
Sridhar said. “We have operated without borrowing for the last eight years, and we continue
to be debt-free. If we don’t know what our real-time cash position is, it could lead to
financial difficulties later. We need to keep a close watch on our cash flow, and Oracle helps
us do that.”

The Oracle system also helps AMCO Batteries control receivables by configuring credit
periods and money received from dealers, so that an optimum level of receivables is
maintained as stipulated by the company’s business policy.

“This is an effective method of ensuring a regular cash flow and was made possible by
configuring the Oracle Order Management module,” said Sridhar. “The dealer’s credit limit
and credit period are included in the system, so staff can see if the dealer owes us any money
before they approve further sales. It helps us ensure money is always flowing throughout our
business cycle.”
Online Ordering Improves Production Planning

According to Sridhar, Oracle Discrete Manufacturing has helped AMCO Batteries improve production planning by ensuring customer orders are made to exact specifications.

“Everything related to meeting a customer order is now done online,” he explained. “The order is placed by head office staff. The factory receives the order and makes the batteries according to the customer’s precise requirements. By keeping all orders in a central repository, factory staff can ensure each order received is scheduled into the weekly production plan. There is no risk that an order will go missing, something that could affect a customer’s production cycle.”

Inventory Costs Down

AMCO Batteries has also improved inventory control. It uses Oracle Inventory Management to track the amount of raw materials, such as battery panel plates, lead components, and separators at its two main manufacturing units.

“Because we know in advance the type and quantity of batteries that are planned for production each week, we can make sure we have the right amount of raw materials and components to meet production requirements,” said Sridhar. “We have increased inventory turnover and hence reduced inventory costs.”

The company also uses Oracle Inventory Management to track finished goods and prepare sales plans. Finished goods must travel vast distances to reach distribution points in major cities. For example, batteries made in Bangalore can take up to a week to reach Delhi 2,500 kilometers away. However, sales staff can use Oracle Inventory Management to see the number and type of batteries that are in transit and the estimated arrival date. “They can then inform the dealers to place their orders accordingly,” said Sridhar.

More Control over Procurement

With Oracle Purchasing, staff must raise a purchase order against purchases, and a purchase order has to be included on all vendor invoices. This enables procurement staff to easily check vendor invoices against orders for raw materials and other items. In addition, vendors must be registered in the Oracle system before they can supply raw materials to AMCO Batteries.

“Under the Oracle system, there is very little scope for any wrongdoing, or for a vendor to complain that they have not been paid, or have been paid the wrong amount,” said Sridhar. “The procurement process is more streamlined and accurate.”

Vendor Payment Cycle Shortened by 50%

AMCO Batteries has improved vendor relationships by ensuring they are paid on time and accurately. Previously, factory staff entered details of vendor invoices and inspection documents (confirming that the goods received met quality requirements) into the in-house system.
The lack of system integration between manufacturing plants and the company’s Chennai head office resulted in data re-entry in the central office system.

“Now that we are all using one integrated system, there is no need to re-enter data,” said Sridhar. “Once the goods are received and accepted by our quality control department, the accounting team at the head office can administer the payment.

“We have shortened the vendor payment cycle by more than 50%, from 90 days to around 30 to 45 days, which has ensured smooth material procurement from vendors.”

Sales Cycle Closed by Month-End

In the past, many battery orders were being recorded on spreadsheets, rather than using the in-house system. At the end of the month, staff had trouble reconciling dealer invoices against orders, since there was no record of their order in the system.

This also made it difficult for AMCO Batteries to calculate the exact number of unfulfilled orders each month. The company was spending up to 10 days consolidating sales order and sales data from systems and spreadsheets to close its monthly sales cycle.

All battery orders are now recorded in the Oracle system. “Until an order is in the system and the goods are physically received by the branch, the dispatch section cannot generate an invoice,” said Sridhar. “Staff is not allowed to invoice for goods that are in transit.”

By improving order management, AMCO Batteries can close its sales cycle on the last day of the month. “This is something we have been trying to do for the past several years, and Oracle has helped us achieve it,” said Sridhar. “It is one of the best outcomes of the Oracle system to date.

“Now that we have the previous month’s sales figures by the first working day of the month, we can monitor monthly sales trends for each business segment (original equipment and trade) by quickly comparing, based on product type and volume, the items that our branches and original equipment customers had committed to sell with what was actually sold.”

Battery Replacements Validated in Just Minutes

If a battery malfunctions and it is still under warranty, dealers return it to the branch from which it was bought. If proved defective, the branch provides a replacement battery to the dealer, who has presented the customer with a warranty replacement. This replacement process—completed swiftly using the Oracle system—has helped AMCO Batteries to eliminate customer dissatisfaction.

To keep track of warranties, AMCO Batteries allocates a serial number to each battery. The company sells around six million batteries every year, and each serial number has to be captured.
"It used to take between 15 and 30 minutes to enter claims data, such as serial numbers, and more than three hours to validate them," said Sridhar. "Now, we can enter serial numbers instantly and validate them in a few minutes. It has saved us a lot of time and effort in processing warranty claims."

**Challenges**

- Replace disparate business systems used by 22 branch offices and two factories with an integrated ERP system
- Eliminate the need to manually consolidate sales, manufacturing, and other business data to compile month-end and other financial reports
- Enhance knowledge of the company’s financial position, by enabling users to generate reports on their own without assistance from the IT department
- Prevent battery orders from being lost
- Facilitate manufacturing batteries to customer requirements
- Avoid wasting inventory by better tracking the receipt of raw materials
- Standardize and improve control over procurement processes
- Improve vendor relationships by reducing the payment cycle time
- Complete the monthly sales cycle 10 days sooner than previously, by the end of the month
- Speed up the battery warranty validation process to ensure end customers receive replacements in a timely manner
- Install system security procedures to protect data from possible breaches

**Solutions**

- Closed month-end reports in one week, instead of 20 days, by eliminating the need to manually consolidate data from branch offices and factories
- Reduced the monthly sales-close cycle by 10 days, ensuring the previous month’s sales figures are available on the first working day of the following month
- Shortened the vendor payment cycle from 90 days to around 30 to 45 days, by eliminating having to enter vendor invoices and inspection documents twice
- Increased inventory turnover and reduced inventory costs by better tracking the movement of raw materials at all locations
- Empowered users without the help of the IT team to create their own financial reports and present them to management
- Gained knowledge of and control over cash positions by monitoring branch office receipts in real time
• Improved cash flow management by incorporating dealers’ credit limits and terms in the Oracle system, ensuring no further sales are made to a dealer until they pay their dues
• Enabled prompt replacement of malfunctioning batteries by reducing to a few minutes the time required to enter and validate battery serial numbers, which previously took as long as 30 minutes
• Minimized the risk of losing battery orders by storing all orders in a central system
• Provided sales staff with information on when batteries would arrive at distribution points, allowing them to inform dealers when to place their orders
• Gained more control over procurement by mandating that purchase orders must be issued for all raw material and other purchases

Why Oracle
AMCO Batteries evaluated ERP products from Microsoft, Oracle, and SAP. All three vendors were invited to present their solutions, with Oracle E-Business Suite emerging as the clear winner.

“All the major users at our head office decided in favor of Oracle,” said Sridhar. “Oracle was rated above the others for its functionality and features. We also found that Oracle was very strong in financials, which was another reason for choosing Oracle E-Business Suite. In addition, Oracle offered more flexibility.”

Implementation Process

AMCO Batteries wanted users to accept the Oracle system with minimum fuss, and went to great lengths to ensure interfaces and reports looked similar to those that staff members were familiar with.

“We managed to get very good working solutions without compromising business policies, and I think that is where Oracle is better over other products,” said Sridhar. “With Oracle, we could configure work around solutions and reports, which managed to keep users happy.”
Amonix Implements Oracle E-Business Suite 12.1 to Support Global Expansion in Competitive Renewable Energy Industry

“In order for us to stay competitive in a high growth and complex sector like solar energy, we needed a holistic end-to-end enterprise application suite that could scale with our global business. After carefully evaluating different options, we selected Oracle E-Business Suite 12.1 as it provided all the capabilities we needed right out-of-the-box. We were very impressed with the implementation and are confident we now have the financial and supply chain capabilities needed to support both our current operations and future growth”

— Pat McCullough, Chief Financial Officer, Amonix

News Facts

- Amonix, a recognized leader in designing and manufacturing concentrated photovoltaic (CPV) solar power systems, has implemented the Oracle E-Business Suite 12.1 as the foundation of its expanding multinational business
- Operating in the growing and highly competitive market for renewable energy solutions, Amonix needed to streamline its supply chain and financial processes so that it could adapt quickly to market pressures and respond to customers with varying needs and expectations
- By replacing its Epicor ERP system with the Oracle E-Business Suite 12.1, Amonix is able to leverage a flexible, scalable and cost-effective platform designed to eliminate inefficient system customizations, increase visibility into its supply chain and improve the accuracy of financial reporting
- With Oracle E-Business Suite Supply Chain Management modules, including Oracle Order Management and Oracle Inventory Management, Amonix is able to automate fulfillment processes and gain real-time visibility into inventory transactions that involve thousands of complex components
- As a CPV solar power system manufacturer, Amonix has an extremely complex supply chain and operates using complex processes. With the Oracle E-Business Suite 12.1, the company is able to perform quick and clean inventory reconciliation
- In addition, by utilizing Oracle Advanced Supply Chain Planning and Oracle Procurement, Amonix can reduce supply chain costs and rapidly respond to fluctuating prices in the solar market by leveraging advanced monitoring capabilities to increase transparency across its organization
- To further optimize financial operations and standardize internal controls, Amonix is using Oracle E-Business Suite Financials, including Oracle General Ledger, Oracle Payables, Oracle Receivables, Cash Management and Oracle Financial Analytics, to improve financial reporting accuracy and ensure compliance with international regulations
- Amonix implemented 18 modules of the Oracle E-Business Suite 12.1 in just ten weeks. Working with Wipro, a Diamond level member in Oracle PartnerNetwork (OPN), the Oracle E-Business Suite 12.1 was implemented out of the box with zero customizations, which helped expedite the deployment and enabled Amonix to quickly begin receiving benefits from the new ERP system
Supporting Quotes

- “In addition to providing us with a quick and reliable tool for inventory reconciliation, the Oracle E-Business Suite 12.1 has helped us track quantity and stock across various locations and eliminate what used to be a huge bottle neck in our inventory management,” said Rajesh Ramakrishnan, global business process manager, Amonix

- “Amonix was looking to expand its global position into new market segments in a virtually seamless manner, while providing the company with a single view of their core ERP systems. Wipro’s implementation of the Oracle E-Business Suite 12.1 not only helped Amonix prepare for future enterprise wide scalability, but also helped align its operations to industry standards,” said Biplab Adhya, Vice President and Global Head of Oracle Services, Wipro Technologies
Oracle Customer:
Ascena Retail Group, Inc.
Safat, Kuwait
www.agilitylogistics.com

Industry:
Retail

Oracle Products & Services:
• Oracle E-Business Suite R12.1
• Oracle Financials
• Oracle Hyperion Planning and Budgeting
• Oracle Governance, Risk and Compliance
• Oracle Database

Dressbarn, Maurices and Justice Brands’ Parent Company Ascena Retail Group, Inc. Selects Oracle E-Business Suite 12.1 to Support Growth

“Our due diligence process determined that the Oracle applications provided us the best solutions for integrating and managing our business and establishing a foundation for growth. Oracle’s partnership and product offering enable us to focus on providing our customers with an unmatched retail shopping experience.”
— Armand Correia, Chief Financial Officer, Ascena Retail Group, Inc.

News Facts
• Ascena, the newly formed holding company for apparel brands Dressbarn, Maurices and Justice, has selected Oracle E-Business Suite Financials to streamline financial operations across the company’s growing retail operations
• Ascena will migrate its enterprise financial operations to the Oracle Applications including Oracle E-Business Suite Financials, Oracle Hyperion Planning and Budgeting and Oracle Governance, Risk and Compliance solutions
• The Oracle applications will replace disparate enterprise systems being used by Dressbarn and Maurices and upgrade the Oracle E-Business Suite applications already in use at Justice to the latest version
• By standardizing financial, planning and risk management operations on the Oracle applications, Ascena intends to establish a complete, open and integrated IT foundation that will support the company’s growth and achieve a lower total cost of ownership
• All three Ascena-owned retail businesses currently use a range of Oracle solutions, including Oracle Retail applications, Oracle enterprise solutions and Oracle Database

Supporting Quotes
• “Oracle fulfills our requirements for an integrated solution set and enables us to establish a standardized footprint and lowest total cost of ownership,” said Karen Etzkorn, Chief Information Officer, Ascena Retail Group, Inc.
• “We are very pleased to expand our relationship with The Dress Barn, Inc., now Ascena, and to be a part of their continued growth strategy,” said Tom Madigan, Vice President, Global Retail Portfolio, Oracle
Ascend Telecom Infrastructure Private Limited
Gains More Insight into Revenue, Completes Projects 25% Faster

“Oracle E-Business Suite is an integrated financial and inventory management system that enables Ascend Telecom to identify and protect revenue, and control the movement of assets across the country. This helps us stay competitive in the Indian telecommunications market.”

— Murali Shankar, Head of Finance and Accounts, Ascend Telecom Infrastructure Private Limited

Established in 2002, Ascend Telecom Infrastructure Private Limited is a telecommunications infrastructure leasing company offering tower space to wireless operators in 15 Indian states. Ascend Telecom also offers project management, specialized site acquisition, and soil testing services to telecom operators. The company services customers, such as Idea, BSNL, Vodafone, Reliance Communications, and Tata Teleservices, from its headquarters in Hyderabad and 12 offices across India.

In 2007, Mauritian growth capital firm New Silk Route purchased Ascend Telecom and decided to replace the company’s existing home-grown accounting application with a more advanced and integrated software suite. This would help Ascend Telecom automate its business processes, and gain a competitive advantage over other large organizations in the telecommunications infrastructure leasing market.

“We have 13 branches across India and only two were using the existing accounting system,” said Murali Shankar, head of finance and accounts, Ascend Telecom Infrastructure Private Limited.

“Managers typically used spreadsheets to manage financials and inventory, and track the movement of assets between our branches. We needed an integrated system in which this data could be shared between our multiple locations.”

In mid-2010, Ascend Telecom engaged Oracle Partner Blue Star Infotech Limited to use Oracle Business Accelerators to deploy Oracle E-Business Suite Release 12.1.2 modules for Oracle Financials, Oracle Daily Business Intelligence, Oracle Inventory Management, Oracle Purchasing, and Oracle Order Management.

“Oracle E-Business Suite is an integrated financial and inventory management system that enables Ascend Telecom to identify and protect revenue, and control the movement of our assets across the country,” said Shankar. “This helps us stay competitive in the fast-moving Indian telecommunications market.”

Centralized System Offers More Insight into Revenue

Ascend Telecom sells towers and electronics space to mobile operators and service providers across India’s telecommunications “circles” (a term used for telecommunications service areas in India). The company maintains this equipment and also acquires suitable land and roof tops to build towers and other infrastructure on behalf of its customers.

Ascend Telecom uses Oracle Financials to easily determine which customers across each telecommunications circle are generating the most revenue.
Ascend Telecom uses Oracle Purchasing and Oracle Inventory Management to track and manage the movement of inventory, such as mobile towers, equipment shelters, back-up power supplies, air conditioners, and materials used in the construction of civil foundations and electrical systems at customer sites.

“As soon as materials are received and invoiced at a particular customer site, the system automatically records them as assets,” said Shankar. “This eliminates a great deal of administrative work to track these materials, and enables us to complete telecommunications infrastructure projects 25% faster than previously because we can identify the location of our inventory immediately.”

Ascend Telecom also uses Oracle Order Management to speed up the processing of sales agreements and orders. The system enables staff to prepare sales orders quickly, and ensure customer orders have the correct information so they can be processed without any errors.

“As soon as materials are received and invoiced at a particular customer site, the system automatically records them as assets,” said Shankar. “This eliminates a great deal of administrative work to track these materials, and enables us to complete telecommunications infrastructure projects 25% faster than previously because we can identify the location of our inventory immediately.”

Projects and Sales Orders Completed More Quickly

Ascend Telecom uses Oracle Purchasing and Oracle Inventory Management to track and manage the movement of inventory, such as mobile towers, equipment shelters, back-up power supplies, air conditioners, and materials used in the construction of civil foundations and electrical systems at customer sites.

“As soon as materials are received and invoiced at a particular customer site, the system automatically records them as assets,” said Shankar. “This eliminates a great deal of administrative work to track these materials, and enables us to complete telecommunications infrastructure projects 25% faster than previously because we can identify the location of our inventory immediately.”

According to Shankar, regional managers also use the system to analyze the status of debtors and creditors, easily identify which customers have outstanding payments, and ensure that the company can track and pay its invoices on time.

“This improves efficiency and helps provide better control of cash flow across the organization,” said Shankar.

Projects and Sales Orders Completed More Quickly

Ascend Telecom uses Oracle Purchasing and Oracle Inventory Management to track and manage the movement of inventory, such as mobile towers, equipment shelters, back-up power supplies, air conditioners, and materials used in the construction of civil foundations and electrical systems at customer sites.

“Managers have instant access to information about where our revenues are on the rise and, importantly, where they have decreased, so we can take appropriate action,” said Shankar.

“This action may include allocating more resources to marketing and selling our services in a certain area or vertical market to improve sales revenue.

According to Shankar, regional managers also use the system to analyze the status of debtors and creditors, easily identify which customers have outstanding payments, and ensure that the company can track and pay its invoices on time.

“This improves efficiency and helps provide better control of cash flow across the organization,” said Shankar.

Projects and Sales Orders Completed More Quickly

Ascend Telecom uses Oracle Purchasing and Oracle Inventory Management to track and manage the movement of inventory, such as mobile towers, equipment shelters, back-up power supplies, air conditioners, and materials used in the construction of civil foundations and electrical systems at customer sites.

“Managers have instant access to information about where our revenues are on the rise and, importantly, where they have decreased, so we can take appropriate action,” said Shankar.

“This action may include allocating more resources to marketing and selling our services in a certain area or vertical market to improve sales revenue.

According to Shankar, regional managers also use the system to analyze the status of debtors and creditors, easily identify which customers have outstanding payments, and ensure that the company can track and pay its invoices on time.

“This improves efficiency and helps provide better control of cash flow across the organization,” said Shankar.

Projects and Sales Orders Completed More Quickly

Ascend Telecom uses Oracle Purchasing and Oracle Inventory Management to track and manage the movement of inventory, such as mobile towers, equipment shelters, back-up power supplies, air conditioners, and materials used in the construction of civil foundations and electrical systems at customer sites.

“Managers have instant access to information about where our revenues are on the rise and, importantly, where they have decreased, so we can take appropriate action,” said Shankar.

“This action may include allocating more resources to marketing and selling our services in a certain area or vertical market to improve sales revenue.

According to Shankar, regional managers also use the system to analyze the status of debtors and creditors, easily identify which customers have outstanding payments, and ensure that the company can track and pay its invoices on time.

“This improves efficiency and helps provide better control of cash flow across the organization,” said Shankar.
Why Oracle?

Ascend Telecom selected Oracle E-Business Suite because it integrated well with the company’s existing tally accounting system, and provided a platform for future growth. According to Shankar, the Oracle system was easy to deploy, provided more control over the company’s core business processes, and was more cost-effective than the competing solution offered by SAP.

“Oracle is also a strong global brand with a good reputation in our industry,” said Shankar. “The company also has a good network of partners across India with the right level of skill to help us achieve our goals.”

Implementation Process

In June 2010, Ascend Telecom engaged Oracle Partner BlueStar InfoTech Limited to deploy Oracle E-Business Suite. Initially, BlueStar InfoTech mapped Ascend Telecom’s business processes to make sure they worked with the system.

Over the next few months, BlueStar InfoTech configured the application modules, and conducted staff training, and system testing.

The system went live in mid-October 2010.

Established in 2002, Ascend Telecom Infrastructure Private Limited is a telecommunications infrastructure leasing company offering tower space to wireless operators in 15 Indian states.
Ausenco Supports Global Expansion with Oracle E-Business Suite 12.1 and Oracle Enterprise Performance Management and Business Intelligence

“As Ausenco continues to expand globally, we need an innovative platform than can provide a foundation for our expansion and manage multiple legislative, corporate reporting and compliance requirements. “We believe Oracle E-Business Suite, Oracle Enterprise Performance Management and Oracle Business Intelligence will provide effective solutions to these business challenges. We have chosen to use the Oracle Business Accelerators to facilitate a best in class implementation that meets the specific needs of our company.”

— Paul Young, CIO, Ausenco

Ausenco (ASX: AAX) sets high global standards for leading edge engineering and project management services in the resources and energy sectors. We’re a growing company with big ambitions that thrives on new markets. Across 32 offices in 20 countries, our people seek ingenious solutions for our clients in the Energy, Environment & Sustainability, Minerals & Metals, Process Infrastructure and Program Management sectors. We’re inspired to make a genuine and positive impact on the world around us and in the communities in which we operate.

News Facts

• Global engineering and project management company Ausenco has selected Oracle E-Business Suite 12.1, Oracle Enterprise Performance Management (EPM) and Oracle Business Intelligence (BI) to provide a technology platform to underpin the company’s global expansion

• Ausenco, headquartered in Brisbane, Australia has more than 2,500 people based in 20 countries and delivers engineering and project management services for the environment, energy, minerals and metals, process infrastructure, and program management sectors. The company faced a number of business challenges as its existing applications weren’t optimal or suitable for its global operations

• As a rapidly growing organisation, Ausenco needed a solution that was flexible, robust and easy to roll out across different countries, for users with varying needs and expectations. Accordingly, Oracle E-Business Suite 12.1, Oracle EPM and BI are being implemented which will enable Ausenco to integrate all aspects of the company’s business including financials, project management, asset management, maintenance, procurement, HR, payroll, reporting and analysis

• In addition to supporting Ausenco’s global expansion and integrating complex operations, Oracle E-Business Suite 12.1, Oracle EPM and BI will also enable improved efficiency and consistency in decision making for the company. Information will be available to managers across the company’s business lines, with multiple entries of data to be replaced by a single streamlined source of information

• Ausenco has selected Oracle Database 11g and Oracle Fusion Middleware 11g to support the overall deployment
• The Oracle implementation will take a phased approach over a three-year period and will begin in mid 2011. Ausenco will roll out Oracle E-Business Suite 12.1 across Asia Pacific/Africa and North and South America. In the short term the solution will provide Ausenco improved control of financial and reporting processes at the company’s Head Office in Brisbane.

• To reduce implementation discovery, configuration and testing time, Oracle Platinum Partner CSG will employ Oracle Business Accelerators (OBA). OBA will help to ensure a predictable and precise enterprise-wide implementation that guides the project scope and uses industry best practices decision flows.

Supporting Quotes

• “Ausenco’s implementation of Oracle’s applications, technology and middleware products is a strong showcase of how our solutions will help support the company’s international growth in different markets. Deploying Oracle Business Accelerators as part of the overall implementation will also facilitate a rapid return on IT investment, as well as simplifying and standardising processes throughout the organisation,” said John Smith, General Manager, Applications, Commercial Sales & Channels, Oracle Australia & New Zealand.
The company uses Oracle E-Business Suite for critical functions, including financials, supply chain management, and warehouse management. But Avago’s current iteration of Oracle E-Business Suite was nearing its end-of-life, and the company wanted to update its operating systems and databases to their latest versions to ensure compatibility and certification.

With this in mind, Avago began upgrading to Oracle E-Business Suite release 12.1 in May 2011.

Avago Technologies is a leading designer, developer, and global supplier of analog semiconductor devices with a focus on compound III-V semiconductor-based products. The company’s product portfolio is extensive and includes approximately 6,500 products in four primary target markets—wireless communications, wired infrastructure, industrial and automotive electronics, and consumer and computing peripherals. Applications for these products include cellular phones, consumer appliances, data networking and telecommunications equipment, enterprise storage and servers, power generation and renewable energy systems, factory automation, displays, optical mice, and printers.

### Challenges

- The company uses Oracle E-Business Suite for critical functions, including financials, supply chain management, and warehouse management.
- But Avago’s current iteration of Oracle E-Business Suite was nearing its end-of-life, and the company wanted to update its operating systems and databases to their latest versions to ensure compatibility and certification.
- With this in mind, Avago began upgrading to Oracle E-Business Suite release 12.1 in May 2011.

### Solutions

- Avago Technologies worked with Oracle Partner Wipro, completing the upgrade in December 2011, on time and under budget, while experiencing no significant degradation in system performance.
- As the company continues to use Oracle E-Business Suite, it expects to improve the user experience and system productivity.
- Specifically, Avago plans to study the new functionality built into Oracle E-Business Suite Release 12.1 to find opportunities to automate warehouse management processes for greater efficiency.

### Implementation Process

Avago began the upgrade in May 2011 with the goal of completing the upgrade during the company’s first fiscal quarter, as that is typically a quieter time. The implementation took seven months, and it was completed on time and under budget on December 12, 2011. During implementation, Avago used Oracle Support and found it to be very responsive, knowledgeable and instrumental in going live on schedule.
Partner

Avago had worked with Oracle Partner Wipro for three years. Since Wipro already possessed extensive knowledge of Avago’s customizations and applications, it was the natural selection to assist in Avago’s Oracle E-Business Suite 12.1 upgrade.

Prior to beginning the upgrade, Wipro compared the previous Oracle E-Business Suite instance with Release 12.1 to quantify and articulate the quantity of work, risk, and time needed to complete the project.

In addition, Wipro manages all of Avago’s applications, including enterprise resource planning, customer relationship management, and human resources. Wipro also maintains support for Avago’s applications on a day-to-day basis.

“We went through three to four cycles of testing and created 10,000 test cases. It is not only important to run all the test cases, it is imperative to identify issues and fix them, then retest. You do not want to leave any issues open,” said Andy Nallappan, senior director, enterprise applications, Avago Technologies. “It was also important to develop great partnerships with other business units during our upgrade. For instance, finance paid all invoices up to December 23, to give us a buffer in case the upgrade went over schedule. In addition, our shipping department gave us four days of down time to properly cut over and validate all processes.”
Axess Global Technology Solutions Services Inc. Cuts Monthly Financial Reporting Time Nearly 90% by Consolidating Seven Subsidiaries’ Financial Data

“We found Oracle E-Business Suite Release 12.1, and particularly Oracle Financials, easier to use and develop than applications from other vendors, such as SAP. We have cut companywide monthly accounting time by about 90% and can generate customized financial reports for senior managers in less than a day.” — Inocencio Sison, Project Manager and Chief Operations Officer, Axess Global Technology Solutions Services Inc.

Based in Manila, Philippines, Axess Global Technology Solutions Services Inc. manages accounting and IT processes for Axess Global Services’ seven retail franchise subsidiaries. The company was founded in April 2011 after it became increasingly difficult for Axess Global Services to efficiently integrate and report on financial and fixed-asset data from its subsidiaries.

Axess Global Technology Solutions Services implemented Oracle Financials Release 12.1 to provide a consolidated repository for the subsidiaries’ financial data. The company has reduced the time it takes to complete month-end financial reports for all subsidiaries from up to 10 days to 1 day. It can also provide senior managers with customized financial reports for each subsidiary in less than 1 day, compared to at least 15 days previously. The company used Oracle Business Accelerators to reduce the implementation time from more than six months to three and a half months.

Challenges

- Consolidate financial data from seven retail-franchise subsidiaries, previously stored and managed separately by each subsidiary
- Provide senior managers with standard and customized financial reports, such as profit and loss from each subsidiary, in a timely manner
- Comply with reporting requirements from the Philippines Financial Reporting Standards Council (PFRS), such as providing month-end financial reports within three working days
- Develop a scalable enterprise resource planning (ERP) platform to support the company’s planned expansion into power grid and solar energy servicing

Solutions

- Completed month-end financial reporting for all subsidiaries in 1 day, compared to 7 to 10 days, previously
- Provided senior managers with customized financial reports, such as income status according to franchise type, in less than 1 day, compared to at least 15 days, previously
- Cut staff costs significantly by reducing the number of accounting employees required to manage financial data and generate reports from 14 (2 at each subsidiary) to 3
- Avoided fines by delivering month-end financial reports to the PFRS before the regulatory reporting deadlines, rather than approximately five days late
Why Oracle

Axess Global Technology Solutions Services wanted a consolidated financial application that was easy to use and could be integrated with future ERP applications to manage inventory from a growing number of subsidiaries.

The company considered applications from other vendors, such as SAP and open source cloud providers. However, several members of the company had experience working with Oracle products in previous positions and had been impressed by their flexibility and interface and integration capabilities.

“We found Oracle E-Business Suite Release 12.1, and particularly Oracle Financials, easier to use and develop than applications from other vendors,” said Inocencio Sison, project manager and chief operations officer, Axess Global Technology Solutions Services Inc. “We have easily customized the financial reports to fit the requirements of the company and to meet local and international financials standards.”

Implementation Process

Axess Global Technology Solutions Services purchased Oracle E-Business Suite Release 12.1 in April 2011, and it began implementing Oracle Financials in mid-May. Using Oracle Business Accelerators, the company completed the implementation in only three and a half months, rather than in more than six months, as anticipated. Oracle Financials went live in August 2011.

“Oracle Business Accelerators sped up the implementation process dramatically, and ensured the technical aspects went smoothly,” said Sison. “We suffered some internal challenges unrelated to the Oracle products, which held the process up slightly; otherwise we could have potentially completed the implementation in just 30 days.”

Axess Global Technology Solutions Services has also purchased Oracle Inventory Management Release 12.1 and plans to go live with the application once Axess Global Services has developed its new power grid and solar energy servicing subsidiary.
Partner

Axess Global Technology Solutions Services engaged Oracle Specialized Partner MSI-ECS to implement Oracle Financials Release 12.1. MSI-ECS also helped Axess Global Technology Solutions Services to customize the financial reports according to the company’s needs and address any problems as they arose.

“MSI-ECS’ customization work on our reports was crucial in meeting our month-end reporting targets,” said Sison. “We could contact the team at any time for advice and support and they resolved issues straight away. We were really happy with the service they provided, as well as the online support we got from Oracle.”
Azadea Group Increases Employee Satisfaction and Delivers Retail Success by Investing in Human Resources Technology

“Our greatest asset at Azadea Group is our people. By replacing an outdated standalone payroll system with Oracle E-Business Suite Release 12.1’s fully integrated, centralized human resources applications, we have been able to maximize our potential as a leading retail group across the Middle East and North African regions—revolutionizing recruitment and ensuring our diverse workforce is paid and cared for consistently, efficiently, and accountably.”
— Walid Chahine, Chief Operating Officer, Azadea Group

Azadea Group is one of the world’s fastest growing retail groups. Originating in 1978 as a single small clothing store in the center of Beirut, the group has now expanded across the Middle East and North African regions, embracing more than 47 popular international franchise brands in fashion, food, home furnishings, sporting goods, and multimedia. The business now operates in Lebanon, United Arab Emirates, Kuwait, Qatar, Bahrain, Jordan, Egypt, Saudi Arabia, and Oman.

Until recently, this rapidly expanding and geographically scattered retail group was attempting to manage a constantly changing workforce of 4,000 people across more than 400 sites, using an outdated, in-house developed payroll system, with no cross-company synchronization, integration with other business systems, or centralized controls.

Azadea Group turned to Oracle E-Business Suite Release 12.1 and its human resources (HR) applications to help support its employees on a single platform, enforce consistent HR policies, report business metrics from a single source of truth, and remain in compliance with local regulations and customs for each country in which the company has employees.

Challenges

• Replace an outdated, standalone payroll system with a fully integrated and centralized suite of HR applications to accelerate payroll, provide greater employee visibility, and improve workforce morale
• Modernize recruitment strategies with a more effective way of appointing and managing the company’s retail professional talent pool, reducing employee churn, and complying with diverse multinational employment laws
• Deliver long-term stability to Azadea Group’s HR operations with a technology solution that can manage a rapidly growing workforce, spread across a growing number of locations

Solutions

• Deployed Oracle E-Business Suite Release 12.1 applications—including Oracle Human Resources, Oracle iRecruitment, and Oracle Payroll—across 400 stores to ensure the company places a greater focus on its employees, which are major assets in successful retail sales
• Reduced the time needed to process its stores’ end-of-month staff payrolls by 30%—from two whole days to less than one day—freeing up staff to analyze workforce performance and focus on future recruitment efforts
• Deployed Oracle iRecruitment to accelerate and refine the company’s hiring process in an organization that has a 15% annual employee turnover rate and receives more than 200,000 job applications annually

• Improved ability to maintain the current talent pool, accurately analyze workforce requirements, achieve cross-territory visibility and integration, and adhere to 13 different sets of national labor laws

• Prepared Azadea Group for a period of rapid growth that will see its retail network expand from 400 to more than 500 stores by the end of 2012 and the business double in size over the next three-and-a-half years

• Gained a solid foundation for increased productivity, business performance, and low cost of ownership by deploying Oracle Human Resources

Why Oracle

“Oracle understood that our people are our number one asset, and that we needed a human-centric HR solution, as well as a robust and flexible new approach to recruitment,” said Walid Chahine, chief operating officer, Azadea Group.

Azadea Group chose Oracle for its understanding of the business’s corporate values, its strong presence in the region, and its history of successful Oracle E-Business Suite deployments for other retail businesses across the region.

Implementation Process

Azadea Group worked efficiently with Oracle Specialized Partner Itec for its Oracle E-Business Suite Release 12.1 implementation, while also consulting with regional Oracle management regarding its use of Oracle iRecruitment.

It submitted a detailed request for proposal (RFP) document to Oracle as well as other vendors, and found that Oracle E-Business Suite best satisfied the company’s requirements. Oracle worked very closely with Azadea Group to implement Oracle iRecruitment, which was somewhat challenging because it was one of the first deployments in Lebanon and required some customization due to the complex nature of the multinational, multilanguage, multipolicy rollout.

The company deployed Oracle iRecruitment in August 2011, and went live as planned in May 2012 with Oracle Payroll.

“The project is on time and in budget, and we received the reassurances we needed from both Oracle and Itec that they would meet the requirements explicitly defined in our request for proposal document,” Chahine said.
Partner

Azadea Group chose to partner with Itec as a result of its extensive experience deploying Oracle E-Business Suite in the region and in retail environments. As important, Azadea Group had worked with Itec before, during an implementation of Oracle JD Edwards technology, and enjoyed working with a partner with which it shared genuine cultural alignment and previous success.

“We have always found Itec to be reliable, consistent, flexible, and understanding of the needs of our multinational retail business,” Chahine said. “We work together in a true partnership, implementing solutions, not merely deploying products.”
Bimba Manufacturing Improves Productivity and Customer Service

“With Oracle E-Business Suite, we enhanced employee productivity and improved customer service, resulting in increased sales and profitability.”
— David Gillhouse, Information Technology Director, Bimba Manufacturing

Bimba Manufacturing is a forward-thinking innovator of pneumatic solutions and actuation technologies for industries. The company offers a diverse line of products that includes flat and ultra cylinders, linear slides, rotary and electric actuators, and air preparation products.

Challenges

• Having three business units, Bimba Manufacturing needed a complete solution that would enable it to streamline and integrate business processes across the company, eliminate process bottlenecks and improve operational efficiency
• It also aimed to deliver superior customer service through these improvements

Solutions

• Bimba Manufacturing implemented E-Business Suite R12.1, along with Agile PLM and Oracle CRM On Demand for 400 users and redesigned its finance, manufacturing, and sales business processes
BLC Bank sal, formerly known as Banque Libanaise pour le Commerce s.a.l. and founded in Beirut in 1950, is one of Lebanon's pioneer banking institutions. It operates a network of 35 branches across the country and provides a full range of corporate, retail, and private banking services. In 2011, BLC Bank acquired a 94% stake in USB Bank PLC, one of the leading banks in Cyprus, with 40 branches.

BLC Bank’s management is implementing an ambitious strategic growth plan, which has so far resulted in growth ratios that exceed the average growth for Lebanon’s leading banks. Its 2010 net income totaled US$45.3 million, an increase of 32% over 2009. Its assets increased 20% to US$3.1 billion, while its deposits increased 14.5% to US$2.6 billion. In addition, its loan portfolio grew 50%, reaching US$672 million as the bank increased lending activities in retail and corporate sectors. The bank also received a national award for its commitment to midsize businesses.

BLC and its subsidiaries previously maintained separate systems for managing fixed assets, inventory, and payables. The bank needed to integrate and streamline data stored in spreadsheets and other accounting systems that had been consolidated through predominantly manual extraction and mapping. The bank also needed to automate a procurement system to make purchasing and inventory information readily available to all executives.

By deploying Oracle E-Business Suite Release 12.1, BLC Bank was able to support its aggressive growth strategy by eliminating several isolated systems and automating accounting and procurement processes. It reduced by more than 30% the time to process procurement requests and reduced reconciliation time from several days to one.

**Challenges**

- Integrate data from stand-alone accounting and spreadsheet applications to facilitate information exchanges between departments and eliminate manual data consolidation

- Increase overall efficiency by managing assets, inventory, and payables using an integrated software solution

- Consolidate financial reporting on key business processes across the bank’s headquarters and 35 subsidiaries

- Eliminate complex manual procurement procedures for 35 branches, including more than 400 supplier invoices per month for items ranging from hardware to kitchen supplies

- Implement crucial reporting procedures, based on segregation of roles and duties, to improve financial controls and reconciliation procedures
Why Oracle

“BLC Bank needed a best-of-breed ERP solution that we could quickly tailor to our financial services needs. Given Oracle’s expertise in the financial industry, we did not consider other vendors for the project,” said Gaby Awad, project management office head, BLC Bank sal.

Solutions

• Deployed Oracle E-Business Suite Release 12.1 to integrate data and automate multiple business processes within a single repository system

• Identified clear, automated mapping rules, eliminating redundancy and reducing the time necessary to process procurement entries by more than 30%

• Consolidated, integrated, and automated business processes relating to assets, inventory, accounting, and procurement into a single integrated system, reducing costs as well as eliminating extensive, partially-manual data-consolidation efforts

• Automated processing internal requisitions for 35 branches and headquarters using Oracle Purchasing and Order Management, generating accounting entries automatically and enhancing visibility for supplies consumed and internal requisitions

• Consolidated and automated managing approximately 500 suppliers, which includes paying more than 250 purchase orders per month and issuing 900 supplier invoices

• Automated procure-to-pay procedures, reducing by more than 30% the number of processes required to allocate payables, process items received, and reconcile stock

• Ensured all physical movements of purchased goods are reflected accurately in the system and reduced reconciliation time from several days to one

• Established comprehensive system controls between inventory, purchasing, and payables, so that the bank now has a fully integrated procurement system matching quote requests, purchase orders, invoices, and inventory

• Provided management with up-to-the-minute access to financial information to substantially improve decision-making and managerial control

• Consolidated legacy data received from various departments on a one-time basis into consolidated general ledger accounts, quickly and securely

• Extended the enterprise resource planning (ERP) application to improve daily capture and synchronizing thousands of summarized general ledger positions between the ERP and core banking systems, regarding account information, currency mapping tables, and other data

• Relyed on My Oracle Support for recommendations throughout the project, including queries on occasional debugging issues

• Establish proper system controls along the supply chain—including inventory, purchasing, and payables—so that manual intervention is not required to establish relationships between steps
Implementation Process

Oracle E-Business Suite Release 12.1 replaced an in-house fixed asset and inventory system and a bank subsidiary’s off-the-shelf accounting system.

Installed in just five months, the new accounting system includes an online interface that enables the subsidiary to communicate and validate transactions with the bank’s core system using Web services. It also includes end-of-day batch processing through an interface for inventory, fixed assets, purchase orders, and accounts mapping. The new system transfers transaction data at the end of each day from the ERP system to the bank’s core system, which also includes a validation mechanism.

Oracle Partner WideStreams, and the bank’s staff—ten of whom attended Oracle training and workshops—completed the implementation in just five months, meeting a mandated deadline to be running for the 2012 fiscal year. BLC Bank was the first Lebanese bank to deploy Oracle E-Business Suite, and its implementation will support the bank’s growth strategy for the next five to ten years.

Partner

“WideStreams was excellent in helping us find solutions to our complex business problems,” Awad said. “It helped us achieve the business benefits we were looking for in the record-breaking time of five months. It understood our banking needs very well and brought in a highly talented functional and technical team with a proven track record for implementing Oracle systems.”
Bryant & Stratton College Streamlines Financial Report Development and Analysis

“Upgrading to Oracle E-Business Suite 12.1 streamlined reporting and analysis to give our administrators a comprehensive view of the institution’s operations. In addition, our financial reporting system is more secure and functional due to multiple environments and assistance from the experts at Oracle On Demand.”
— Robert Barton, Controller, User Group Project Co-Manager, Bryant & Stratton College

Bryant & Stratton College, founded more than 155 years ago, is a career college offering associate and bachelor degrees as well as certificate of completion programs in a variety of disciplines, including healthcare, technology, business, graphic design, and legal. The College is comprised of 17 campuses throughout New York, Ohio, Virginia, and Wisconsin and a robust online program.

Challenges

• Upgraded to Oracle E-Business Suite Release 12.1 to reduce the time it takes to produce financial reports while increasing data visibility for the higher education institution
• Enabled Bryant & Stratton administrators to categorize financial data by transaction to identify new business opportunities
• Hosted Oracle E-Business Suite applications through Oracle On Demand to ensure optimal functionality for the system’s 75 users while keeping implementation costs within budget
• Leveraged Oracle On Demand to assist with data back-up requirements
• Created multiple environments—including production, testing, and development—to ensure the system is active during future upgrades or maintenance
• Reduced financial closing cycle by one day
• Enhanced journal entry efficiency with the Web application desktop integrator (ADI) functionality of Oracle E-Business Suite

Solutions

Oracle Products & Services:

• Oracle E-Business Suite R12.1
• Oracle Accounts Payable
• Oracle Assets
• Oracle General Ledger
• Oracle Purchasing
• Oracle On Demand
C3 Business Solutions, Inc. Extends Visibility and Flexibility Across Financial Processes with Oracle E-Business Suite Release 12.1

“With Oracle E-Business Suite Release 12.1, we achieved greater visibility and efficiency across our financial processes. For instance, we reduced our time to invoice by 60%. We also gained new flexibility in our billing function, enabling us to offer our clients expanded options that include fixed price, milestone, and time-and-material contracts.”

— Matt Matthews, Principal, C3 Business Solutions, Inc.

C3 Business Solutions specializes in the implementation of Oracle E-Business Suite for small to mid-sized businesses in Southern California. The company brings extensive software implementation and business process knowledge to its clients, including proprietary implementation methodologies.

Challenges

- Implement a fully integrated enterprise resource planning (ERP) environment with increased flexibility to enable configuring applications as needed and building a scalable foundation to support future growth
- Expand visibility into project costing and billing data—a critical requirement for an IT services organization
- Ensure a rapid implementation of to reduce the burden on the IT team, and minimize the impact on the bottom line

Solutions

- Implemented Oracle E-Business Suite Release 12.1 to increase efficiency, flexibility, and accuracy across the company’s financial processes
- Gained the ability to manage a 20% increase in workload without increasing administrative staff
- Improved analytics for project margins, resource utilization, and scheduling
- Gained greater visibility into costs and improved the company’s ability to match costs and revenue
- Reduced the time to invoice from five days to less than two days—a 60% improvement
- Enabled the company to produce more detailed bills and reports, and offer customers more diverse billing options, such as fixed price, milestones, and time and material
- Leveraged Oracle Business Accelerators to speed the implementation—enabling the IT staff to resume its exclusive focus on client projects, and minimizing the negative impact on the consulting company’s bottom line
- Achieved rapid return on investment by deploying the solution in just 90 days by leveraging Oracle Business Accelerators templates and mapping methodologies
- Broadened further the company’s knowledge base around Oracle E-Business Suite implementations to benefit its clients

Oracle Customer:
C3 Business Solutions, Inc.
Santa Ana, California
www.c3biz.com

Industry:
Professional Services

Annual Revenue:
US$8 Million

Employees:
40

Oracle Products & Services:
- Oracle E-Business Suite R12.1
- Oracle Project Costing
- Oracle Billing
- Oracle Time and Labor
- Oracle Financials
- Oracle Purchasing
- Oracle TeleSales
- Oracle Field Sales
- Oracle Sales Intelligence
- Oracle Projects
- Oracle Business Accelerators
Cell Signaling Technology Inc. Supports Growth and Optimizes Customer Service with Integrated Enterprise Resource Planning System

“With Oracle E-Business Suite, we have established a scalable platform that will help us to grow worldwide and provide a 360-degree view of our complex customer structures across the entire order-to-cash process. Our customers come to us for the quality of our products and our support for those products. The Oracle system truly enables us to optimize both.”  
— Russell Green, Senior Manager IT Business Systems, Cell Signaling Technology Inc.

Established in 1999, Cell Signaling Technology Inc. is a privately-owned life sciences company focused on providing tools that serve biological research. It provides various solutions that can be used to help define the mechanisms underlying cell function and disease. Since its inception, Cell Signaling Technology has become one of the world leaders in the production of the highest quality activation-state antibodies used to expand knowledge of cell signaling pathways. Some of the registered trademarks of the company include AcetylScan, PhosphoPlus, StemLite, UbiScan, and many more.

The company has enjoyed steady growth since its founding, with a strong emphasis on organic growth. Its primary strengths in the marketplace are its product quality and customer service, which are absolutely paramount to its success. As the company continued to grow, it began to reach a point where its legacy enterprise resource planning (ERP) from Epicor could not scale to manage the functionality it needed.

Cell Signaling Technology implemented Oracle E-Business Suite Release 12.1.2 to provide tighter integration between order and sales management, as well as complete visibility into customer data—supporting the company’s sales and service teams and enabling delivery of the best possible service to customers. With Oracle, the company can launch target promotions to boost sales to its customers, which span leading academic research institutions and pharmaceutical companies. It has also automated production and inventory management processes for greater control and traceability, ensuring that the company can always deliver products on time and meet its customers’ needs. The application suite also provides greater visibility into financial data for enhanced planning and decision-making capabilities.

Challenges

- Deploy a comprehensive, integrated ERP system that can scale to support Cell Signaling Technology’s domestic and international growth in the life sciences industry
- Provide a tight integration between order and sales management, as well as a 360-degree view of all customer contacts
- Enable the company to launch targeted promotions to boost sales to research institutions and pharmaceutical customers
- Automate various production and inventory management processes to provide greater control and ensure on-time product deliveries
Why Oracle

Cell Signaling Technology considered staying on its Epicor solution, but its current version was about to lose support, requiring the company to complete a full migration to a newer version. Since it was facing a new implementation, the company decided to evaluate top-tier vendor options that could provide a stronger platform for growth.

The company put together a broad working group – comprised of production, sales, inventory, and management team members – to map all required business functionalities against offerings from Oracle and SAP. The group found that either solution would meet Cell Signaling Technology’s business requirements, but that Oracle would enable a more straightforward conversion.

“We were extremely comfortable with the Oracle team and Oracle as a partner. We also felt that moving to an Oracle platform would be lower risk compared to an SAP implementation. Our accessibility to senior management has been great.

Solutions

- Implemented Oracle E-Business Suite Release 12.1.2 for more than 100 users across production, service, and sales and immediately gained visibility into a single global system, which enabled the company to provide first class customer service and support.
- Processed 350 sales orders on the same day that the new system went live by enabling immediate full order-to-cash functionality.
- Eliminated redundant data entry and automated financial management processes equivalent to one full-time-employee in finance, enabling the department to refocus resources on more strategic activities.
- Automated purchase approval routing, guaranteeing a full signature path on any large purchase—saving time and providing a consistent audit trail.
- Helped drive financial performance with consistent financial and operational information.
- Provided support for complex workflows in the company’s customer relationship management (CRM) processes by offering a complete view into who is purchasing and using the company’s products, enabling the sales team to offer samples or promotional prices to drive upsells.
- Enabled the company to launch very targeted promotions—that are either customer-based (for example, to academic institutions in a specific region) or product-based (for example, specific products targeted at a certain diagnostic area).
- Planned to automate additional paper-based processes with Oracle Internet Expenses and Oracle iProcurement.
- Put a foundation in place to provide complete insight into production inventory levels to prevent product shortages and ensure on-time deliveries.
We are small compared to a lot of Oracle’s customers, but Oracle never makes us feel small. They take good care of us,” said Russell Green, senior manager IT business systems, Cell Signaling Technology Inc.

Implementation Process

Cell Signaling Technology kicked off its implementation project on February 1, 2010. It used the Oracle Business Accelerators for Oracle E-Business Suite rapid implementation tools and went live on November 1, 2010.
Chicago Public Schools Upgrades Enterprise Resource Planning, Prepares for Growth under Extreme Budgetary and Staffing Constraints

“We went live with Oracle E-Business Suite Release 12.1 on time and on budget. The new features in the latest version will enable us to operate more efficiently and effectively, for example, by streamlining management of the US$6.5 billion in our capital and grant funds.”

— Prasad Nettem, Director for Enterprise Financial Systems, Chicago Public Schools

Chicago Public Schools (CPS) is the nation’s third-largest school district and the second-largest employer in Chicago. It serves approximately 409,000 students in 675 schools.

CPS upgraded to Oracle E-Business Suite Release 12.1 to gain new functionality and enable the system to scale for future growth under extreme budgetary and staffing constraints. By upgrading to Oracle E-Business Suite Release 12.1, CPS has been able to reduce the previous system’s customizations with minor impact to its 6,000 users—from procurement clerks and budgeting teams to treasury users—in 700 departments.

Challenges

• Upgrade to the latest version of Oracle E-Business Suite to take advantage of new functionality in the areas of financial management, procurement, and project management to help prepare for future school district growth

• Manage performance and maximize efficiency across the school district, which is the third-largest in the country

Solutions

• Reduced the previous system’s customizations with minor impact to its 6,000 users—from procurement clerks and budgeting teams to treasury users—in 700 departments

• Used Oracle E-Business Suite Release 12.1.3 applications, Oracle’s PeopleSoft Human Resources, and Oracle Business Intelligence Enterprise Edition to manage performance and maximize efficiency across the school district

• Used Oracle Business Intelligence Enterprise Edition as an enterprise reporting tool for more than 40 applications and across all 700 departments—enabling all users to access a single data source and to create and run their own reports

• Enabled users to process paper invoices and access invoice images more quickly to accelerate approvals

• Deployed a centralized location for all images to streamline processes, while minimizing training, support, and system maintenance requirements

• Leveraged Oracle to facilitate construction bidding and project management processes, while tracking and managing more than $500 million in capital annually

• Implemented Oracle Projects and Oracle Enterprise Asset Management to manage and monitor work orders more efficiently for the school district’s $500 million capital and grants monies for numerous construction and IT projects across 900 buildings
• Enabled CPS to support the full lifecycle of project and portfolio management with a single, accurate view of all 300 projects and related activities

• Allowed CPS to better track warranties and maintenance for building equipment at more than 900 locations, enabling better preventative maintenance and a reduction in reactionary spending

• Installed Oracle Enterprise Asset Management to manage work order management, work order requests, and preventive maintenance for more than 500,000 assets

• Deployed Oracle’s Primavera Contract Management to provide comprehensive tracking for each submittal to ensure that more than 300 CPS users can take appropriate action and approve submittals, while ensuring that contract-specified materials arrive on time and as ordered

• Managed the upgrade internally—leveraging My Oracle Support to reduce IT risk—and completed the upgrade on time and on budget

• Completed the upgrade before the start of the school year, avoiding a delay of one year that would have been required if the implementation took longer

• Used Oracle User Productivity Kit to quickly train more than 6,000 users at all levels on the new software features
Cholayil Private Limited Reduces Raw Material Inventory Costs by 5% to 10%, Improves Manufacturing Efficiency

“Oracle E-Business Suite Release 12.1.2 ensures we can manufacture our toiletries and personal and healthcare products around the clock and to exact specifications while also enabling us to reduce raw material inventory costs by 5% to 10%.”
— N. Mathivanan, Head of Finance, Cholayil Private Limited

Founded in 1969, Cholayil Private Limited manufactures toiletries and personal and healthcare products, such as Ayurvedic toilet soaps, talcum powders, and deodorants. Its products draw on Ayurvedic principles, an ancient Indian healing philosophy that the mind and body are one and that physical health cannot be achieved without also treating emotional, mental, and spiritual health. Cholayil offers its products through a network of distributors to hotels, hospitals, and industries in India. It also exports its products worldwide.

In 2005, the company replaced in-house developed financial, inventory, order, and production systems to provide an accurate, holistic view of its product manufacturing operations with an integrated enterprise resource planning (ERP) system based on Oracle E-Business Suite 11.5.9. Five years later, the company rolled out Oracle E-Business Suite Release 12.1.2 across its three factories, research and development (R&D) center, and head office. As a result, Cholayil improved tax reporting; reduced raw material inventory costs by 5% to 10%; enabled smooth, 24-hour process manufacturing; and introduced discount and reward schemes aimed at increasing customer loyalty.

Challenges

• Re-implement Oracle E-Business Suite at the head office and roll out the solution, including Oracle Process Manufacturing, to three factories and the R&D center
• Integrate order, inventory, production, and financial data to improve information sharing between departments and minimize time and manual effort needed to compile financial and manufacturing output reports
• Decrease time for producing Indian government tax reports
• Establish automated, standardized order management processes to ensure that customer orders and prepayments for toiletry, personal, and healthcare products are not lost
• Provide immediate visibility into raw materials. (such as herbs and coconut oil) used in soaps, talcs, and deodorants. to improve inventory turnover and lower costs
• Maintain control of manufacturing processes (such as using the correct quantities of product ingredients) to prevent errors from holding up production
• Enable staff to view up-to-date data on the quantity of finished goods held at factories to improve production planning and prevent waste
• Introduce customer reward schemes to build market loyalty
Solutions

• Ensured a smooth transition to Oracle E-Business Suite Release 12.1.2 by engaging Oracle Partner Hexaware Technologies to deploy the ERP system, migrate business data, and provide user training and post-implementation support

• Gained an enterprise wide view of financial and manufacturing operations by consolidating three factories, one R&D center, and the corporate head office into the Oracle ERP system

• Improved efficiency by eliminating the need to manually collate key business data, such as raw material costs and daily production figures, to produce financial and performance reports

• Compiled tax reports for the Indian government in less than 5 minutes, compared to 15 to 20 minutes in the past

• Provided the flexibility to develop customized financial reports, such as commercial invoices, excise invoices, sales tax registers, sales and collections, stock summaries, batch costing, and quality test results

• Gained tighter control over customer orders, by using Oracle Order Management to track orders, apply prepayments against the correct orders, and automatically issue receipts

• Increased inventory turnover by providing accurate, up-to-date data on the quantity of coconut oil, herbs, caustic soda, and other ingredients held at each factory and the R&D center

• Cut raw material costs by 5% to 10%, by enabling staff to see how much raw material is available, so they can purchase the right amount of stock at the right time to take advantage of things such as low coconut oil prices by cross-checking coconut oil stocks against production plans, then purchasing the right quantity to cover two to three months’ production

• Achieved end-to-end control of the production process, as factory managers can use Oracle Process Manufacturing to review daily production schedules, select the correct quantities of raw materials based on standard product recipes, follow mandated manufacturing guidelines, conduct quality control checks, and ensure finished goods are packaged correctly

• Gave senior management insight into manufacturing outputs, as Oracle Process Manufacturing tracks the quantity of raw materials used and finished goods produced by each factory, and senior managers can see the amount of raw materials consumed by the R&D center

• Used Oracle Advanced Pricing to introduce gifts and rewards schemes—such as “buy two soaps, get one free” offers—targeted at specific customer categories, improving customer loyalty and brand awareness

• Provided staff with insight into the amount of finished goods held at factories, helping them develop reward schemes using excess products to prevent soaps, talcs, and deodorants going to waste
Why Oracle

After evaluating enterprise resource planning products from Microsoft, Oracle, and SAP, in 2005 Cholayil chose Oracle for its robust financials and distribution modules, which proved a good fit for its business requirements. In 2010, the company purchased Oracle Process Manufacturing for implementation at its three factories and R&D center.

“We looked at other process manufacturing solutions, but only Oracle Process Manufacturing met our requirements,” said Amudha.R, manager – IT, Cholayil Private Limited. “Moreover, employees of Cholayil were comfortable using Oracle, so it was decided by the company to choose a solution they were familiar with to avoid lengthy training times and ensure quick user acceptance.”

Implementation Process

Prior to implementation, Cholayil reviewed existing workflows to develop a new business process model. The new system was designed and configured on Oracle E-Business Suite and a conference room pilot was conducted to showcase the solution to stakeholders. The company went live on Oracle E-Business Suite R12.1.2 Apr 2011.

Partner

Cholayil engaged Hexaware Technologies to assist with the Oracle E-Business Suite Release 12.1.2 implementation, after the systems integrator won a request for proposal to develop a system based on 20 critical business requirements.

Hexaware undertook the workflow study, identified business process gaps, and designed and implemented the Oracle ERP system. The company also developed and completed a data migration strategy for master and transaction data.

After the implementation, Hexaware showcased the Oracle system in a conference room pilot and created additional financial and business reports for Cholayil. Hexaware also tested the system, conducted user acceptance testing, and trained users. The company is also providing post-implementation support.

“Hexaware Technologies was involved from the start of the project until the end,” said Amudha. “We were very impressed by how the Hexaware team used its product and systems integration expertise to develop a system that met our requirements. Its work was exemplary.”

“During our evaluation process, we engaged a global consulting firm to conduct a study of our business processes in order to choose the most suitable solution. Oracle E-Business Suite Release 12 turned out to be the best match for us and we are working towards enhancement of productivity over the next few months with Service Level Agreement driven shared services functions.”
— Rohan Muttiah, CIO, Commercial Bank of Ceylon PLC

News Facts

- Commercial Bank of Ceylon PLC, a premier bank in Sri Lanka has successfully implemented Oracle E-Business Suite Release 12.1.3 and Oracle Database 11g running on Oracle Linux to streamline its reporting processes, managing of assets while enhancing productivity and operational efficiency. The bank opted to deploy Oracle applications in November 2010.

- Prior to successfully deploying Oracle applications, a significant amount of work was being done manually which required a lot of effort and time.

- The deployment of Oracle Applications has enabled the organization to consolidate, integrate and present to top management important business information. It has also enhanced the organization's ability to manage cost and time by reducing the amount of manual work.

- With the successful deployment Commercial Bank is now able to track enterprise-wide capital investments; monitor cash flows, and manage projects with crucial cost-revenue, budget and margin data.

- The bank has also deployed Oracle Database 11g to lower its infrastructure costs and deliver a higher quality of service running on Oracle Linux, which delivers higher performance and better reliability at significantly lower cost than competitive solutions.

- Oracle Financials will integrate data from various sources such as Treasury, Trade Finance, and Core Banking into a single financial repository enabling senior managers to obtain an online view of the company’s financial status.

- In addition, Commercial Bank has deployed other modules of the Oracle E-Business Suite Release 12.1.3, including Oracle Inventory Management, and Oracle Purchasing to achieve better visibility and monitoring of reporting process and managing of assets across the organization.

Supporting Quotes

- “The Oracle E-Business Suite Release 12.1.3 running on Oracle Database 11g has provided Commercial Bank with an end-to-end view of its entire business to drive its performance with consistent and timely information. We are pleased that Commercial Bank has chosen the Oracle E-Business Suite, which is the most comprehensive suite of integrated, global business applications that help organizations achieve optimum efficiencies as they grow,” said Akkasha Sultan Shaikh, Country Head – Application Business, Oracle South Asia Growth Economies - West.
• "Oracle E-Business Suite has provided us with visibility of our assets and financials. We now have an integrated view, enabling us to easily track enterprise-wide capital investments; and monitor cash flow," said Nandika Buddhipala, CFO of Commercial Bank of Ceylon PLC.
Construtora Norberto Odebrecht S.A. Receives Dedicated and Efficient Customer Support with Upgrade to Enterprise Resource Planning for Financials

“Our IT migration was very complex, and, at several times, we required Oracle Support’s assistance. Our reliance on Oracle Premier Support and Oracle Customer Support was essential. The Oracle team that supported us was dedicated and efficient.”

— Gilson Franco Cavalcante, Systems Leader, Construtora Norberto Odebrecht S.A.

Construtora Norberto Odebrecht S.A. (CNO), an Odebrecht Organization business, is the largest engineering and construction company in Latin America, the second-largest Brazilian multinational organization, and one of the 25 largest international construction companies. In recent years, its engineering and construction operations have reached the largest scale in its history, causing CNO to seek markets abroad. To maintain this growth, CNO needed to upgrade its IT structure, which serves approximately 6,000 users and more than 500 operational units. To modernize its financial applications, procurement, and back office environments, the organization upgraded to Oracle E-Business Suite Release 12.1.3. Among other benefits, the upgrade accelerated issuing payments. In addition, the company upgraded its database to Oracle Database 11g, Enterprise Edition, which supports CNO’s entire IT structure.

The Organization relied on Oracle Premier Support and Oracle Customer Support to efficiently provide assistance during the migration. Oracle’s specialists interacted directly with the Oracle development team during 1,269 test scenarios. With Oracle’s methodology and effective governance, Odebrecht carried out the transition without impacting internal users. Now that Oracle E-Business Suite Release 12.1 and Oracle Database, Enterprise Edition 11g are in production, the organization is analyzing and measuring improvements to further enhance internal process management and maximize the benefits that the new versions will deliver to its business.

Challenges

• Upgrade Construtora Norberto Odebrecht S.A.’s IT structure to support continued operations growth that will ultimately improve construction and engineering services
• Achieve better financial, accounting, and fiscal control over the organization to support flexible strategies for expansion in the construction industry
• Guarantee a migration process that is transparent to internal users and does not impact the company’s business management

Solutions

• Upgraded to Oracle E-Business Suite Release 12.1 and Oracle Database, Enterprise Edition 11g to ensure that data and applications are high availability, providing fast and reliable access to 6,000 internal users who manage multiple construction projects
• Hired Oracle Premier Support and Oracle Customer Support, ensuring fast and efficient assistance
• Deployed Oracle E-Business Suite Release 12.1, creating a robust financial management structure to support the company’s operational growth and provide the project management tools required to ensure on-time and on-budget completion of private and public construction projects

• Concluded the migration without impacting its 6,000 internal users in 500 operational units

Why Oracle

“We relied on Oracle’s excellent response rate. Oracle Premier Support and Oracle Customer Support provided outstanding support and excellent service which added to the project,” said Gilson Franco Cavalcante, systems leader, Construtora Norberto Odebrecht S.A.

Implementation Process

“The entire project was done in record time—in only four months—and avoided any impact on internal users. Considering the high complexity level, the data volume, and the fact that Odebrecht is such a large organization, the implementation’s speed and process were extraordinary. There was minimal impact on production, due to rigorous planning, efficient execution, a dedicated team, the Oracle tool’s capabilities, the company’s process know-how and our great partnership with Oracle. Without Oracle’s support, we would not have finished the project on time,” said Cavalcante.
Core Green Sugars and Fuels Limited Gains
Instant Access to Supplier Data, Improves Inventory Tracking

“It is imperative that we meet the budgets set for the construction of our sugar plant. Oracle Financials provides us with up-to-date information that helps us control costs, eliminating the risk of overspending.”

— Manju Bikkina, CFO, Core Green Sugars and Fuels Limited

Core Green Sugars and Fuels is building a manufacturing facility in Karnataka, India to produce sugar and sugar by-products. The company will begin trading after it completes construction of the plant in December 2010. It is expected that the plant will process 5,000 tonnes of sugarcane per day.

Challenges

- Replace a locally-produced accounting system to improve the flow of financial and inventory data across the organization
- Deploy a finance application that would provide instant, online access to the latest accounts payable data from external suppliers such as steel manufacturers and equipment dealers
- Improve the tracking of raw materials such as steel and iron used to build the sugar plant

Solutions

- Engaged Oracle Certified Partner OSI Consulting to deploy Oracle E-Business Suite Release 12 to streamline the management of accounts with raw and construction materials suppliers, improving inventory tracking of raw materials
- Developed a sugar cane management system to maintain and process data from growers, streamlining product procurement
- Enabled the head office finance department to access and manage the latest accounts payable from multiple suppliers online at all times, avoiding 15-to-30-day delays for updates to be sent from the construction site to head office
- Improved information flow between head office and the plant, allowing better use of existing funds to build an integrated sugar plant, and eliminating the risk of cost overruns
- Enabled finance staff to quickly determine how much money is being spent on construction materials, making it easier to provide the latest financial data to the bank that issued the construction loan for the integrated sugar plant
- Allowed staff to raise purchase orders and gain approval almost immediately, rather than wait several days
- Tracked inventory required for the construction of the sugar plant, reducing wastage and controlling costs
- Made plans to improve the tracking of commercial sugar cane being supplied to around 1,000 sugarcane farmers
Corsair Components, Inc. Upgrades Enterprise Application Suite to Support Product-Mix Changes, Reduces IT Customizations and Costs

“With Oracle E-Business Suite Release 12.1, we have gained powerful new functionality that gives us the visibility needed to continue to grow our product offerings in the evolving PC gaming and PC components market. We’ve also significantly reduced application customizations and the costs and effort associated with them.”

— Ramesh Potta, IT Manager, Corsair Components, Inc.

Founded in 1994, Corsair Components, Inc. (Corsair) is a global company bringing innovative, high-performance components to the PC gaming market. It manufactures high-performance memory, ultra-efficient power supplies, high-end PC gaming peripherals, and other essential system components.

Corsair upgraded to Oracle E-Business Suite Release 12.1 to ensure support for critical enterprise applications and continued profitable competition in the evolving PC gaming and PC component sectors. The technology company also wanted to reduce the costs and complexities associated with its heavily customized legacy enterprise application environment.

Challenges

- Ensure continued support for the company’s Oracle E-Business Suite applications, relied on to run its global, high-tech business
- Improve business process coordination and efficiency across eight divisions and four distribution hubs, spanning North America, Europe, and Asia
- Enable visibility and agility to transition the company’s product set so it can meet changing market demands—such as expanding from primarily high-performance memory products to additional product categories, including PC gaming accessories, PC components, and related products
- Ensure precise purchasing and cost controls to continue effective competition in a commodity-based market
- Eliminate many application customizations to reduce IT complexity and maintenance costs

Solutions

- Upgraded to Oracle E-Business Suite Release 12.1 and Oracle Database 11g to support cutting-edge business processes needed to compete in the rapidly changing PC gaming sector
- Improved application performance by migrating to more effective 64-bit Linux servers and 64-bit hardware
- Improved user convenience and productivity with Oracle E-Business Suite’s multiple organization access capability
- Improved general ledger processing efficiency and expanded the view to multiple ledgers, enabling more informed business decisions and greater control over costs for the commodity-driven business
• Gained the ability to create a centralized banking model, using a trading community architecture for greater visibility and efficiency

• Improved productivity with easy-to-design-and-deploy tax models and more flexible accounting elements

• Created a more robust and scalable architecture that includes advanced database capabilities, better integration, expanded personalization, and improved security for enterprise applications

• Streamlined compliance with industry regulations by accelerating account analysis report creation for the audit team through the up-to-date Oracle applications’ expanded reporting capabilities

• Improved order processing, whether an order is entered manually, via electronic data interchange, or through the company’s Web store

• Reduced application customization, especially for order management and manufacturing modules—supporting the agility, when required, to be able to switch the product-mix from a high-performance memory focus to an accessory focus

• Gained greater flexibility in creating reports, such as account analysis, and eliminated the need for a supplemental data extraction tool with Oracle Business Intelligence Publisher, which separates business logic from the presentation layer

• Improved system performance significantly by taking advantage of 64-bit servers and hardware through the database upgrade to Oracle Database 11g, which reduced the run time for operational reports from 15 to 20 minutes to 90 seconds

• Shortened the time to close month-end financial books from six hours to just three hours

• Accelerated the upgraded applications’ adoption and user proficiency with Oracle User Productivity Kit for training and documentation—creating more than 250 modules

Implementation Process

Corsair accomplished the upgrade to Oracle E-Business Suite Release 12.1 in just three-and-a-half months using only two, in-house IT team members and support from a part-time database administrator. It completed the upgrade on time and under budget.
CPC Biocon LLC Cuts Order-Picking Time and Improves Accuracy with High Performance Warehouse

“With Oracle’s warehouse management solutions, we completed the first order for a high-capacity truck in five hours, compared to the days it used to take. Our customers rely now more than ever on our capabilities as an outstanding third-party logistics provider.”

— Ruslan Demchenko, Deputy Director, CPC Biocon LLC

CPC Biocon LLC is part of Biocon Group, which is a group of companies in the Ukraine’s wholesale and retail pharmaceutical sectors. CPC Biocon provides consolidated logistic services, such as customs clearance, storage of goods, handling, and transportation for international pharmaceutical companies.

Challenges

- Implement an efficient system for managing the warehouse complex, which previously relied on storekeepers' abilities to memorize items, locations, and processes
- Reduce lead times for shipping a pharmaceutical order from several days to no more than one day
- Eliminate duplicate data entries and minimize errors by transferring decisions pertaining to order picking and shipments from storekeepers and loaders to computerized systems
- Enhance warehouse efficiency by creating a tool capable of maintaining floating storage space, arranged by customer

Solutions

- Worked with Oracle Partner Borlas Ukraine LLC to implement Oracle E-Business Suite Release 12.1 Warehouse Management to automate key business functions, such as pharmaceutical order processing, order shipment, information exchange, as well as planning and execution of warehousing tasks
- Reduced the delay in transferring information from warehouses to offices from two hours to seconds, thus substantially enhancing the company’s efficiency
- Minimized manual interventions in warehouse operations, decreasing the number of errors regarding goods received by 15% and errors for goods collection by 25%
- Improved inventory accounting accuracy from 75% to 99%, lowering shipment returns to less than 0.5% and eliminating costs associated with restocking
- Cut storage allocation time by 25% and order picking time by 60%, while average storage time for picked goods fell from five days to one day, enhancing customer service levels
- Dropped manpower requirements for warehouse operations by 40% and introduced detailed efficiency analyses per employee
- Integrated system with Ukrainian customs declaration of goods database, cutting data entry time by 90% and reducing errors
CSX Corporation Eliminates Key-Process Customizations and Improves Collections with Enterprise Resource Planning Upgrade

“Oracle E-Business Suite Release 12.1 provides the scalability and functionality we need to support our transportation network in a more integrated, efficient, and automated manner.”
— Tony Papa, Director, Information Technology, CSX Corporation

CSX Corporation is a national transportation company that provides rail, intermodal, and rail-truck transload services. The company’s transportation network, which spans 21,000 miles, connects customers to more than 70 ocean, river, and lake ports, as well as production and distribution centers and markets in 23 states and the District of Columbia.

Challenges

- Upgrade to Oracle E-Business Suite Release 12.1 to ensure continued support for the company’s enterprise resource planning (ERP) environment and take advantage of new features, such as subledger accounting and supplier lifecycle management to support the tier-one transportation company
- Ensure minimum downtime for end users and the data warehouse—which is the organization’s ad hoc-reporting source—and complete the upgrade on time and on budget
- Review and reduce application customizations to streamline IT management

Solutions

- Upgraded to Oracle E-Business Suite Release 12.1 and eliminated customizations to key business processes, such as intercompany accounting, enabling CSX to improve control over general-ledger asset and liability-account generation and ensure greater consistency across subledgers
- Completed the upgrade in just 58 hours, during weekend hours, to ensure minimum downtime for end users
- Moved 6,000 freight customers, accounting for 3.5 million bills annually, to Oracle Accounts Receivable to provide continuous information regarding collection status-reducing the number of unpaid accounts and improving collection success
- Centralized authority for sales and use tax control, streamlining transaction-based taxing for freight shipments and ensuring greater accuracy
- Centralized bank data via Oracle Cash Management to provide greater visibility and support bank administration consolidation across subledgers
- Centralized data within a trading community architecture, such as contact and relationship information, for 53,000 suppliers, 78,000 customer accounts, and 130,000 bill-to sites
- Ensured better end-user experiences for employees working within seven business units, helping to improve efficiency and productivity
- Built a solid ERP foundation for the future integration of additional Oracle tools, such as Oracle’s Primavera solutions
**Implementation Process**

To ensure upgrade success, CSX Corporation established a governance committee that included senior-level business partners and technology managers, conducted an internal business process audit, assigned a business lead, converted incremental subledger accounting history, and planned and scheduled the upgrade to occur over one weekend.

CSX then performed multiple front-to-back test conversions; created thorough test cases, including period-close testing; developed a full playbook, including milestones and steps, timelines, responsible parties, and all contact information; mirrored production the weekend before go live; and defined the scheduled, cutover weekend communication-status procedure.

With a well-organized plan in place, CSX completed the upgrade in just 58 hours, primarily during weekend hours to minimize end user impact.
**Datacard Group** Upgrades ERP System for New Features and Future Scaling

“Upgrading to Oracle E-Business Suite Release 12.1.1 enabled us to protect our investment, access Oracle Premier Support, and gain a roadmap to implement new functionality to support our business.”

— **Chadd Fowble**, Project Manager, Datacard Group

Datacard Group’s portfolio of solutions, backed by expert service and support, enable card and secure identification programs for financial, government, and other markets. Organizations worldwide use the company’s secure ID and card personalization solutions to issue millions of financial cards and identification documents each day.

**Challenges**

- Upgrade to the latest version of Oracle E-Business Suite across 40 applications worldwide to leverage new features, streamline integration with other applications, and maintain support
- Enable real-time data access and streamline processes involved in building custom identification solutions and billing for services
- Complete the implementation in house with minimum external resources, on time and within budget

**Solutions**

- Implemented Oracle E-Business Suite Release 12.1.1 in one global instance to take advantage of Oracle Premier Support, as well as to set the roadmap for new functionality
- Enabled Datacard to more easily integrate its Oracle E-Business Suite applications with other Oracle and third-party applications
- Used Oracle Configurator and Oracle Projects to build complex, customized ID card and personalization solutions, track project progress, and add service components
- Used Oracle Financials to provide real-time access to expenses across operations in the U.S., Canada, Australia, New Zealand, Japan, China, Singapore, Hong Kong, Korea, the United Kingdom, France, Germany, and Spain
- Maintained the company’s three-day financial close process immediately following the upgrade
- Enabled Datacard to close a sale in one country and build the product in another—while streamlining all financial transactions behind the scenes for improved customer service
- Worked with internal subject matter experts across financials, customer relationship management, supply chain, order management, and human resources to ensure a smooth global upgrade and on-time go-live in just nine months
- Leveraged Oracle E-Business Suite Release 12.1.1 to minimize system customizations

**Oracle Products & Services:**

- Oracle E-Business Suite R12.1.1
- Oracle Financials
- Oracle Advanced Pricing
- Oracle Projects
- Oracle Project Costing
- Oracle Configurator
- Oracle Manufacturing
- Oracle Order Management
- Oracle Inventory Management
- Oracle Procurement
- Oracle Purchasing
- Oracle iSupplier Portal
- Oracle Internet Expenses
- Oracle Service
- Oracle Contracts
- Oracle Human Resources Management System
- Oracle Time and Labor

---

**Oracle Customer:**

**Datacard Group**

Minnetonka, Minnesota

www.datacard.com

**Industry:**

High Technology

**Employees:**

1,300

---

**Oracle Customer:**

**Datacard Group**

Minnetonka, Minnesota

www.datacard.com

**Oracle Products & Services:**

- Oracle E-Business Suite R12.1.1
- Oracle Financials
- Oracle Advanced Pricing
- Oracle Projects
- Oracle Project Costing
- Oracle Configurator
- Oracle Manufacturing
- Oracle Order Management
- Oracle Inventory Management
- Oracle Procurement
- Oracle Purchasing
- Oracle iSupplier Portal
- Oracle Internet Expenses
- Oracle Service
- Oracle Contracts
- Oracle Human Resources Management System
- Oracle Time and Labor
Since 1970, Development Dimensions International, Inc. (DDI) has been helping hundreds of organizations around the world—including half of the Fortune 500 companies—close the gap between where their businesses need to go and the talent they must have to take them there. With associates in 42 offices in 26 countries, the company’s expertise includes designing and implementing employee selection systems and identifying and developing talent, from front-line workers to executive leadership.

Just as DDI helps its clients to develop and optimize their resources, the company is focused on doing the same within its own organization, including enabling effectively gathering and sharing information across its enterprise. A shared services model and paperless office environment are an important part of that strategy.

To advance this objective, the company upgraded its Oracle E-Business Suite environment to Oracle E-Business Suite Release 12.1, and rolled out Oracle Internet Expenses globally, as well as deployed a new imaging and document capture solution—Oracle WebCenter Content. The implementation enabled DDI to lay a foundation for expanding its shared services center of excellence environments across North America, Europe, and Asia; accelerate expense report review and approval processes; cut the costs and labor associated with managing paper-based expense transactions; and eliminate the need to photocopy, fax, and courier paper documents. It also reduced physical document storage requirements and costs, and enabled DDI to accelerate client-billable expense processing and invoice creation.

Further, the company achieved platform consolidation, reducing IT complexity by eliminating third-party legacy document management systems, and the cost of supporting them. DDI has now standardized on Oracle to further simplify its infrastructure, and it seeks Oracle solutions first when launching new initiatives.

**Reducing IT Complexity**

DDI is working toward implementing a paperless office environment that will optimize efficiency and reduce administrative expenses across the enterprise—from invoice and expense processing in accounting, to employee on-boarding and benefit enrollment in human resources, to contracts in the legal department.

The organization realized that an imaging solution and expense management system that was integrated into its enterprise resource planning (ERP) environment was critical. DDI started this initiative with an imaging solution that tightly integrated with Oracle Internet Expenses to enable employees to create and managers to approve expense reports as quickly as possible to enable them to get back to activities that make DDI successful and profitable. Such a solution would also support DDI’s financial audit and transparency requirements.
The company previously used a third-party system to manage employee expenses, a solution that was extremely complex to maintain, as it was not built on a standards-based architecture. It also required complex integration with Oracle E-Business Suite Release 12.1, including 17 custom interfaces. Any upgrades required significant time and IT resources to complete.

As DDI continued to grow, it experienced escalating costs associated with searching, storing, and recreating critical, expense-related documents for its operations around the globe. Every year, employees spent thousands of hours and the company expended significant financial resources distributing client-billable expense receipts across several departments globally. This largely manual system delayed employee reimbursement and client billing and prohibited the rollout of shared services centers, designed to elevate efficiency and customer service.

Charting a New Course

DDI launched a multiphased initiative to accelerate expense processing and set a foundation for an expanded, shared-services environment. First, it began to upgrade to Oracle E-Business Suite Release 12.1 from an unsupported version. As part of this initiative, it implemented Oracle Internet Expenses in North America to accelerate expense report submission, approval, processing, and payment, and control expenses with flexible audit tools. The solution automated the approval workflow and accelerated and ensured accurate expense attribution in client invoices. Users can access Oracle Internet Expenses through several channels, including a standard Web-browser interface. In addition, support for multiple currencies, as well as local tax, per diem, and mileage calculations, make Oracle Internet Expenses an ideal foundation for expanding the global company's shared services environment.

At the same time, DDI began implementing a new document-capture solution. It deployed Oracle WebCenter Imaging, a solution that enabled the company to overcome the limitations of its legacy system with an open, enterprise architecture that facilitates a flexible deployment. As part of the rollout, it integrated Oracle WebCenter Imaging with Oracle Internet Expenses.

Oracle WebCenter Imaging operates as an infrastructure-supporting solution, as opposed to an application unto itself—so the company can leverage it as a shared service that extends wherever imaging is required throughout the enterprise.

DDI is benefitting from the solution's advanced capture, intelligent extraction, and process-management capabilities. In addition, it takes advantage of the tight integration with application interfaces to streamline operations by exposing imaging and workflow capabilities by using familiar menus and hotkeys within application user interfaces. The platform gives users greater flexibility in capturing any type of information with software, including fax server, e-forms, data extraction, and ERP reports, as well as and hardware, including scanners and storage hardware.
“We are very pleased with the way Oracle WebCenter Imaging enabled us to achieve process efficiencies by capturing receipt images up front and making them accessible to managers and other approvers all along the workflow. We also like that we can retrieve the images, not only from Oracle Internet Expenses, but also from Oracle Payables, as well as within Oracle WebCenter Imaging itself. Making receipt images available immediately to users and approvers has enabled us to improve data integrity and transparency,” said Mike Fieldhammer, corporate controller, Development Dimensions International.

The solution has significantly reduced the time staff members spend retrieving physical receipts and documents, and enables DDI to run complex document searches in Oracle WebCenter Content, using advanced query criteria, a feature that is extremely popular with the company’s global invoice coordinators who work on client billable expenses.

Realizing Immediate Benefits

The company’s integrated document capture and expense management system is yielding several efficiency gains. For example, DDI cut administrative costs associated with managing paper-based transactions, as well as operational costs associated with photocopying, faxing, and couriering documents. Further, the company decreased its physical storage requirements and costs. Moving forward, DDI looks to increase transaction volume and accelerate revenue recognition by reducing processing time for client-billable expenses.

In addition, DDI estimates that it is saving the equivalent of one full-time staff member in IT management. The team can now apply time it previously spent managing and maintaining custom interfaces to more strategic initiatives.

The out-of-the-box configurable solution features monitoring dashboards that provide DDI with real-time insight into process activity to identify and alleviate operational bottlenecks. In addition, the company gained the ability to track, access, and manage information more efficiently to assist with regulatory compliance related to information protection and privacy.

Challenges

• Advance DDI’s global, shared services strategy to help it to reduce costs, improve administrative efficiency, and expand its ability to deliver world-class talent acquisition and development services

• Enable the company to more efficiently capture and process employee expenses, eliminating manual processes and accelerating reimbursement, as well as customer billing

• Reduce IT complexity and management costs by eliminating custom integrations between the company’s business-critical applications and systems

Solutions

• Reduced paper storage requirements and the costs associated with them
• Upgraded to Oracle E-Business Suite Release 12.1 and deployed Oracle Internet Expenses and Oracle WebCenter Imaging to create an IT infrastructure that can support a global, shared services environment and a future, paperless-office model

• Replaced a third-party, expense-management system that required 17 custom interfaces with Oracle Internet Expenses, which features out-of-the-box integration to Oracle E-Business Suite modules, reducing IT complexity and management costs

• Accelerated the expense report creation, review, and approval process for employees and managers, improving productivity and enabling employees to focus more time on core responsibilities, including the delivery of innovative staffing and talent development services

• Reduced costs associated with photocopying, faxing, and courier services associated with expense reporting and client billing

• Improved ability to rapidly locate documents, thanks to Oracle WebCenter’s advanced indexing capabilities, saving time and accelerating customer invoice creation

Why Oracle
When it came time for the organization to select a new expense management system, it conducted due diligence and looked at available options. Oracle prevailed for several reasons, according to Bill Koch, vice president and chief financial officer, Development Dimensions International.

“Reducing integration complexity was one of our fundamental drivers for these initiatives,” Koch said. “As such, prebuilt integration between the Oracle solutions, coupled with their strong functionalities, factored heavily into our decision process. In addition, Oracle’s stability as a partner and vendor was also important.”

“Today, what we’re really trying to do is have a standard-technology platform methodology, worldwide. Oracle will enable us to execute on this vision,” said Sunthar Tharmalingam, enterprise lead, Oracle technologies, Development Dimensions International. “We have had a great partnership with Oracle for almost 20 years. Today, if we need a new business application, we look at Oracle first to determine if it has a solution that complements our environment.”

Implementation Process
DDI was the first organization to integrate Oracle WebCenter Imaging and Oracle Internet Expenses Release 12.1.3, and worked with Oracle Partner All Star Software Systems.

The project involved multiple phases, beginning with the upgrade to Oracle E-Business Suite Release 12.1 and Oracle Internet Expenses deployment, which began in June 2011. The company ran three pilots for its Oracle E-Business Suite Release 12.1 upgrades, as it changed its code block midstream.

DDI began to prepare for its Oracle WebCenter Imaging deployment in October 2011. The implementations all went live in April 2011, on time.
Doosan Engineering & Construction Raises the Bar on Financial Management with Oracle E-Business Suite Release 12.1.2, and Oracle Enterprise Performance Management and Business Intelligence

- Oracle Korea announced that Doosan Engineering & Construction (E&C), one of South Korea’s leading construction companies, has implemented a standardized and integrated financial accounting and management systems to establish efficient and transparent business management environments with Oracle E-Business Suite Release 12.1.2.

- Integrated with the Oracle E-Business Suite Release 12.1.2, Oracle Hyperion Planning and Oracle Essbase Plus, have enabled the company to standardize the business information data and unify the financial accounting and project cash flow management, analyze accurate profitability of each project and respond to the rapidly-changing construction market environment.

- Doosan E&C has also adopted Oracle Database 11g and Oracle Real Applications Clusters 11g and Oracle Service Oriented Architecture Suite 11g to support the application infrastructure.

Oracle Customer:
Doosan Engineering & Construction Korea

Industry:
Engineering and Construction

Oracle Products & Services:
- Oracle E-Business Suite R12.1.2
- Oracle Essbase Plus
- Oracle Hyperion Planning
- Oracle Database 11g
- Oracle Real Applications Clusters 11g
- Oracle Service Oriented Architecture Suite 11g
Doosan Heavy Industries & Construction
Completes Detailed Project Estimates in One Day

“As most of our facilities building projects are large-scale, long term jobs, it’s very important that we have strong control of project schedules and costs. We used Oracle E-Business Suite Release 12.1.2 to build a project management support system, which has enabled us to calculate project costs and budgets in just one day.”

— Kim Hee-jung, Team Leader, Process Innovation Team, Doosan Heavy Industries & Construction

Doosan Heavy Industries & Construction builds coal-fired and nuclear plants, water desalination facilities, water treatment systems, and green energy generation technology such as wind turbines and fuel cells. The company also makes power generation equipment, material handling equipment, and shipbuilding, iron and steel making components. It also offers architecture and civil engineering services.

With 12 subsidiaries, 24 branch offices, and projects around the world, Doosan Heavy Industries & Construction must optimize project management to ensure construction jobs are completed on time and within budget. In March 2010, the company upgraded to Oracle E-Business Suite Release 12.1.2 to build an integrated project management system, which is gradually being rolled out to all its subsidiaries worldwide.

The Oracle project management system enabled Doosan Heavy Industries & Construction to estimate the cost of projects and develop a budget in one day, compared to 15 days previously. It can also develop financial plans that take estimated costs and expected risks into account.

Strengthening Project Management Globally

Doosan Heavy Industries & Construction has more than 50 years of experience in facility construction. It was ranked fourth on BusinessWeek magazine’s “World’s Best Companies” list in 2009. Several of its products, including its desalination plants, ship engine crankshafts, and hydroelectric turbines, are recognized as world-leading. The company has a 24% share of the global water desalination plant market, while its HRSG power generators have been installed in 36 countries.

The large-scale, long-term nature of its projects means Doosan Heavy Industries & Construction must have end-to-end control of its construction jobs, which span multiple continents and employ thousands of full-time staff and subcontractors. Of paramount importance is the management of project schedules and costs.

In March 2010, the company decided to implement a project management system to fulfill three objectives: increase project management efficiency by improving manufacturing, costing, and billing processes; install a system to provide support for these improved processes; and establish an advanced risk management system. The project management system also had to be integrated with the company’s financial performance management system.

Doosan Heavy Industries & Construction has been using Oracle E-Business Suite as its enterprise resource planning system since 2005. The company decided to upgrade to Oracle E-Business Suite Release 12.1.2 and implement Oracle Project Management modules to build the new project management system.
As part of the upgrade, Doosan Heavy Industries & Construction incorporated costing models into the Oracle project management system. These models assist the company in calculating the cost of each project, which then informs the development of the project budget. The budget is integrated with the Oracle Financials system to ensure financial staff can keep track of expenditure.

This streamlined process enabled Doosan Heavy Industries & Construction to calculate project costs and compile a budget in just one day. Previously, this task could take 15 days. Financial management has also improved, with staff now able to calculate costs and develop financial plans based on expected risks described in project work plans.

**Key Benefits:**

- Improved project management efficiency by streamlining manufacturing, costing, and billing processes
- Cut project costing and budget compilation time from 15 days to one day
- Enabled finance staff to keep track of expenditures by linking the project management system with the financial system
- Equipped staff with the tools to calculate costs and develop financial plans based on expected risks described in project work plans
- Allowed the Vietnamese subsidiary to share business and project data with head office by developing an information reporting system
- Used an unlimited licensing model to facilitate the rapid installation of Oracle instances in overseas subsidiaries

It also implemented Oracle Database 11g, Oracle WebLogic Suite, and a number of Oracle’s Primavera products. Under Oracle’s unlimited license agreement, all database management systems used by the company are now based on Oracle Database, which has streamlined maintenance and ensured the reliability, scalability, and availability of the database environment. Oracle WebLogic Suite allows Doosan Heavy Industries & Construction to easily increase the number of Web applications.

**Project Costing Time Cut to One Day**

As part of the upgrade, Doosan Heavy Industries & Construction incorporated costing models into the Oracle project management system. These models assist the company in calculating the cost of each project, which then informs the development of the project budget. The budget is integrated with the Oracle Financials system to ensure financial staff can keep track of expenditure.

This streamlined process enabled Doosan Heavy Industries & Construction to calculate project costs and compile a budget in just one day. Previously, this task could take 15 days. Financial management has also improved, with staff now able to calculate costs and develop financial plans based on expected risks described in project work plans.

**Improved Information Sharing with Subsidiaries**

Following the process improvement and rollout of the Oracle project management system at head office, Doosan Heavy Industries & Construction is now extending the process improvement and system to overseas subsidiaries to facilitate information sharing. Each subsidiary follows the same processes as head office, but tailored processes were also developed based on the subsidiary’s unique requirements.

Doosan Heavy Industries & Construction also implemented an information reporting system (IRS) based on Oracle Business Intelligence Enterprise Edition at Doosan VINA, its Vietnamese subsidiary. This system enables Doosan VINA to share sales figures, purchasing and inventory data, project information, personnel updates, and quality management data with the head office.

The company is now investigating ways to use the Oracle project management system to prevent delays to project schedules and ensure costs are kept under control. Key to this is establishing an earned value management system to link schedules and costs. Currently, project schedules are managed by linking Primavera with the Oracle enterprise resource planning system.

Doosan Heavy Industries & Construction is also considering rolling out the Oracle system and process improvements to other subsidiaries, including Doosan PowerSystems Europe, Doosan PowerSystems Americas, and Doosan Power Service India.
Why Oracle?

Doosan Heavy Industries & Construction chose Oracle E-Business Suite as the software can be readily used to manage a global business and can be easily adapted to accommodate changing business conditions and requirements.

Oracle’s unlimited license agreement was another reason for choosing the vendor. The licensing model enables the quick and easy installation of Oracle instances as required, which makes it ideal for an expanding global company such as Doosan Heavy Industries & Construction.

The unlimited licensing model also suits the company’s large Oracle footprint, which includes Oracle E-Business Suite, Oracle Business Intelligence Enterprise Edition, Primavera, Oracle Database, and Oracle WebLogic Suite.

Implementation Process

The process improvement initiative and Oracle system installation was first rolled out at Doosan Heavy Industries & Construction’s head office, followed by Doosan VINA and Doosan IMGB, the company’s Romanian subsidiary. Oracle Consulting assisted with the Oracle E-Business Suite upgrade, while Oracle Advanced Customer Services provided support services during the critical system stabilization stage.

_Doosan Heavy Industries & Construction builds coal-fired and nuclear plants, water desalination facilities, water treatment systems, and green energy generation technology, such as wind turbines and fuel cells._
e-Three Ltd. Enables Comprehensive Spend Control for Customers with Enterprise Resource Planning Solution

“By using Oracle E-Business Suite Release 12.1, our customers are not only realizing significant cost savings, they are also improving internal processes and efficiencies by exploiting the latest products and improvements available in EBS 12.1.”
— James Anthony, Chief Executive Officer, e-Three Ltd.

e-Three combines procurement technology with real world purchasing expertise. Through its relationship with Oracle, e-Three delivers procurement services powered by Oracle E-Business Suite 12.1 and world-class Oracle Fusion Analytics—delivered in a flexible, on-demand model. Customers gain rapid access to game-changing procurement technology coupled with all the expertise they need to drive adoption and deliver measurable results on a consistent basis.

Challenges

• Upgrade to Oracle E-Business Suite Release 12.1 to ensure continued support and take advantage of new features

• Enhance on-demand procurement technology offering to customers across numerous industries, including financial services and manufacturing

Solutions

• Upgraded to Oracle E-Business Suite Release 12.1 and provided Oracle Procurement applications as an on demand offering—combined with procurement expertise and deployment services—to global customers to help them get control of external spend and deliver ongoing savings

• Worked with a financial institution customer to extract data from multiple systems and interpret it into actionable intelligence that enables improved decision-making

• Helped global manufacturing customer realize a US$5 million savings in just six months by enabling it to negotiate more effectively, collaborate across the buying team, make improved sourcing decisions, leverage volume, and obtain more competitive quotations for packages of work from suppliers

• Enabled customers to broaden their reach in terms of searching for suppliers by providing them the ability to compare and select the best prices from a list of approved suppliers

• Used Oracle spend classification to help customers more accurately analyze their procurement activities to find opportunities for cost reduction and negotiate favorable contracts with suppliers

• Delivered 18% average contract cost savings to customers through use of online negotiation tools

• Leveraged Oracle Contracts to support contract management activities using a single central contracts repository
Emerson upgrades Enterprise Resource Planning System, Gains Advantage of New Payroll Functionality

"Because we work in a challenging and changing environment, it is important we stay current. We are happy with the newest release of Oracle E-Business Suite, and with the upgrade to Release 12.1."
— Jonathan Hey, Director, Business Services, Emerson

Emerson is a diversified global manufacturing and technology company. It offers a wide range of products and services in the industrial, commercial, and consumer markets through its network power, process management, industrial automation, climate technologies, and tools and storage businesses.

Challenges

- To take advantage of new functionality, specifically around advanced benefits, Emerson upgraded to Oracle E-Business Suite Release 12.1

Solutions

- Using the new version of Oracle E-Business Suite, Emerson can now successfully support nearly 16,000 people on a single global instance, independently from the rest of the organization
- Further, the company is able to ensure the W-2 forms for 12,000 of its U.S. employees are always current, even as new legislation takes effect
- Further, Emerson has accelerated its payroll processes to run one to two hours faster than before—from start to finish
- Emerson completed the upgrade in just two weekends, within budget. It deployed the solution to strategically position itself as prepared to implement Oracle’s next-generation Fusion applications down the road, which will enable migrating the entire company onto one platform
- The company also has plans to expand using the solution for talent management, learning management, self-service, and compensation management
Feroze Textile Industries Limited Selects Oracle E-Business Suite Release 12.1 to Standardize Business Processes

“We chose Oracle for its rich experience and proven track record in the manufacturing sector. We believe that the Oracle E-Business Suite Release 12.1 can help us improve our manufacturing and procurement processes while enabling us to make smart decisions.”
— Salman Khurram, GM IT, Feroze Textile Industries Limited

News Facts

- Feroze Textile Industries Limited, an ISO 9001-2000 certified manufacturer and exporter of specialized Textile Terry Products in Pakistan, has selected the Oracle E-Business Suite Release 12.1 to streamline business processes across the organization enabling them to present their users business information in real time and enhance productivity and operational efficiency.

- Feroze Textile Industries chose to replace its legacy systems with Oracle E-Business Suite Release 12.1 to meet its growing business demands, optimize its operations and align with international standards.

- The deployment of Oracle Applications will enable the organization to optimize and improve inventory visibility, enabling the organization to reduce inventory holdings across the business. It will also enhance the organization’s capability to manage the cost and time involved to meet its customer obligations.

- Oracle Financials will integrate the company’s receivables, debit, and general ledger systems to enable senior managers to obtain a real-time, online view of the company’s financial status.

- In addition, Feroze Textile Industries has also purchased other modules of the Oracle E-Business Suite Release 12.1, including Oracle Advanced Supply Chain Planning, Oracle Purchasing, Oracle Process Manufacturing, Oracle Order Management, and Oracle Payroll to achieve better transparency, visibility and monitoring across the organization.

- 3CS Consulting, a Gold member of the Oracle PartnerNetwork has been selected by Feroze Textile Industries to implement the solution.

Supporting Quotes

- “The Oracle E-Business Suite Release 12.1 will provide Feroze Textile Industries with an end-to-end view of its entire business to drive its performance with consistent and timely financial as well as operational information. We are pleased that Feroze Textile Industries has chosen the Oracle E-Business Suite. As the preferred ERP solution for textile manufacturers in Pakistan, Oracle E-Business Suite is the most comprehensive suite of integrated, global business applications that help organizations achieve optimum efficiencies as they grow,” said Syed Rizwan Munawar, Country Head, Applications Business, Oracle Pakistan and South West Asia.
Flamingo Fashions Ltd. Selects Oracle E-Business Suite 12.1 to Automate and Transform Business Processes

“Since the textile industry in Bangladesh is the country’s most competitive sector, we need to stay ahead by being proactive rather than reactive. The deployment of the Oracle E-Business Suite 12.1 will enable us to improve and optimize our business processes, reduce inventory holdings across the business, and make quick and informed business decisions.”

— Mr. Mohammed Abdur Rahim, Director, DBL Group

News Facts

- Flamingo Fashions Ltd., a business unit of DBL group and one of the largest knit garments manufacturers and exporters in Bangladesh, has selected the Oracle E-Business Suite 12.1 to help integrate their business processes across several business units, enabling them to obtain real-time information and to make quicker business decisions.

- Prior to the deployment of the Oracle E-Business Suite 12.1, Flamingo Fashions Ltd. did not have a central source of information as it was relying on in-house developed applications which were not integrated. As a result, month end financial reports were slow to complete, making it difficult for management to make informed decisions in a timely manner

- With the help of the Oracle E-Business Suite 12.1, management will now have a complete 360 degree view of real time information, enabling them to have instant insight into financial reports helping Flamingo Fashions to better manage assets, inventory and workforce, while making informed decisions.

- Flamingo Fashions’ decision to implement Oracle was based on a comprehensive evaluation of existing solutions in the market. Oracle was selected because of the flexibility Oracle provided in deploying the solution.

- Oracle Financial Analytics will provide the management better visibility into the factors that drive revenues, costs, and shareholder value and enable the financial managers to improve cash flow, lower costs, and increase profitability while maintaining more accurate, timely, and transparent financial reporting.

- Oracle Procurement & Spend Analytics will optimize Flamingo Fashions’ supply side performance by integrating data from across the enterprise value chain resulting in more informed decisions about procurement and expenses to significantly reduce costs, enhance profitability, and gain competitive advantage.

- Flamingo Fashions will also be implementing Oracle Inventory Management, Oracle Financials and Oracle Purchasing in addition to the above modules. IBCS Primax Bangladesh Limited, a Gold Level member of Oracle PartnerNetwork, is the implementation partner.

Supporting Quotes

- “The Oracle E-Business Suite 12.1 will provide Flamingo Fashions Ltd with integrated view of their business processes across several business units, enabling them to obtain real-time information and to make quicker business decisions,” said Akkasha Sultan Shaikh, Country Director, Applications Business, Oracle South Asia Growing Economies West “We are pleased that Flamingo Fashions Ltd has chosen the Oracle E-Business Suite which we believe is the most comprehensive suite of integrated, global business applications that help organizations achieve optimum efficiencies as they grow.”
Frimesa Cooperativa Central Completes Monthly Billings 4x Faster with Enterprise Resource Planning Upgrade

“The migration project was a success. We achieved all of our objectives relating to the system’s use and business results, and deployment was on time and on budget. We completed the migration without impacting other internal processes, as the E-Business Suite 12.1 modules continued to process critical company information.”
— Irajá Curts, Chief Information Officer, Frimesa Cooperativa Central

Frimesa Cooperativa Central produces meat and dairy products and distributes them to food retailers in Brazil. Headquartered in the Brazilian state of Paraná, the company has five production plants and 13 distribution units in the states of Paraná, Santa Catarina, Rio Grande do Sul, São Paulo, and Rio de Janeiro. Since food safety and public health are key priorities in the food industry, the company practices rigorous quality control—from the origination of raw materials, to delivery—using standardized procedures and production-line inspections.

The company has grown by an average of 20% per year and aims to maintain this growth rate. To achieve this goal, Frimesa continuously reviews and seeks to improve its business processes, especially for billing and quality control. As such, it decided to upgrade to Oracle E-Business Suite Release 12.1, which improved performance and reduced the time needed to process monthly billing by 75%.

**Challenges**

- Employ an enterprise resource planning (ERP) system to help Frimesa maintain its 20% annual growth rate in the food market by accelerating billing and improving quality control in manufacturing processes
- Gain better billing, logistics and production control for operations at the company’s five production plants and 13 distribution units

**Solutions**

- Upgraded to Oracle E-Business Suite Release 12.1 and used its expanded functionality to improve financial, sales, logistics, production, planning, and accounting processes—like the monthly bill close, which is now 4x faster
- Raised satisfaction and system usability levels among its 350 users, thanks to the solution’s easy-to-navigate, graphical user interface
- Monitored and consolidated production and logistical data for the company and its meat and dairy lines, supporting further growth through a detailed view of accounting operations and enabling it to better organize its accounts, thanks to the Oracle E-Business Suite workflow features
- Completed the migration project without impacting the company’s critical processes (such as accounting and billing) in a transparent manner and within the stipulated five-month timeline—without budget overruns or scope creep—thanks to the adoption of Oracle Application Implementation Method (AIM Advantage), which brings together the market’s best practices
Why Oracle

“We were already very satisfied with Oracle’s service from commercial and technical points of view. This influenced our decision to upgrade and remain on the same platform. We had assessed other options on the market but they proved not to be viable. We knew Oracle E-Business Suite was the best option to help us maintain our 20% annual growth rate,” said Irajá Curts, chief information officer, Frimesa Cooperativa Central.

Implementation Process

Frimesa led the project and worked with Innovative Management Consulting because of its implementation expertise. The company used Oracle AIM Advantage along with its documents and procedures to ensure a successful implementation.

“We carried out the upgrade in three stages. In the first stage, we migrated and tested the base, which enabled us to identify and anticipate problems. In the last two stages—which took only two months—we tested and validated the processes and synchronized and finalized the migration. We had only three hours of downtime and completed the project in a third of the estimated time. It was a totally transparent and flawless project,” Curts said.

Partner

“The Innovative Management Consulting team in charge of this upgrade was very familiar with the Oracle AIM Advantage methodology. The team’s skill set enabled us to avoid project rework and helped us meet our deadlines. We had already worked with Innovative on other projects with great success. Its professionals have a lot of experience, and they always meet deadlines without increasing project costs. We are very satisfied with yet another successful project,” Curts said.
Fruit of the Loom is a leading international, vertically-integrated basic apparel and athletic goods company, emphasizing branded products for consumers of all ages. Comprised of several subsidiaries—including Russell Brands, LLC and Vanity Fair Brands, LP—the company is one of the world’s largest manufacturers and marketers of underwear, intimate apparel, casual wear, athletic apparel, athletic uniforms, and sporting goods. The Fruit of the Loom companies sell products under a number of international brands, including Fruit of the Loom, Vanity Fair, Russell Athletic, and Spalding.

The company has a strong focus on growth and building an expanded market presence. To support these initiatives, several large acquisitions were made covering North America and Europe. As such, Fruit of the Loom is consolidating many disparate enterprise resource planning (ERP) systems to gain an enterprise view of all brands, with a best practices approach, and to facilitate ongoing growth.

Fruit of the Loom had used Oracle solutions for nearly 15 years, and was running an existing release of Oracle E-Business Suite to manage the financials of its various brands. In April 2012, the company upgraded to Oracle E-Business Suite Release 12.1 for increased visibility into corporate financial and accounting functions, greater flexibility, and stronger functionality.

By upgrading to the Oracle E-Business Suite 12.1, Fruit of the Loom streamlined its financial reporting, increased flexibility by creating a centralized location for business information, and reduced its reliance on manually intensive processes. New functionality in Oracle Subledger Accounting, part of Oracle E-Business Suite Financials, will enable Fruit of the Loom to centralize and enforce consistent accounting processes, while also supporting compliance with multiple accounting standards, such as the International Financial Reporting Standards and U.S. GAAP.

With the upgrade, Fruit of the Loom also streamlined the accounts payable function across the enterprise. Oracle E-Business Suite Release 12.1 supports multiple payment process types, such as wire, check, electronic data interchange, and automated clearing house and delivered the ability to provide vendors with electronic remittances. Additionally, Oracle E-Business Tax will help Fruit of the Loom automate its sales and use tax calculations by providing a platform for integration with a tax engine. With these new functionalities, Fruit of the Loom will be able to greatly streamline invoice entry to drive process efficiencies. The company currently manages 90% of all invoicing through Oracle E-Business Suite to support its domestic business.

“Oracle E-Business Suite Release 12.1 has really enabled us to take advantage of new functionalities that will directly support business growth, such as electronic payment methods and bank reconciliation. The upgrade to the latest release greatly increased the Oracle footprint throughout the organization, ensuring we reap the benefits of using a single system, enterprisewide.”

— Sean Ownbey, Director, Oracle ERP, Fruit of the Loom
As Fruit of the Loom continues to work with a more global, complex network of vendors, the upgraded release supports enhanced supplier maintenance, enabling the company to store and track vendor information, share it between other Oracle E-Business Suite modules, and enable internal users to access this data—such as name, address, and location—to support additional business functions, such as marketing and sales.

Overall, the upgrade to Oracle E-Business Suite Release 12.1 is paving the way for Fruit of the Loom to plan and implement more advanced operating and financial processes—such as order to cash and procure to pay—as a result of the more streamlined management of baseline processes. Additionally, with an enterprise view of finance and accounting functions across all brands, the company can focus on growth, increased profitability, and expanding its presence in the market at a global level.

Implementation Process

Fruit of the Loom began to assess IT systems in June 2011, ten months prior to the go-live date. A group of internal experts developed an implementation plan that identified key performance metrics, process-based configurations, and milestones to hit throughout the implementation. The group worked with accounting and finance teams to ensure all information was captured, transferred, and tested as accurately as possible in the new system, and then configured the system correctly to ensure key workflows and functions were set up appropriately—running more than 1,800 tests prior to go-live.

On the day of the go-live, users performed transactions to ensure processes were working correctly. The company also offered training during this time. Throughout the go-live week, the implementation team was on standby to address any issues, answer user questions, and build additional reports and functionality changes as needed. Fruit of the Loom’s go-live process worked as planned with few surprises. The Oracle E-Business Suite Release 12.1 upgrade was one of the smoothest that the company experienced. The only issues we faced were the few areas that the 1,800 test scripts did not specifically address.
Genworth Financial Inc. Upgrades Human Capital Applications to Enhance Budget Planning and Training

“Upgrading to Oracle E-Business Suite Release 12.1.2 allowed Genworth to take advantage of several new enhancements within the performance and learning modules. It was important to focus on a strong, integrated product, as this allowed us to keep our support costs low while continuing to meet human resources requirements.”

— Glenn Dow, Senior IT Architect, Genworth Financial Inc.

Genworth Financial Inc. is a leading Fortune 500 global financial services company with more than US$100 billion in assets and approximately 6,000 employees in more than 25 countries. Its products and services help meet the investment, protection, retirement, and lifestyle needs of more than 15 million customers.

Challenges

- Update the company’s human capital system to enhance efficiency, support talent management innovation, and improve competitive advantage in the financial services industry
- Streamline merit and bonus planning and enhance performance evaluation with as few customizations as possible
- Build learning and development opportunities around specific job competencies

Solutions

- Upgraded to Oracle E-Business Suite Release 12.1.2 to enable more than 6,000 Genworth users to take advantage of the system's new functionality
- Enhanced the company's performance development and review processes while maintaining low operational costs
- Leveraged the flexibility of Oracle Compensation Workbench to optimize salary, merit, bonus, and equity planning—helping meet the company's business needs with few customizations
- Deployed Oracle Learning Management to offer approximately 3,000 training courses, which cover such topics as general business practices, selling financial services, and understanding financial products
- Ensured the compensation, learning, and human resource modules are integrated to maximize functionality and maintain ease of use for employees and managers
- Formatted employee appraisal process around Genworth's managerial requirements
- Eased employee time reporting processes to reduce administrative burdens
- Leveraged Oracle On Demand to complete the upgrade on time, within budget, and with overall user satisfaction
Gold Plus Glass Industry Ltd. Generates Financial and Manufacturing Forms and Reports 50% Faster with Upgraded ERP System

“By upgrading to Oracle E-Business Suite Release 12.1, we can generate financial and manufacturing reports 50% faster and have reduced scrap glass by 10%. Oracle ERP products are also more cost effective and easier to operate than those from Microsoft and SAP.”
— Jimmy Tyagi, Executive Director, Gold Plus Glass Industry Ltd.

Gold Plus Glass Industry Ltd. is a major float glass manufacturer in India. The company also manufactures and processes a variety of glass for use in the construction and automotive industries, including annealed and toughened glass, acoustically and thermally insulated glass, and energy-efficient glass. Founded in 1985, the company has manufacturing plants in Kala Amb, Roorkee, and Sonepat, and more than 450 dealers across India and neighboring countries.

Gold Plus Glass Industry implemented Oracle E-Business Suite in 2009 to consolidate its enterprise resource planning (ERP) information and streamline ERP processes. In April 2011, the company upgraded its ERP system with Oracle E-Business Suite Release 12.1. It has cut the time taken to generate ERP forms and reports by 50%, reduced scrap glass by 10%, and can fulfill customer orders in one day, compared to three days, previously.

Challenges
- Reduce manual data entry requirements for financial tasks, such as closing month-end accounts
- Increase the speed at which users in remote locations can access glass manufacturing and sales forms
- Generate financial, purchasing, and glass-processing reports faster and make it easier to export these reports in different formats, such as PDF, XML, and Microsoft Word
- Cut system patching requirements and improve the stability of the ERP system
- Control the amount of waste glass produced during the manufacturing process
- Create auditable records of manufacturing costs to improve cost controls

Solutions
- Generated financial, purchasing, inventory, and glass manufacturing and processing reports 50% faster
- Reduced the time required for staff in remote locations to access glass manufacturing and sales forms by at least 50%—from up to 15 minutes, depending on the network, to less than 5 minutes
- Cut the time to close month-end accounts from seven days to one day—and significantly improved data accuracy—by more quickly compiling financial information, such as stock quantities and costs
- Reduced inventory costs by 10% by recording more accurate information about the actual costs of raw materials, finished goods, and spare parts for stock valuation
Why Oracle

Gold Plus Glass Industry originally chose Oracle, as it provided more cost-effective ERP products that were easier to operate, compared to those from other large ERP vendors, such as Microsoft and SAP.

“We were more than satisfied with the original Oracle ERP products, so decided to continue with Oracle,” said Lalit Wadhwa, chief financial officer, Gold Plus Glass Industry Ltd.

“We are very happy with how Oracle E-Business Suite has helped us streamline day-to-day business activities and regulatory compliance, as well as reduce inventory costs, financial reporting times, and month-end accounting time,” said Jimmy Tyagi, executive director, Gold Plus Glass Industry Ltd.

Implementation Process


“We wanted to implement Oracle Process Manufacturing and Oracle Enterprise Asset Management, which we weren’t able to do previously,” said Wadhwa.

• Cut purchasing times, from up to a week to a few days, by sharing documents, online, between manufacturing units and the head office and implementing a hierarchical approval system based on workflow

• Fulfilled customer orders in one day, compared to three days, previously, by providing the shipping department with greater visibility into inventory and production information

• Reduced scrap glass by 10% by improving control over raw materials consumption and glass wastage

• Lowered the average time taken to repair glass manufacturing machinery by 20% by providing more information about maintenance histories and available spare parts

• Cut system service costs by 15% by upgrading to a more stable ERP platform which is less reliant on support from third parties

• Minimized scheduled downtime by reducing the amount of patching required for the ERP system

• Decreased time taken to file tax returns, by automatically calculating net-payables taxes and generating the invoice for payment to tax authorities

• Enabled users to more easily design and customize ERP reports in simple templates and export them in PDF, XML, and text-based formats using Oracle Business Intelligence Publisher

• Improved cost control and stock valuation by generating auditable cost records that show the actual cost of production
“We had also just merged four different legal entities and thought it was important to re-implement Oracle E-Business Suite to ensure we fully consolidated the data from these entities.”

The implementation took three months, including deploying and testing the modules and conducting user acceptance testing. Oracle E-Business Suite Release 12.1 went live in April 2011.

Partner
Gold Plus Glass Industry initially engaged Oracle Specialized Partner Path Infotech to provide postimplementation support after the earlier implementation of Oracle E-Business Suite Release 12.

“We were satisfied with the services of Path Infotech, so decided to work with the company again for our re-implementation project,” said Wadhwa. “Path Infotech, which has been with us for more than three years now, not only helped with the re-implementation itself, but also provided quality pre- and postimplementation services and support.

“Unlike other consultants, consultants at Path Infotech take the time to understand user requirements and provide a solution that is not only easy to implement but easy to operate,” said Wadhwa. “They worked well with all levels of management, which ensured the implementation’s success. Their post-implementation services have been highly reliable and their response and issue resolution times meet our expectation and requirements.”

“The support from the Path Infotech team has been extremely good,” added Tyagi. “We strongly believe Oracle and Path Infotech will remain our partners for the many IT projects we have in the pipeline.”
Guangdong Alpha Animation and Culture Co., Ltd Reduces Financial Settlement Time by 50%

“The successful implementation of Oracle E-Business Suite by Oracle Platinum Partner SIE Consulting has allowed us to adopt quantitative targets in our animation and manufacturing business and significantly improved our key operational and managerial indicators.”
— Li Kai, Executive Vice President, Guangdong Alpha Animation and Culture Co., Ltd

Incorporated in 1993, Guangdong Audley Toys Industry Co., Ltd was the first Chinese toy maker to be awarded the “Renowned Brand in China” and “Famous Product in China” titles. In 2007 the company was reestablished as Guangdong Alpha Animation and Culture Co., Ltd (Alpha Ltd), with a registered capital of US$18.1 million (RMB 120 million). Consisting of four subsidiaries and three business units, Alpha Ltd is engaged in animation production, book distribution, toy development and manufacturing, and image licensing.

**Challenges**

- Build an integrated information system to improve productivity and financial, manufacturing, and order delivery management
- Standardize finance, manufacturing, supply, and other key processes related to its animation and toy production business
- Accelerate order response times and speed up deliveries, while controlling and lowering production costs
- Meet the demands of coordinating a multiproduct operation (toy manufacturing and film importation and production) in Guangzhou and Shantou
- Increase the efficiency and control of accounting and finance

**Solutions**

- Engaged Oracle Platinum Partner SIE Consulting Co., Ltd to implement Oracle E-Business Suite R12.1 as a fully integrated information management platform
- Cut settlement time by 50% and reduced financial staff by 10%, by eliminating the need to manually consolidate data related to toy manufacturing costs and film production
- Improved efficiency of financial reporting and consolidating statistics by more than 100%
- Reduced corporate expenditure by 13% by implementing comprehensive budget analytics and management
- Sped up order processing by integrating the Web-based order system with the planning and manufacturing system
- Increased on-time customer delivery rates by 25% through better coordination of marketing, planning, logistics, and production scheduling
- Downsized overall inventory by 15% and improved inventory turnover by 30% by enabling real-time sharing of inventory and supply and demand information
Oracle Customer:
Guangdong Haomei Aluminum Co., Ltd
Guangdong, China  
www.haomei-alu.com

Industry:
Industrial Manufacturing

Employees:
1,200

Oracle Products & Services:
• Oracle E-Business Suite R12.1
• Oracle Financials
• Oracle Inventory Management
• Oracle Procurement
• Oracle Manufacturing

Oracle Partner:
SIE Consulting Co., Ltd
www.chinasie.com

Guangdong Haomei Aluminum Co., Ltd Cuts Financial Planning Time from 25 Days to 5 Days

“Oracle E-Business Suite R12.1 has changed the way our financial, manufacturing, and supply chain functions are managed. With deeper insight into processes and more flexible system to adapt to changing requirements, our competitive advantage has been significantly improved.”

— Dong Weifeng, General Manager, Guangdong Haomei Aluminum Co., Ltd

Founded in 1990, Guangdong Haomei Aluminum designs and manufactures aluminum building products. The company is the preferred supplier of doors, windows, and curtain walls to China’s Ministry of Housing and Urban-Rural Development. Its two manufacturing facilities produce 100,000 tons of aluminum products annually, which are exported to 40 countries.

Challenges
• Install an integrated business management platform with financial management as the core function, and covering production planning, manufacturing, sales, and supply chain
• Realize more efficient production planning and scheduling of aluminum manufacturing activities; and enable accurate, real time analysis of production costs
• Optimize supply chain management to streamline the procurement of raw materials and reduce inventory costs

Solutions
• Engaged Oracle Partner SIE Consulting to implement Oracle E-Business Suite R12.1 as the corporate business management platform, enabling seamless integration of finance, manufacturing, and supply chain information
• Cut account settlement time from 30 days to 10 days, and reduced the staff size needed to complete this task by 20%, after integrating finance, sales, and production data
• Shortened the time needed to produce consolidated financial statements from 15 days to 3 days; and cut the time needed to develop financial plans from 25 days to 5 days
• Increased productivity by 30% by gaining greater control over production planning and product dispatching, as the Oracle system automates manufacturing and delivery processes
• Reduced sales order processing time by 35% and increased the accuracy of sales orders by 30%, which boosted profits
• Increased the speed of product profitability analysis by 50%
• Improved on-time order deliveries from 80% to 96%, and shortened product delivery time from 20 days to 12 days
• Lowered raw material costs by 15%; cut manufacturing costs by 25%; and shortened procurement time for raw and other manufacturing materials by 20%
Guidance Software, Inc. Leverages New Integration Functionality to Improve Liability Visibility

“One of the biggest benefits we have realized with our upgrade to Oracle E-Business Suite Release 12.1 is the ability to make more effective decisions.”
—David Goldstein, Senior Director, Business Systems, Guidance Software, Inc.

Guidance Software, Inc. is a leader in digital investigative solutions. Its EnCase platform provides the foundation for government, corporate, and law enforcement organizations to conduct thorough, network-enabled and court-validated computer investigations, such as responding to eDiscovery requests, conducting internal investigations, responding to regulatory inquiries, or performing data and compliance auditing.

Challenges

• Replace hosted expense solution as part of a wider new travel program and eliminate manual reconciliation of charges
• Improve the software company’s financial processes by transitioning from manual entries to a fully integrated system
• Integrate the quote-to-cash cycle, improve customer care, and track software service contracts more effectively

Solutions

• Upgraded to Oracle E-Business Suite Release 12.1 to provide access to a fully integrated Accounts Payable and General Ledger for improved financial management and planning
• Used Oracle Internet Expenses to provide visibility into charges as they occur rather than waiting for a month-end report
• Updated credit card program—now populating charges daily, eliminating manual reconciliation, and enabling the company to more accurately forecast expenses
• Integrated the quote-to-cash cycle—from quoting, to configuration, order generation, fulfillment, billing, and collections—for accelerated transaction processing
• Used Oracle TeleService to enable about 120 users in the technical support, customer service, and sales teams to monitor and track issues with orders for internal and external customers
• Reduced the time needed to close the monthly financial books from two to three weeks to just a few days
• Streamlined Sarbanes-Oxley compliance audits by ensuring proper segregation of duties and reducing the number of controls from more than 150 to 71 through automated processes
• Enabled the company to ship within hours or even minutes as a customer is able to submit and track service contracts more effectively due to the integration of Oracle TeleService with Oracle Financials
Guilin Power Capacitor Co., Ltd Cuts Inventory Costs by 5%, Gains Real-Time Data on Production Status

“As the number of orders increases, it has become critical to have tight control over our manufacturing and supply chain. Oracle E-Business Suite gives us real-time insight into the status of each job, so we can resolve issues before they affect the timely delivery of orders.”
— Zhao Jiaqian, Deputy General Manager, Guilin Power Capacitor Co., Ltd

Established in 1967, Guilin Power Capacitor Co., Ltd is a state-owned enterprise that manufactures power capacitors and transformers for the electrical industry. The organization also conducts research and development into new products, materials, and technology. It has won several innovation and science awards for its pioneering work.

Challenges

• Gain better control of the capacitor manufacturing process as the business undergoes steady expansion
• Track orders from order placement to production and final distribution and delivery
• Make better use of stock in hand to avoid wasting inventory and to lower procurement and production costs

Solutions

• Engaged Oracle Gold Partner BestHelp Information Consulting to implement a financial and supply chain management system based on Oracle E-Business Suite Release 12.1
• Enabled more accurate and efficient project tracking by assigning customers’ contract serial numbers to their orders
• Allowed production managers to monitor the status of customer jobs throughout the manufacturing lifecycle, so they can address any issues, such as the use of wrong components, that could potentially hold up production or delivery
• Gained better insight into stock in hand by assigning Seiban numbers, which are associated with supply and demand and are used to manage manufacturing activities, to each component used in the manufacturing process
• Promoted more efficient use of inventory by ensuring that production staff use the correct Seiban numbers when they request the type and amount of raw materials required to fulfill a customer order, as detailed in the design document
• Reduced inventory costs by 5% through more efficient use of raw materials and by accelerating stock turnover to reduce waste
**Hankou Bank Increases Frequency of Expense Accounting from Once a Month to Once a Day**

“Oracle E-Business Suite Release 12.1 enabled us to build a high quality financial management system that has improved budget control; streamlined expense accounting, asset depreciation, and tax recognition tasks; and improved risk control at the bank.”

— Xiao Long, General Manager, Planning and Finance, Hankou Bank

Headquartered in Wuhan, Hankou Bank is the largest commercial bank in Hubei Province. It has 84 branches in Wuhan and four interregional branches in Chongqing, Huangshi, Yichang, and Ezhou. As of December 2010, the bank had assets worth US$17 billion.

**Challenges**
- Meet the demands of financial regulators and the capital market for high quality general ledger and financial statements, and disclosure of accounting and tax planning practices
- Comply with new Chinese accounting standards
- Refine expense accounting, asset management, accounts payable and accounts receivable, purchasing, and budgeting processes to minimize financial risk in a timely manner
- Improve funds transfer pricing, cost allocation, resource distribution, profitability analysis, and asset and liability management to enhance market responsiveness

**Solutions**
- Built a next-generation cost and financial management system using modules from Oracle E-Business Suite Release 12.1
- Increased the frequency of expense accounting from once a month to once a day; and the frequency of asset depreciation and amortization from once a quarter to once a month
- Ensured the management team could access critical operational information in a timely manner and enabled compliance with new Chinese accounting standards
- Completed tax recognition tasks once a month, compared to once a quarter in the past
- Gained access to clear and detailed asset expense data by allocating cost centers for each department
- Built a general ledger and financial statement system that complied with new Chinese accounting standards
- Enabled more timely and accurate accounting and financial reporting by centralizing accounting data
- Strengthened expenditure management by standardizing expense and asset management processes and linking the budget and expenditure management systems
- Enhanced asset lifecycle management by better controlling the application, review, approval, payment, and auditing of property and other asset purchases
healthAlliance NZ Ltd Selects Oracle Exadata to Deliver a Shared Services Platform to Five New Zealand District Health Boards

“healthAlliance’s business is expanding with twice as many DHBs on board and several more expressing a genuine interest in our shared services platform. Oracle’s robust, complete, pre-integrated hardware and software solution is setting us up for a long-term future in delivering a wide range of high performing business applications to the health sector. This means healthcare providers can spend less time and money on administrative tasks and invest more in frontline services.”

— Kathy Frame, Head of Business Solutions, healthAlliance NZ Ltd

healthAlliance offers non-frontline transactional support services to Counties Manukau, Waitemata, Northland and Auckland District Health Boards (DHBs). The organisation employs 500 staff across eight locations and is jointly owned by the four DHBs and Health Benefits Ltd, a government-owned national shared services organisation, formed in July 2010, delivering administrative, support and procurement services for DHBs more cost-effectively and efficiently.

News Facts

• healthAlliance New Zealand Ltd (HANZL) has selected Oracle hardware and software to accommodate its rapid growth as New Zealand’s largest and fastest growing health sector shared services organization

• The organization’s recently upgraded Oracle E-Business Suite 12.1.2 applications will be deployed across an Oracle Exadata Database Machine X2-2 to deliver a highly robust, scalable and pre-integrated platform to an expanding number of District Health Boards (DHBs)

• A second Oracle Exadata Database Machine X2-2 will be deployed at a separate physical site to provide a shared services platform for other business applications and serve as a disaster recovery site for Oracle E-Business Suite

• HANZL offers non-clinical support services to five DHBs which provide health services to almost 40% of New Zealand’s population. The DHBs are: Counties Manukau, Waitemata, Auckland, Northland, and Taranaki. The first four DHBs jointly own HANZL with Health Benefits Ltd, a government-owned national shared services organisation formed in July 2010

• The increasing number of DHBs expressing an interest in moving their back office applications to HANZL’s shared services platform drove the organization to look for a new core infrastructure that could accommodate massive growth and minimize the integration and operational costs normally associated with using multiple vendors. The current system had been accommodating two DHBs successfully for 16 months with Oracle Database 11g using Oracle Real Application Clusters

• All DHBs joining HANZL’s shared services platform will be using Oracle E-Business Suite 12.1.2, including Oracle E-Business Suite Financial Management, Oracle E-Business Suite Advanced Procurement and Oracle E-Business Suite Supply Chain Management
• A series of lab performance tests using an Oracle Exadata Database Machine X2-2 on HANZL data resulted in a significant increase in application performance. The tests also transformed reporting capabilities from batch job to real-time and on-demand. These test results, coupled with the reduced deployment and integration costs associated with Oracle Exadata’s pre-integrated package of servers, storage, networking, and software, were the main reasons supporting HANZL’s April 2011 decision to adopt Oracle Exadata Database Machines for its core infrastructure.

• The Oracle Exadata Database Machine deployment is anticipated to occur in June 2011. HANZL will be the first New Zealand organization to use an Oracle Exadata Database Machine. It was also one of the first in New Zealand to use Oracle Database 11g Release 2 in November 2009.

Supporting Quotes

• “When testing Oracle Exadata Database Machine with our data in the lab, we were very impressed with the results. We issued queries that traditionally took several hours or even days to produce - for example massive joins across different, large tables - and we got results back in incredible response times. We saw first-hand how we will be able to do more with less; for example, we will be minimizing future licensing costs by running more applications on the same hardware while improving our customer service levels,” said Raymond Lodge-Osborn, Applications Planning Manager, healthAlliance NZ Ltd.

• “By selecting Oracle Exadata, healthAlliance will be able to decrease its total operational costs, while at the same time being able to manage more data and improve the performance of all applications. This is provided by Oracle’s unique ability to engineer hardware and software together to deliver outstanding performance results,” said John Eastman, Technology Sales Director, Oracle New Zealand.
Create an infrastructure for healthcare e-services that is highly reliable and secure and can scale to serve millions of citizens across the emirates, instead of using disparate, semi-automated management information systems that are partly redundant and do not offer consolidated business reporting.

Establish an online database for authorized suppliers instead of dealing with scattered, stand-alone databases that hamper the implementation of procurement policies.

Provide self-service capabilities to HAAD employees, healthcare professionals, and healthcare service providers to enable online administrative transactions, cut travel required to receive authorizations in person, and reduce staff workload at customer care centers.

Comply with the emirate’s policies for IT governance, such as data protection, data extraction, and system integration with the Ministry of Interior.
Why Oracle

“We rely on Oracle technology because it provides us with process- and policy-driven workflows that enable quicker and very accurate decision-making and much faster process turnaround times,” said Ali Mohamed Al Ali, IT manager, HAAD.
Partner


“We chose Oracle partner Raqmiyat, following a public tender, to benefit from the skills of a single, highly experienced service provider capable of delivering comprehensive support and extending our Oracle applications in a heterogeneous environment. Their cooperation has enabled our small team of specialized employees to fully benefit from Oracle technology, which has led to increased performance, expanded insight, and better customer service," Al Ali said.
Hologic, Inc. Supports Growing Women’s Health Company with Upgraded Business Systems

“Oracle has been a key partner to Hologic as we have grown and expanded internationally, and Oracle E-Business Suite plays a vital role as the foundation of our operations, helping us save women’s lives every day.”

— Paul Malenchini, Vice President, Enterprise Applications and Program Management, Hologic, Inc.

Hologic, Inc. is a leading developer, manufacturer, and supplier of premium diagnostic products, medical imaging systems, and surgical products for women’s health. It is a market leader in mammography and breast biopsy, breast magnetic resonance imaging, radiation treatment for early-stage breast cancer, cervical cancer screening, treatment for menorrhagia and uterine fibroids, permanent contraception, osteoporosis assessment, preterm birth risk assessment, mini C-arm for extremity imaging, and molecular diagnostic products, including human papillomavirus (HPV) testing.

With operations in more than 10 countries, including the United Kingdom, Costa Rica, and China, and more than a dozen locations across the United States, Hologic manages a complex network of business operations. Also, as a medical product and equipment manufacturer, it must comply with U.S. Food and Drug Administration (FDA) regulations as well as those of corresponding regulatory agencies in other countries.

Challenges

• Hologic runs its business on Oracle applications, including Oracle E-Business Suite Release.

• The company’s original deployment in 2002 was upgraded several times providing the critical scalability to support the company’s active acquisition and robust growth, which over eight-year period saw it grow from a US$150 million company to a US$1.8 billion enterprise

• Oracle’s flexible applications and a proven process that Hologic’s IT team developed for quickly integrating new companies were instrumental in helping the organization manage and make the most of its rapid growth

Solutions

• Hologic wanted to continue to optimize its business processes and get the most from its enterprise resource planning (ERP) environment, so it initiated an upgrade to Oracle E-Business Suite Release 12.1

• “We wanted to close the books faster. We wanted to take more orders without adding more order takers. All of these efficiencies rely on the stability of Oracle E-Business Suite,” said Paul Malenchini, VP of Applications and Program Management, Hologic, Inc.

• “Oracle E-Business Suite is part of our enterprise applications foundation and we consider it to be an enabling system,” said Dave Rudzinsky, senior vice president and chief information officer, Hologic, Inc. “The upgrade to Release 12.1 would give us an opportunity to go back and fine tune business processes. We could look for business value and explore how we can help the company to achieve its goal of making better quality and more innovative technologies for women’s health. We could find ways to help drive revenue while reducing costs.”
The company also wanted to benefit from new features, including expanded capability for sub-ledger accounting, improved productivity in order management, thanks to a simplified user interface, and enhanced tools for recruiters and managers in Oracle iRecruitment.

Also, the Oracle E-Business Suite version Hologic was using was no longer supported and would eventually result in more costly support fees.

Lastly, Hologic believed the upgrade would improve its ability to integrate other applications and help move it toward Oracle Fusion applications, according to Rudzinsky.

To achieve these goals, Hologic upgraded to Oracle E-Business Suite Release 12.1, while simultaneously upgrading its Agile applications.

Hologic runs a single global instance of Oracle E-Business Suite and, rather than roll out the upgrade one country at a time, it chose a “big bang” upgrade.

The global upgrade took less than six months from initial planning to go-live.

Today, more than 1,000 business users regularly access the system, with 100 to 150 super users across five lines of business using it heavily, and several thousand self-service users accessing it occasionally for tasks, such as submitting procurement requests or retrieving employee benefits information.

Overall, the upgrade has improved usability and functionality.

Hologic has benefited from greater efficiency across numerous business processes.

For example, Hologic’s accounting office, which runs as a shared services center, achieved the desired five-day global account close at the end of the fiscal year, just two months after going live on the upgrade.

During the implementation, Hologic also added a few new modules, including Oracle Performance Management, which integrates with existing human resources (HR) modules and gives the company a more comprehensive platform for efficiently managing employee performance measures and encouraging greater productivity.

**Implementation Process**

Hologic managed the upgrade with an executive steering committee and a 100-person global core team, which included senior management from HR, order administration, contract administration, service, manufacturing supply chain, quality, shipping and distribution, and accounting and finance. The committee also included IT team representatives, including business analysts, applications technical analysts, and business intelligence-reporting analysts, plus a few global consultants. In Italy, Spain, and France, Hologic worked with Oracle Consulting to help localize the system and make adjustments to meet international statutory requirements. Weekly communication among team members was key to the implementation, which spanned more than 10 countries and many time zones. The team also kept other Hologic employees informed through regular e-mail updates and town-hall-style meetings.
“Our motto throughout the implementation was no surprises, no delays. We fulfilled that promise and completed the upgrade on time. We were live at start of business on the scheduled day, and we have certainly had to iron out a few issues, but overall everything went smoothly,” Rudzinsky said.

Partner
In addition to Oracle Consulting, Hologic worked closely with its managed service providers, Oracle Partner Data Intensity and Oracle Partner Apps Associates, during the upgrade to develop its technical integration points and help with issues resolution and regression testing.
Home Box Office Upgrades Applications to Improve System Performance and Reduce Dependence on IT

“We are focused on maintaining overall operational efficiency through our increasingly diverse business. Oracle E-Business Suite 12.1 has enabled us to move toward an automated system that enables our business users to do their jobs more efficiently. It helps us meet today’s goals and serves as a platform for future growth.”

— Mike DiPietro, Director of Financial Operation and Reporting, Home Box Office

Home Box Office (HBO®), a subsidiary of Time Warner, offers television programming to approximately 85 million subscribers worldwide via its HBO and Cinemax® premium networks. Among HBO’s many acclaimed original programs are True Blood®, Boardwalk Empire®, Game of Thrones™, Hung®, Bored to Death®, and Curb Your Enthusiasm®.*

Challenges

• Improve performance and stability of business applications and set the foundation for future upgrades for the growing entertainment company

• Streamline patching process to minimize IT involvement and enable business users to do their jobs more effectively

Solutions

• Worked with IBM’s Global Business Services to upgrade to Oracle E-Business Suite Release 12.1 to improve business application performance for 200 daily users and 2,000 total users

• Centralized business data and supported online approvals and workflow—eliminating reliance on spreadsheets, enabling repeatable processes, and driving toward business process consistency across the company

• Used Oracle Financials, Oracle Project Costing, and Oracle Project Billing to capture data at a very detailed level and analyze it from multiple angles to determine how specific shows/titles are performing in various distribution channels

• Provided business users with direct access to information, minimizing reliance on static reports built by IT

• Leveraged Oracle iProcurement to automate time-consuming, paper-based processes, such as invoice payments, where the system routes invoices to the appropriate approver, based on cost center, type of expense, and amount

• Put a foundation in place for an eventual migration to Oracle Fusion applications

• Worked closely with IBM on the upgrade, testing early and often, as well as involving key stakeholders throughout planning, testing, and execution—completing the implementation on time
IDBI Federal Life Insurance Company Issues Regulatory Financial Statements Three-Days Faster and Cuts Purchasing Processes 87% with ERP Upgrade

“Oracle E-Business Suite Release 12.1 enables us to easily define and meet the requirements of Indian taxation laws that relate to our insurance business. We no longer spend time manually working out tax rates, cutting the time taken to supply monthly financial statements to the IRDA and other regulators by three days.”

— Kamlesh Jobanputra, Head of Application Development, IDBI Federal Life Insurance Co. Ltd.

IDBI Federal Life Insurance Co. Ltd. (IDBI Federal) is a joint venture between India’s IDBI Bank and Federal Bank, and Europe-based, insurance giant, Ageas. Established in 2005, the organization provides insurance, wealth management, protection, and retirement products to individuals and businesses through (as at September 2012) 50 offices, 987 IDBI Bank branches, and more than 1,000 Federal Bank locations across India.

By upgrading to Oracle E-Business Suite Release 12.1, IDBI Federal cut its time to respond to changes in Indian taxation rules and regulations, created financial reports faster to assist with decision-making, and gained more control over purchasing activities.

The Need for Standardized Processes

In 2007, IDBI Federal realized the need for standardized financial and purchasing processes, and lease payments. The organization wanted processes that would reduce the time to supply monthly financial statements to the Insurance Regulatory and Development Authority (IRDA), in India, and other regulators.

IDBI Federal was also using spreadsheets to track monthly rental payments for 100 office spaces, and manage purchasing stationery, printing services, and IT equipment.

“The manual processes caused unnecessary delays in rental payments,” said Kamlesh Jobanputra, head of application development, IDBI Federal. “In addition, there were no standard controls for ordering office products and services, which meant that there was the potential for some purchases to be invoiced more than once. We needed to find a way to enforce a consistent process for each purchase order. We also wanted to ensure we deployed automated, best-practice processes from the first day of operations.”


Faster Response to Changes to Indian Taxation Laws


Under this regime, IDBI Federal subtracts TDS tax from invoices received from suppliers.
At the end of the financial year, IDBI Federal provides statements to its suppliers indicating tax deducted from their invoices, so they can claim a tax refund from the Government of India. Occasionally, the government changes the rules about how TDS should be calculated.

"Oracle E-Business Suite Release 12.1 enables us to easily define and meet requirements of Indian taxation laws that relate to our insurance business," said Jobanputra. "We no longer spend time working out tax rates, manually, which ensures we interpret and apply the tax rules correctly and meet our compliance requirements."

Financial Reports Created in 20 Minutes
IDBI Federal uses Oracle Financials to generate monthly financial reports that contain information, such as the performance of its insurance products at each location. Senior managers use this information to determine where to allocate staff and marketing resources, based on which insurance and wealth products are selling well and in which locations across India.

"Since deploying Oracle E-Business Suite Release 12.1, we can create financial reports in around 20 minutes, compared to four hours, previously," said Jobanputra. "This means our financial team can close monthly accounts and supply financial statements to the IRDA and other regulators within 7 days, compared to around 10 days, previously. This also helps our sales and marketing teams quickly identify where to allocate appropriate resources to maintain revenue from our various insurance products."

In addition, new functions in Oracle Financials, such as subledger accounting, asset rollback, and payment batches, have helped improve employee productivity.

"The new features have helped users reduce manual tasks and corresponding human errors," said Jobanputra. "Although our accounting operations have probably increased four- or five-fold, we have only needed to increase our finance staff by approximately 20% to 30%."

Purchase Order Generation Cut by 13 Days
Oracle Purchasing is used by IDBI Federal’s administration and IT staff to purchase stationery, printing services for the organization’s insurance marketing collateral, and products, such as servers, desktops, and software. The organization also uses the solution to purchase IT service and support contracts.

"We now have a standard application that provides more control over our purchases and enables us to easily track the goods and services we have received," said Jobanputra. "It also ensures we are only paying for the items we consume, which eliminates waste because people aren’t buying products and services unnecessarily, and this has helped us cut procurement costs."

The automation also helped reduce the time it takes to request and release a purchase order by 87%—from 15 days to 2 days. This is particularly important if the organization needs a product or service urgently, for example, a printing service to produce marketing collateral for a new insurance product.

IDBI FEDERAL LIFE INSURANCE COMPANY
Lease Management Streamlined

IDBI Federal uses Oracle Property Manager to automate the process of paying monthly rent to landlords for around 100 offices across India. The system automatically generates recurring payment schedules for each lease and sends a request to the company’s finance department to ensure rent is paid on time.

“Oracle Property Manager provides us with more control over the rental payment process,” said Jobanputra. “The solution has eliminated the risk that administration staff will forget to pay our landlords on time, while ensuring they don’t inadvertently pay rent more than once.

Database Upgrade to Ease Transaction Load

IDBI Federal also upgraded from Oracle Database 10g to Oracle Database 11g. The organization is taking advantage of Oracle Database 11g’s active-active mode, which will soon enable the organization to move its database and application reporting processes to its disaster recovery site.

This will ease the transaction load on servers in the company’s primary data center, freeing up processing capacity for more mission-critical insurance applications.

“Oracle Database 11g has also enabled us to enhance security controls and memory management, as well as locate and resolve problems in the database faster and more easily,” said Jobanputra. “Overall, the performance of the database has significantly improved, and database stability has increased by more than 30%.”

Challenges

• Reduce time to supply monthly financial statements to IRDA in India and other regulators
• Streamline financial, purchasing, and lease payment processes
• Eliminate the need to use spreadsheets to track monthly rental payments for 100 insurance and bank office spaces, and ensure lease payments are made to landlords on time
• Eliminate potential for purchases to be overinvoiced for stationery, printing services, and IT equipment
• Generate monthly financial statements faster to assist in decision-making
• Reduce the load on the organization’s production database servers

Solutions

• Created financial reports in about 20 minutes, compared to four hours, enabling managers to quickly identify where to distribute sales and marketing resources to maintain revenue from insurance products
• Reduced time to close monthly accounts and supply financial statements to the IRDA and other regulators from around 10 days to 7 days
• Enhanced employee productivity, so that finance staff only needed to be increased by approximately 20% to 30%, despite a four- or five-fold increase in operations
• Cut the time it takes to request and release a purchase order by 87%—from 15 days to two days
• Increased database stability by more than 30% by resolving problems in the database faster and more easily
• Improved database performance significantly by enhancing security controls and memory management
• Reduced waste and cut procurement costs by providing standardized controls and consistent processes for purchasing stationery, printing services, and IT equipment
• Ensured Indian taxation rules are interpreted correctly by removing the need to manually calculate tax rates for suppliers’ invoices
• Eliminated issues related to the incorrect interpretation of the tax-deducted-at-source (TDS) mode of income tax collection
• Guaranteed rent for 100 properties across India is paid to landlords on time by automatically generating recurring payment schedules for each lease
• Expected to soon ease the load on core transaction systems at the primary data center by moving database and application reporting to the disaster recovery site

Why Oracle
Oracle E-Business Suite Release 12.1 was the only solution that met IDBI Federal’s need to respond quickly to changes in Indian taxation laws, and streamline its purchasing, financial, and lease-management activities.

“Oracle is also very strong in the financial services market in India,” said Jobanputra. “It was clear that we were going to receive all the support we needed from Oracle, KPMG, and our colleagues at IDBI Bank, which also uses Oracle E-Business Suite.”

Implementation Process
In 2007, IDBI Federal engaged Oracle Specialized Partner KPMG to deploy Oracle E-Business Suite, including Oracle Financials. Oracle Purchasing and Oracle Property Manager were deployed in 2010.

IDBI Federal turned to KPMG again in late 2011 to complete the upgrade to Oracle E-Business Suite Release 12.1. The upgrade was completed in a record time of three and a half months.
Partner

KPMG has worked closely with a steering committee from IDBI Federal since 2007 and was familiar with the organization’s business processes and requirements. KPMG prepared a detailed project plan for the upgrade to Oracle E-Business Suite Release 12 and Oracle Database 11g.

Weekly reports were circulated to the steering committee to monitor progress and ensure key milestones were met, such as the completion of internal testing by KPMG, and user acceptance testing. There was no need for extensive customization, as Oracle E-Business Suite Release 12.1 contained many of the standard functionalities required by IDBI Federal.

“KPMG ensured the upgrade ran smoothly and with minimal downtime,” said Jobanputra. “We were able to release the system to our users on the day scheduled in our project plan and have not experienced any major issues since going live.”
Industrias Tecnos S.A. de C.V. Integrates Finance, Human Resources, and Manufacturing, Improves Efficiency and Decision-Making

“We needed to control everything that happened in our ammunition factory—including production, planning, supplies, and logistics—and integrate these processes transparently into our accounting systems. Oracle E-Business Suite Release 12.1 was the best tool for this. It guaranteed integration and standardization for our manufacturing, accounting, and human resources processes.”

— Salvador Arredondo Román, IT Manager, Industrias Tecnos S.A. de C.V.

Industrias Tecnos S.A. de C.V. manufactures and sells sporting-shotgun shells meeting domestic and international demands for .22 caliber and center-fire shotguns, sold under the Águila brand. A market leader and a provider to public safety agencies in Mexico, it exports to five continents and supplies the armed forces of many countries.

Industrias Tecnos had used its own in-house-developed accounting and munitions plant management software. These applications required several interfaces, making it difficult to integrate the company’s accounting and production data. Industrias Tecnos sought to consolidate its manufacturing, financial, and human resources information to achieve greater operational efficiency, reduce account closing times, and improve financial decision-making.

Industrias Tecnos S.A. de C.V. worked with Oracle Partner Sir Tecnología S.A. de C.V. to implement Oracle E-Business Suite Release 12.1. The Oracle solution enabled the company to unify and consolidate its manufacturing and sales processes.

The system now reconciles financial information with production and inventory by using Oracle Financials, Oracle Discrete Manufacturing, Oracle Purchasing, Oracle Payables, and other E-Business Suite applications. Consequently, Industrias Tecnos S.A. de C.V. reduced the time for account closings and financial reporting to just two days. It also shortened the time to analyze and generate purchase orders for supplies, which significantly minimized manufacturing delays caused by lack of materials.

Challenges

• Consolidate information between accounting and cartridge manufacturing functions for greater operational efficiency

• Standardize enterprise resource planning by integrating accounting and production operations on one system. Accelerate financial closings to improve decision-making

• Improve supply and logistics planning and execution by providing accurate inventory and purchasing information to the manufacturing plant

Solutions

• Worked with Oracle Partner Sir Tecnología S.A. de C.V. to implement Oracle E-Business Suite Release 12.1—using Oracle Business Accelerators for Oracle E-Business Suite—enabling a complete deployment in just six months and the standardization of legacy modules and interfaces that were previously in various programs from multiple vendors.
• Consolidated management, human resources, financial, and manufacturing information such as sales revenue and inventory of materials needed for ammunition production

• Reduced the time for closing books and financial reporting from five-to-six days to two days with Oracle Financials, thus expediting accounting-related decision-making and manufacturing plant production planning

• Used Oracle General Ledger for greater speed and reliability in obtaining information regarding the company’s financial transactions

• Achieved better control of payments to suppliers with Oracle Payables to ensure they are made correctly and on time

• Utilized Oracle Discrete Manufacturing to integrate ammunition manufacturing operations with sales to achieve excellent planning and manufacturing results by accelerating response times, ensuring adequate supplies for cartridge manufacturing, and enabling the company to compare plans with results and provide feedback

• Integrated manufacturing planning with Oracle Purchasing to accelerate the analysis of needed supplies, enabling efficient materials acquisition by ensuring of the order of correct materials, thereby avoiding manufacturing halts due to shortages

• Reduced inventory levels with Oracle Inventory Management to control stock of materials needed to manufacture ammunition, a finished product that requires precisely controlling the mixture of explosives and other components, thereby improving the company’s production and supply efficiency

• Improved management of various materials kept in the factory, which helped improve control of each department’s subinventory

• Used Oracle Payroll to enable quick and reliable calculations of payroll-related elements—such as salaries, vacations, and contributions—and provided accurate reports for internal use and reports to government agencies

Partner

Industrias Tecnos implemented Oracle E-Business Suite Release 12.1 with help from Sir Tecnología S.A. de C.V. (Ceteris). “Ceteris helped with the excellent and timely implementation that met the schedule established at the start of the project,” said Salvador Arredondo Román, Tecnos’ IT manager.

The implementation was a major challenge, because Oracle E-Business Suite Release 12.1 was installed in all departments. “Despite this, we were able to deliver all that had been agreed upon. It’s important to recognize the help we got from Ceteris during the first few months in stabilizing the application, and how Ceteris responded with a due sense of urgency, providing high-quality service. Having Ceteris as a partner gave us confidence during our implementation of Oracle E-Business Suite Release 12.1,” said Román.
Intelligrated, Inc. Upgrades Applications to Provide Foundation for Company Growth by Three Times

“As we prepared to triple in size due to a recent acquisition, we knew we needed a flexible, scalable system to support us, so we decided to move forward with the upgrade to Oracle E-Business Suite Release 12.1. Oracle helps us manage our business efficiently and has provided a stable foundation for future growth.”

— Carole Landgrebe, Senior Oracle Functional Analyst, Intelligrated, Inc.

Intelligrated, Inc. is a leading provider of automated material handling solutions with operations in the United States, Canada, and Mexico. Serving the warehousing, distribution, consumer product manufacturing, postal, and parcel markets, Intelligrated designs, manufactures, and installs complete material handling automation solutions.

Challenges

• Improve accuracy of the configure-to-order process to help ensure timely, cost-effective delivery of large, complex warehouse systems to customers, who are mostly large retailers
• Provide a reliable foundation to support company growth, including a recent acquisition that tripled the company’s size from 500 employees to 1,500

Solutions

• Ensured efficient and accurate manufacture and delivery of complex warehouse management systems with Oracle Discrete Manufacturing, enabling users to process complex sales orders with numerous different parts and long installation times
• Used Oracle Configurator to prevent users from entering orders that are not buildable or are not what the customer intended, resulting in an overall reduction in manufacturing and order errors amounting to nearly US$1 million over three years
• Used Oracle Projects to manage large scale installations, tracking inventory and labor expenses to ensure the project stays within budget, and to assess project margins
• Upgraded to Oracle E-Business Suite Release 12.1 to prepare for the influx of about 1,000 new users with the acquisition and the growth from one to four manufacturing plants
• Worked with Oracle Partner AXIA Consulting to complete the upgrade in about seven months, from initial planning stage to go live
• Provided the opportunity to reduce future customizations to make the system more manageable by the small IT staff of just six full time employees
• Provided a stable, flexible system that will help the company quickly assimilate several new manufacturing facilities
• Updated the time and labor system to accommodate new users and ensure time entry is scalable and efficient
ITE Tech Inc. Cuts Monthly Account Settlement Time by Two Days, Reduces Data Entry Workload by 95%

“In addition to automating our production management, the comprehensive features in Oracle E-Business Suite Release 12.1.1 will help us improve production planning and provide advanced business intelligence capabilities.”
— Eric Yao, Manager, Design Engineering Division, MIS Department, ITE Tech Inc.

Founded in 1996, ITE Tech Inc. is a fabless semiconductor company specializing in the design of components for desktop and notebook PCs, digital television, and multimedia devices. The company has a 40% share of the global input/output component market. In 2009, ITE Tech merged with three other companies.

Challenges

• Replace four disparate enterprise resource planning systems with a single integrated system
• Ensure the new system could support frequent changes in business management processes and meet complex semiconductor production requirements
• Collect process information from affiliated manufacturers to better manage production of its 900 semiconductor products, including monthly releases of new or updated products
• Enable financial, inventory, order, and shop floor data to be easily exchanged between departments
• Comply with International Financial Reporting Standards

Solutions

• Implemented modules from Oracle E-Business Suite Release 12.1.1 to build an ERP system that can be easily adapted to meet new International Financial Reporting Standards and changing business and production management requirements
• Supported coordinated trade in three major centers Taiwan, Hong Kong, and China with no system customization needed
• Cut monthly account settlement time from seven to nine days following the merger, to five to seven days after implementing Oracle E-Business Suite, which facilitated efficient internal and external audits
• Reduced manual data entry by 95%, allowing shop floor staff to focus on managing product quality and ceasing work with poor performing manufacturers
• Ensured customer orders entered by the sales team can be viewed by the finance department, eliminating the need to re-enter data and improving accuracy and consistency
• Enabled the IT department to meet users’ new requirements within two to three days, compared to two to three weeks in the past, due to Oracle’s flexible and configurable functions
The Jet Propulsion Laboratory (JPL) is a division of the California Institute of Technology (Caltech) and a federally-funded research and development center for NASA. Occupying 177 acres, it is NASA's lead research center for robotic exploration of the solar system. JPL created America's first satellite—Explorer 1—which launched in 1958, and, since then, it has sent robotic spacecraft to the moon and all the planets in the solar system.

JPL has 24 spacecraft and 10 instruments conducting active missions. These are important parts of NASA's program for exploring the Earth, the solar system, and the universe beyond. While carrying out these exploration missions, JPL also conducts a number of space technology demonstrations in support of the nation and develops technologies for uses on Earth in fields ranging from public safety to medicine, capitalizing on NASA's investment in space technology.

In 1998, JPL replaced a highly customized enterprise resource planning (ERP) system with Oracle E-Business Suite to improve internal business processes, drive cost improvements, and ensure Y2K compliance. More recently, JPL decided to upgrade to Oracle E-Business Suite Release 12.1 to ensure its critical financial management, human resources, and manufacturing applications stayed current on support. The organization worked with Oracle Consulting and Oracle Premier Support on the upgrade. These teams provided a combination of technical and functional support that JPL's Oracle E-Business Suite Release 12 upgrade project required.

Oracle Consulting provided product functionality expertise. Specifically, an Oracle Consultant supplemented JPL's existing staff and came to the table with extensive experience in Oracle Financials. Oracle Consulting also provided creative options for personalizing application modules without requiring extensive customizations.

JPL's support representative from Oracle Premier Support helped the organization to stay on top of all upgrade issues and product updates. JPL's familiarity with Oracle Premier Support processes helped to proactively mitigate many risks to the project.

Working with Oracle Premier Support and Oracle Consulting, JPL was able to complete its upgrade on time and within budget, without interrupting day-to-day work. The cut-over to live production was seamless and actively supported by Oracle Premier Support.

Why Oracle

JPL had challenges finding the right mix of consultants to meet its Oracle E-Business Suite upgrade needs. The combination of Oracle's software, a dedicated support manager, consulting services, and access to the right resources helped JPL ensure a successful upgrade project.

Implementation Process

JPL began the upgrade process in mid-2010 by kicking off an assessment phase, assessing Oracle E-Business Suite Release 12.1.1 through 12.1.3 to identify any required business process or functionality changes. It then determined how it would address any gaps with set-up, training, or additional development.
JPL developed design documents and requirements, working with its in house team and Oracle Consulting to develop solutions and modifications. Finally, JPL went through a few rounds of testing for modules, integration, and user acceptance, followed by two rounds of dress rehearsal before its March 5, 2012 go live.
Koch Fertilizer, LLC Optimizes Freight Costs, Streamlines Invoicing to Support Growing Global Company

“To create long term value and efficiently grow our logistics business, we had to reduce transportation costs. Oracle Transportation Management helps us ensure optimal global freight spending. It allows us to broaden our distribution channels and make informed and strategic decisions about carriers and routes.”

— Bruce Bitcon, Business System Analyst, Koch Fertilizer, LLC

Since its formation, Koch Fertilizer has grown from a single ammonia production facility and import terminal in the United States to become one of the world’s largest fertilizer producers and marketers. Together with its affiliates, Koch Fertilizer has the capability to manufacture, market, and distribute more than 13 million metric tons of fertilizer products annually. The company, which is part of Koch Industries, Inc., owns or has interests in fertilizer plants in the United States, Canada, Trinidad, and Tobago, and its distribution network includes state-of-the-art terminals in the United States, Canada, Mexico, Brazil, Australia, France, and the United Kingdom.

Over the years, Koch Fertilizer has grown through acquisition and expanded its business to include not only ammonia-based fertilizers but also potash, phosphate, sulfur, and blended products. The vendor of Koch Fertilizers’ prior enterprise resource planning system was not scaling its applications to keep up with the company’s changing needs, including international assets and the introduction of enhanced-value products, so Koch Fertilizer implemented Oracle Financials Release 12.1 and Oracle Transportation Management. Today, the company is optimizing its North American rail and global truck carrier spending by selecting carriers and routes based on rates and performance, and it has automated the receipt of freight bills. Further, with increased visibility into freight spending trends, Koch Fertilizer will be better able to make proactive changes to mitigate rising shipping costs.

Challenges

• Improve integration and flow of financial data to support a growing global commodity-based enterprise

• Decrease the cost of shipping fertilizer products by optimizing rail and truck carrier selection based on rates and performance

• Enable rapid updates to freight rates to be more competitive in the market by ensuring timely, affordable shipments

• Improve freight reporting with expanded key performance indicators (KPIs)

Solutions

• Deployed a single global instance of Oracle Financials Release 12.1 and Oracle Transportation Management for an integrated, efficient financial and transportation management solution to support the growing company

• Streamlined business processes to create efficiency across purchasing, sales, payables, logistics, and other systems, in multiple currencies
• Enabled users to select rail and truck carriers and routes more strategically to reduce costs, which is especially important as freight rates continue to rise due to a decreased truck-pool capacity

• Improved freight billing through automated invoice matching and payment rules in Oracle Transportation Management to receive invoices through electronic data interchange and match them to shipments

• Enabled users to utilize an uninvoiced accrual report to ensure an accurate estimate of payables liability

• Consolidated current freight rates to optimize load planning based on carrier rates and performance, previously a cumbersome process, given the company works with 200 trucking carriers in Canada, alone

• Updated rates and fuel surcharges for 200 carriers in just a few days with only one employee working on it, compared to the legacy system, which would have taken two employees working for approximately three full weeks

• Improved internal financial controls and reduced maintenance efforts by eliminating previous workarounds in the legacy system

• Expected to provide visibility into historical freight costs for fertilizer product shipments by route, enabling the company to track trends and adjust accordingly

• Set to enable calculating the total cost of shipping fertilizer products per ton, ensuring the company is mitigating its freight risk

• Projected to benefit from the capacity to use cross-modal analysis to identify areas where switching between rail and truck might be beneficial

• Expected to roll out new capabilities that will enable planners and schedulers to find optimal rail routes, deploy auto-tendering on the trucking side, implement online carrier bidding, and integrate smart phone applications to help small carriers manage shipment requests

Partner

Koch Fertilizer partnered with Oracle Partner Lucidity Consulting Group to conduct a gap analysis and identify key processes the implementation needed to address. The partner was instrumental throughout the implementation and integration process.
Korean Air Enhances Fleet and Passenger Safety with World-Leading Aircraft and Engine Maintenance System

“The global ERP implementation was a significant undertaking, over four years, and Oracle delivered on every aspect of the project. We have experienced improvements across our business—from finance to procurement and aircraft maintenance and repair—and even achieved some industry-leading innovations. We are highly satisfied that Oracle E-Business Suite 12.1.2 has improved our business agility.”

— Sang-man Lee, CIO, Korean Air

Korean Air is South Korea’s national airline and its largest carrier. Its fleet of 140 planes flies to 13 cities domestically and 105 cities in 40 other countries. In 2010, the airline transported 22.74 million passengers and 1.8 million tons of cargo. In addition to passenger and cargo transportation, Korean Air provides aerospace services, accommodations, catering, in-flight sales, and limousine services.

Korean Air has been acknowledged in Korea and internationally as one of the world’s best airlines. In 2011, Travel + Leisure magazine ranked Korean Air as the world’s eighth-best airline, and the Korea Management Association Consultants voted Korean Air at the top of its K-Brand Power Index (which measures an airline’s brand image) for the 12th year in a row. The airline has also been ranked first in Japan Management Association Consulting’s Global Customer Satisfaction Competence Index for six consecutive years. In addition, Korean Air is recognized as a leading air cargo transporter, having been ranked by the International Air Transport Association as the world’s top commercial airline cargo operator for six consecutive years.

Leading the Airline Industry in ERP Innovation

In 2004, Korean Air undertook an Enterprise Architecture Planning (EAP) study to review its systems and establish a master plan for optimizing business processes and standardizing data. The EAP study revealed inconsistencies in master data for accounting and income management and a lack of integration between activities, such as account settlement, passenger and cargo bookings, and aircraft maintenance. This made it difficult to complete financial tasks quickly and efficiently, which meant managers could not access critical information, such as airline income and expenditures, in a timely manner.

To address these issues, in October 2007 Korean Air engaged Oracle Consulting to project manage and implement a global enterprise resource planning (ERP) system, based on Oracle E-Business Suite Release 12.1.2. The scope of the ERP project was the most comprehensive attempted in the airline industry to date. Korean Air was aiming to integrate every aspect of its back-end operations, including finance and accounting; procurement; material and facilities management; spare parts manufacturing; and commercial and military aircraft maintenance. The only areas the project did not cover were reservations, ticketing, and shipping.

Improved Revenue and Managerial Accounting

Korean Air automated a number of accounting processes in the finance division to cut monthly account closing time from 15 days to 5 days. Korean Air also improved fund management processes, such as interfacing the financial system with bank statements, so staff could quickly determine the amount of available cash and reduce the financial closing time.
Korean Air was the first airline to deploy revenue and managerial accounting using Oracle Business Intelligence Enterprise Edition and Oracle E-Business Suite Release 12.1.2. Revenue accounting in the airline industry involves a range of activities, including analyzing ticketing and booking information, overseeing a complex seasonal pricing system, settling accounts between affiliate airlines, and reviewing information about in-house and external transportation. Korean Air processes an average of 5 million transactions every month, with electronic tickets accounting for more than 99% of these. By linking its e-ticketing system with the Oracle ERP platform, Korean Air can confirm and analyze ticket sales—in real time. It was the first airline in the industry to realize this achievement.

Accurate managerial accounting is another complex task in the airline industry, as it requires collaboration between regions, countries, airline companies, and branch offices. Korean Air’s managerial accounting system comprises a single Oracle Database to store information, such as numbers of crew, travel distance, destination airports, and operating costs. It is linked with the financial, revenue accounting, and other related systems, enabling the airline to calculate and analyze revenue generated by each flight upon its departure. It also provides estimations for those sections where invoices could not be issued within the accounting closing period, further enhancing the reliability of financial information.

Also, having implemented an integrated, standardized database with key airline transportation information, Korean Air can now maximize its use. The revenue management system calculates the revenue cost within two hours of a flight’s departure. The managerial accounting system, which gathers data from the revenue management and other systems, allows Korean Air to analyze the profitability of each flight in three hours to support management decision-making. The ability to analyze route profitability in such a short amount of time enables Korean Air to quickly decide whether or not to increase or decrease flight schedules for certain routes.

**Increased Procurement Efficiency and Improved Manufacturing Workflows**

Other benefits arising from the Oracle ERP implementation include increased procurement efficiency and reduced purchasing costs. This includes the ability to purchase materials for catering, aircraft maintenance, and spare parts manufacturing—functions that were previously executed separately. Korean Air also created a supplier evaluation form to improve overall quality, and it automated order placements and purchasing analysis to increase efficiency and improve communication between departments.

The airline also improved manufacturing workflows and facilities management. More efficient production scheduling and resource utilization ensure Korean Air continues to manufacture spare parts for the aerospace industry in an efficient and profitable manner. The airline can also simulate production schedules to ensure it has the necessary resources to meet manufacturing deadlines and monitor information on its domestic and international properties.
Greater Control over Catering Costs

Korean Air implemented additional E-Business Suite Release 12.1 modules to manage catering costs, a world-first for the airline industry. The catering solution included Oracle Bills of Material, Oracle Work in Process, Oracle Inventory Management, Oracle Order Management, Oracle iSupplier Portal, Oracle Cost Management, Oracle Engineering, and Oracle Advanced Supply Chain Planning. These are integrated with the passenger reservation system to improve in-flight meal production planning.

Work orders are finalized one day prior to takeoff, and, based on the work orders, the appropriate in-flight meals are prepared and loaded on planes. For example, the catering department can create route-specific menus based on the demand of specific routes and regions. Menus and bills of material are automatically readjusted every three months. Costs are finalized the moment in-flight meals are stored on board the aircraft, compared to taking 15 days in the past. This has helped Korean Air reduce catering and inventory costs, and minimize waste.

Maximizing the Efficiency of Aerospace Operations

Korean Air entered the aerospace market in 1976 to enable South Korea to realize independent national defense capabilities and help foster developing an advanced aerospace industry. Since its foundation, the Korean Air Aerospace & Defense (ASD) division has produced civilian aircraft; maintained and modified civilian and military aircraft; and developed manned and unmanned aircraft and satellites.

The management and distribution of aerospace resources is critical to ASD’s efficient operations. Previously, this task was completed manually, using disparate data management systems. The introduction of the Oracle ERP and maintenance systems has enabled real-time resource management and distribution, ensuring ASD can use resources and allocate maintenance and other associated tasks more efficiently.

The Need for a Comprehensive Aircraft Maintenance System

Having equipped itself with an efficient ERP system to manage passenger and cargo operations, Korean Air turned its attention to aircraft maintenance. Its aim was to link flight and maintenance plans to create accurate maintenance schedules.

Since its privatization in 1969, Korean Air has been committed to improving the on-time performance of its aircraft. The airline has four maintenance and engineering divisions in Gimhae, Bucheon, Gimpo, and Incheon. Its expertise in maintaining B747-400, A330, and A300-600 aircraft has been recognized by Airbus and Boeing. Korean Air also complies with the maintenance certification requirements of aviation authorities, such as the Federal Aviation Administration, European Aviation Safety Agency, Civil Aviation Administration of China, and the Korean Government’s Ministry of Land, Transport and Maritime Affairs.

Korean Air has used a legacy maintenance system named KALMES since 1980 to plan and manage aircraft maintenance.
The system was not easy to integrate with newer solutions and was increasingly expensive to operate. When the B777 and A330 planes were introduced into the Korean Air fleet, the KALMES system could not support the graphics, digital information, and XML data associated with these aircraft. In addition, the slow calculation of maintenance costs was holding up the completion of other financial tasks, such as month-end account settlement.

Finally, the system did not provide detailed information on the materials required for maintenance at the time the materials were requested, since purchase requests were completed using a system that was not connected to the maintenance plan, resulting in a large number of inaccurate purchase requests.

To ensure it could improve its aircraft maintenance efficiency, Korean Air decided to replace its legacy maintenance system with Oracle Complex Maintenance, Repair, and Overhaul Release 12.1.2, integrating it with the Oracle E-Business Suite ERP system.

The aerospace and aircraft maintenance divisions held a joint workshop to analyze business issues, as these two divisions are responsible for research and development, production, resource management, and procuring spare parts needed to maintain and repair aircraft. Korean Air then worked with Oracle Consulting over four months to define the goals for the new system.

The airline implemented 27 Oracle modules to support aerospace and aircraft maintenance divisions’ activities. Using Oracle E-Business Suite Release 12.1.2, Oracle Complex Maintenance, Repair, and Overhaul was deployed to manage the most essential production and maintenance tasks. Oracle Advanced Supply Chain Planning was installed to help optimize production schedules and material consumption plans, ensuring efficient resource utilization. Oracle Purchasing and Oracle Inventory Management were implemented to manage aircraft parts and materials. A third-party product—Matrix 2B, a customs support system—linked the Oracle systems to the Korea Customs Office to allow the airline to file mandatory customs reports. Solutions for eight areas, including maintenance planning, were designed at Oracle’s head office, and developed and implemented by the Oracle Solution Support Center.

**Streamlined Maintenance Planning**

The Oracle Complex Maintenance, Repair, and Overhaul system enables Korean Air to plan yearly, quarterly, monthly, weekly, and daily aircraft and engine maintenance against flight schedules. Maintenance at the right time enhances the safety of its fleet and ensures passenger comfort and security.

Integration of flight schedules and maintenance planning data also provides Korean Air with maintenance costs per flight in real time, enabling the airline to analyze ingoing and outgoing maintenance costs within three hours.
More Accurate Resource Planning

To enhance the accuracy of resource supply forecasting, Korean Air implemented Oracle’s Demantra Demand Management. The solution incorporates a multilateral demand forecast model that converts resource consumption data into usable statistics, and takes maintenance plans into consideration when developing material consumption plans.

As a result, Korean Air can see well in advance the types and volume of resources it needs to maintain its fleet of aircraft. Staff also has access to an application that searches maintenance work orders and provides materials in advance, which ensures mandatory components and parts can be secured ahead of time and are always available for repair work. This has optimized resource use and reduced inventory for maintenance.

Oracle Complex Maintenance, Repair, and Overhaul Release 12.1.2 is integrated with the airline’s Enigma technical documentation system, enabling the Korean Air engineering department to create non routine maintenance requests and to issue job cards with maintenance instructions to aircraft maintenance technicians. Maintenance tasks are completed on time, resulting in fewer disruptions to flight schedules and more on-time departures. In 2011, Korean Air received the Top Operational Excellence award from European aircraft manufacturer Airbus as the #1 airline for most on-time departures. Korean Air has received similar awards every year since 1984 for its operational efficiency.

The Oracle system can also complete tasks, such as scheduled maintenance checks more efficiently. This is achieved by supplying aircraft maintenance staff with near-real-time information regarding maintenance planning, resource supplies, actual costs, and profits.

One of the special features of Korean Air’s maintenance system is its ability to estimate the time needed to dismantle aircraft engines and components and the volume of resources needed. It can also calculate the usage life of individual aircraft parts. This enables the airline to accurately budget for the time and cost of maintaining and repairing aircraft, in addition to improving the accuracy of the maintenance plan. The estimation feature was developed in collaboration with researchers at the Reliability Laboratory, a third-party organization contracted by Oracle Consulting.

Advanced Warning of Potential Faults

The Oracle maintenance system can report the details of possible faults that occur during an aircraft flight via the wireless aircraft communications addressing and reporting system. The messages are registered in the Oracle ERP system. An aircraft mechanic will review a message and create a non routine maintenance work order. By issuing repair instructions to a service team even before the plane has landed, Korean Air has shortened the lead time for identifying the cause of the fault and performing the repair work.

“The reduction in fault identification and repair time has improved efficiency and contributed to the stability and safety of Korean Air’s fleet,” said Sang-man Lee, CIO, Korean Air.
Moving towards a Green Office

The establishment of a digital library to store technical documents, such as aircraft and engine maintenance manuals, has created a near paperless work environment. These manuals are available on the airline’s intranet, reducing the need to print costly hard copies and ensuring engineering staff have access to information about the company’s fleet at any time.

Korean Air is considering implementing an electronic records and electronic signature (ERES) system to automate the issuing and approval of work orders for aircraft spare parts for maintenance and repair work. The system has significantly reduced the volume of paperwork that passes between departments, saving costs by reducing the need to produce and print hard copies.

Optimizing Maintenance Plans to Improve Maintenance Productivity and Efficiency

Korean Air will focus on ways to double the value from its Oracle ERP and maintenance system, which will help make rapid decisions, improve productivity, reduce costs, contribute to operational efficiency, and boost profits. The maintenance department, in particular, expects to benefit from lower inventory holdings, shorter lead times for spare parts, more efficient workshop operations due to shorter repair times, and labor efficiency, with the ability to plan and forecast the human resources needed for maintenance jobs.

Challenges

- Address inconsistencies in master data and a lack of integration between activities, such as account settlement, passenger and cargo bookings, and aircraft maintenance
- Complete financial tasks quickly and efficiently to provide managers with access to airline income and expenditure in a timely manner
- Link scheduled flights to maintenance plans to create accurate maintenance schedules
- Replace an ageing legacy maintenance system that was not easy to integrate with newer solutions; that was expensive to operate; and did not support the graphics, digital information, and XML data associated with newer aircraft models
- Provide detailed information on maintenance materials required at the time a purchase request is made, and calculate maintenance costs faster

Solutions

- Engaged Oracle Consulting to implement the most comprehensive enterprise resource planning (ERP) system in the airline industry using Oracle E-Business Suite Release 12.1.2, to better manage passenger and cargo operations
- Shortened monthly account closing time from 15 days to 5 days
- Enhanced fund management processes, so staff can quickly determine the amount of available cash and reduce the financial closing time
• Confirmed and analyzed ticket sales—the revenue—in real time, to become the first airline in the industry to realize this achievement

• Calculated revenue cost within two hours of a flight’s departure

• Analyzed the profitability of each flight in three hours, enabling the airline to quickly decide whether or not to increase or decrease flights on certain routes

• Increased procurement efficiency and reduced purchasing costs by automating order placements from different suppliers and improving communication between departments

• Streamlined spare parts manufacturing workflows and facilities management, by ensuring the airline has the necessary resources to meet manufacturing deadlines and monitor information on its domestic and international properties

• Improved catering planning and reduced costs by integrating the passenger reservation system with a catering ERP module

• Finalized the cost of in-flight catering the moment the meals are stored on board the aircraft, compared to 15 days in the past

• Deployed Oracle Complex Maintenance, Repair, and Overhaul Release 12.1.2 to manage essential production and maintenance tasks

• Enabled regular maintenance by planning accurate yearly, quarterly, monthly, weekly, and daily maintenance against flight schedules

• Optimized fleet safety and passenger comfort

• Provided standard maintenance costs per flight in real time, enabling the airline to analyze ingoing and outgoing profitability within three hours

• Completed non-routine maintenance tasks on time by issuing job cards with detailed instructions to aircraft maintenance technicians, resulting in fewer disruptions to flight schedules and more on-time departures

• Produced accurate aircraft maintenance and repair budgets, by estimating the time needed to dismantle engines and the volume of resources needed

• Optimized resource use and reduced inventory by providing statistics for the type and volume of resources needed to maintain aircraft

• Allowed staff to search maintenance work orders and ensure critical components are always available

• Reduced the lead time for identifying and repairing faults, by reporting the details of possible faults on a plane while it is still in the air

• Facilitated real-time aerospace resource management and distribution rather than using a manual data management system, ensuring resources and maintenance tasks can be efficiently allocated
Why Oracle

The majority of ERP solutions tend to focus on financial, materials, and manufacturing processes and normally lack the features required to support the aviation industry’s unique needs, such as developing flight schedules or aircraft repair and maintenance programs.

“Most ERP solutions only cover up to 70% of an airline’s maintenance requirements,” said Sang-man Lee. “This makes replacing legacy systems with a new ERP system difficult and risky.”

To avoid the implementation issues that other airlines have faced, Korean Air realized it needed an ERP solution that was highly flexible and expandable. After considering proposals that addressed common implementation issues such as cost, timeline, and vendor co-development, Korean Air selected Oracle E-Business Suite Release 12.1.2 as the solution that best met its business and technical requirements.

Implementation Process

Korean Air has worked with Oracle Consulting since 2007 on all aspects of the EAI project, from the Implementation Planning Study to the development and deployment of the ERP system based on Oracle E-Business Suite Release 12.1.2. Staff from Oracle Consulting familiarized themselves with the needs and processes of the aviation industry then established a detailed project plan and followed a systematic methodology to complete the four-year project on time and within budget.

The project’s main challenges were the involvement of multiple stakeholders across countries and up to 12 business units; the need to manage data across finance, procurement, and different sales channels; the lack of skilled resources in niche areas such as airline mechanical and electrical engineering; and language and cultural barriers.

To overcome these challenges, an executive-level steering committee comprising Oracle and Korean Air executives was formed to own and steer the project, and solve issues that could not be addressed at the working steering committee level. The working steering committee consisted of senior executives from Oracle and Korean Air. A separate project team was created within Oracle to manage the vendor’s global support teams.

Oracle reached out to internal resources globally, engaging four Oracle Complex Maintenance, Repair, and Overhaul experts with knowledge of the aerospace and transportation sector, and 10 Oracle Complex Maintenance, Repair, and Overhaul experts from Global Sourcing, a partner organization.

• Created a paperless environment by establishing a digital library to store technical documents
• Cut the volume of paperwork that passes between different departments, by automating the issuing and approval of purchase orders for aircraft spare parts needed in maintenance and repair work
These experts understood airline technicalities and language, and had extensive mechanical and electrical engineering experience.

Korean Air and Oracle Consulting are continuing to work together to expand the Oracle Complex Maintenance, Repair, and Overhaul system, where the airline provides ideas and requirements and Oracle Consulting incorporates these into the system. To streamline this process, Oracle has set up a new body—the Aviation Industry Strategic Council (AISC)—with the U.S. Air Force. AISC will hold two annual meetings with C-level executives to analyze client requirements and guide the strategic direction of the Oracle Complex Maintenance, Repair, and Overhaul system.

The Oracle Solution Support Center also continues to support the Oracle ERP system and helped stabilize the Oracle Complex Maintenance, Repair, and Overhaul system by handling enhancement and support requests following the implementation.
Lake County Upgrades ERP System on Time and under Budget; Benefits from New Functionality

Lake County has a total area of 1,368 square miles and is located in northeastern Illinois, with Lake Michigan to the east, Wisconsin to the north, and Chicago to the south. With approximately 713,000 residents, it is one of the fastest-growing counties in Illinois and in the nation.

Challenges

• In 2009, Lake County decided to upgrade to Oracle E-Business Suite Release 12.1 to ensure continued Premier Support and to take advantage of enhanced application functionality

Solutions

• Lake County completed the upgrade on time and under budget by US$6,000
• It gained greater visibility into timecards, which saved time, improved insight to view approval routing, and allowed drill-down capabilities with transparent subledger accounting that increased visibility and provided cleaner ledgers, overall
• Another key enhancement was that Oracle BI Publisher allowed Lake County to customize seeded reports such as the account analysis report, which provides detailed information about movement on a particular account for a period or range of periods to deliver pertinent information and generates the output in Excel format
• Users also found the new interface easier to navigate
Leviton Manufacturing Gains an Enterprise Solution to Support Global Manufacturing Environment

“Oracle E-Business Suite Release 12.1 provides the scalability and functionality we need to support our global manufacturing environment in a more integrated, efficient, and automated manner.”
— Bob MacTaggart, Global Chief Information Officer, Leviton Manufacturing

Leviton Manufacturing Company is a global manufacturer of electrical wiring devices, data center connectivity solutions, and lighting energy management systems. The company’s product portfolio consists of more than 25,000 devices and systems used in homes, businesses, and industries. Builders, electrical contractors, and other industry professionals have ranked Leviton products number one in brand preference.

Challenges

• Upgrade to the latest release of Oracle E-Business Suite—enabling the company to convert its electrical products manufacturing environment, consisting of 26 plants, to a single global system

• Implement a stable and cost-effective enterprise solution that will scale with company growth and adapt to changes in the electrical system industry

Solutions

• Worked with Oracle Partner IBM to upgrade to Oracle E-Business Suite Release 12.1 to gain a stable, cost-effective enterprise solution to support the company’s global manufacturing environment

• Leveraged the self-service functionality in Oracle Configurator to introduce new product modules individually and generate complete sales proposals online and new CAD drawings and specifications in approximately two hours or less, instead of six to eight weeks

• Leveraged Oracle iSupport and Oracle iService to automate all contracts and billing for the company’s new service business for lighting system products

• Leveraged Oracle iSupport to streamline the IT change management process that is the foundation for the company’s internal information management help desk, rolling the service to employees’ mobile devices Blackberry, iPhone, and Droid

• Used Oracle iStore to consolidate seven separate Web sites for the general public as well as for business-to-business processes

• Used Oracle tools to build a comprehensive, integrated sales and marketing data warehouse to provide restricted role-based access to profitability information to the sales force, ensuring security

• Deployed the upgraded solution successfully to 5,000 users within seven months
Transformation is a constant theme in the career of Steve Sordello, CFO of the online business network LinkedIn. It’s also the key to the success of his employer.

Many types of transformations occur simultaneously at LinkedIn, Sordello says. On one level, the technology behind LinkedIn’s professional social network empowers users to transform their careers, helping them find a new job or succeed in their current position. On a more personal level, Sordello and his colleagues transform themselves into more productive, valuable contributors as they help LinkedIn achieve its business objectives. Then there’s the big-picture view: by transforming its members’ work lives, LinkedIn can be “transformative in the world,” Sordello says. “I think transformation is a good way to approach working for a company, working within a particular function, and working on your own career,” he concludes.

When Sordello joined LinkedIn in 2007, he spearheaded two transformative projects: First, he transformed LinkedIn’s startup-style finance function into an operation that would be suitable for a large, global enterprise. And second, he helped prepare LinkedIn for its transformation into a public company. As the company grew from a startup to a post-IPO market leader, Sordello and the management team at LinkedIn relied on Oracle applications to support these transformations.

LinkedIn was just four years old when Sordello signed on as one of the company’s first 200 employees. (LinkedIn has nearly 3,200 employees now.) The company was still in startup mode and growing fast, and most of its resources were devoted to building the LinkedIn Website at linkedin.com and the underlying services for members, businesses, and advertisers. “At the time, the company primarily invested in getting products out to market—and rightly so,” Sordello says.

Finance wasn’t as high a priority. Accounting was done with a common off-the-shelf small-business software package. Budgeting and reporting were limited, and the existing software wasn’t scalable or flexible enough, in Sordello’s view, based on his 20 years of experience in the finance departments of pharmaceutical, technology, and internet companies. “We knew we wanted to be a very large company,” he says, “so I thought it was important, early on, to move LinkedIn to a certified tier 1 system.”

Sordello and his fellow managers not only expected that LinkedIn would grow large (and quickly); they foresaw that the company would have complicated operations and characteristics that might choke an inflexible, underpowered finance system. These included the ability to take in multiple revenue streams (from advertising, premium subscriptions, and talent solutions); the requirement to integrate and share data with the many one-of-a-kind systems that LinkedIn developers were creating; and the company’s need to constantly test new products, monitor the performance of internet-speed business processes in near real time, and respond very rapidly to changing needs. They chose Oracle E-Business Suite.

“One of the benefits of Oracle E-Business Suite was its flexibility,” Sordello says.
“The internet space is relatively new, and a lot of the [finance solutions] out there don’t have prebuilt systems for everything that we needed, so getting a system that could scale, and that was flexible enough to customize where we needed, was critical for us.”

**Force for Transformation**

Eighteen core modules of Oracle E-Business Suite were deployed simultaneously in May 2008 with help from Oracle Platinum Partner KBACE and Oracle Gold Partner Infovity. As the Oracle system was designed and implemented, Sordello began hiring IT and finance professionals with skills and experience suited to LinkedIn’s eventual needs—including IT people with backgrounds in finance.

Of course, the rest of LinkedIn—particularly the product development engineers—couldn’t stop and wait for Sordello to stand up the financial systems and grow the finance department. “Obviously, there’s a lot of pain when you walk into a situation like that,” he says. “The business is moving very quickly, and you’re trying to keep up while you’re implementing systems. But it was a greenfield opportunity, both in terms of the systems we put in place and the team we were able to build.”

Sordello’s team had to design LinkedIn’s financial systems to capture data generated by customers’ use of the site. On top of that data the team needed to build end-to-end, no-touch business processes to monetize the data. “We had to make sure, early on, that we were putting in processes—in terms of forecasting and reporting capability—so that people could make timely and accurate decisions based on the right information,” Sordello says. It helped that LinkedIn had strong leadership that set and maintained clear priorities, he adds.

It also helped that Sordello charged his teams—he oversees both financial planning and analysis and business operations—to work operationally and strategically with line managers to define and refine business processes. “My philosophy is that we want each area in finance to play a dual role,” he says. “One role is making sure that you’re safeguarding the assets of the company. The other is being a business partner.”

One way the finance team could be a business partner was by bringing a value-add mindset even to routine tasks. For example, Sordello encouraged accountants to focus not just on daily activities like reconciling accounts, but also on how to add value through transformation of roles and proactively providing the business with accurate and timely information and analysis. “This makes us a better-functioning organization, and ultimately it gives the company a competitive advantage,” he explains. And that, in turn, makes LinkedIn’s finance team more than just a back-office function. It makes them a force for transformation.

**IPO and Beyond**

Once the finance function had been transformed into an enterprise-class operation, Sordello and his teams were ready to handle LinkedIn’s transformation into a public company.
Management brought the company to the market in May 2011, and the IPO was widely praised in the business press and is considered to be the most successful public offering in the social media space. “Sales keep surging, and existing customers keep spreading enthusiasm for what LinkedIn has to offer,” wrote journalist George Anders in a July 16, 2012, Forbes magazine cover story.

The financial groundwork for LinkedIn’s successful IPO had been laid years earlier, in the form of the company’s Oracle systems and the financial data collected by those systems. For example, an IPO registration statement must include audited statements of income, cash flow, and shareholder equity for the three fiscal years prior to the offering. But Sordello’s finance department was not much older than that, making the information collected in the Oracle solutions all the more critical. “We had to do a three-year audit on a look-back basis for the IPO,” Sordello recalls. “Having Oracle really helped us get through that phase.”

Indeed, the business processes established on Oracle solutions were key to the IPO’s success. As a result, the company didn’t need to alter financial processes after the IPO, even though public companies must file quarterly (10-Q) and annual (10-K) reports with the US Securities and Exchange Commission (SEC). “I think we did a good job of setting things up pre-IPO—it’s been tremendously smooth,” Sordello says of LinkedIn’s transition from private to public. “It’s really a testament to the team that we have. We’ve put into place some really good people managing the governance side as well.”

In addition to filing quarterly and annual reports, starting in 2012 LinkedIn was required by the SEC to certify the internal controls over its financial reporting to comply with Sarbanes-Oxley Act (SOX) rules. Again, the Oracle financial systems and processes proved invaluable. “Data quality and reliable financial reporting are really a critical part of successful SOX reporting,” says Sue Taylor, vice president, corporate controller, and chief accounting officer at LinkedIn.

Taylor joined LinkedIn in January 2012—several months after the IPO, but in time for the company’s first 10-K filing and SOX reporting. A veteran of internet, high-tech, and accounting firms, she was impressed with LinkedIn’s business processes and the IT systems that supported them. “They’re really the cornerstones of our financial reporting,” she says. “I don’t know how anyone could function without both an excellent IT department and standardized processes.”

The accounting team aggregates data from multiple high-volume transactional systems to close the books. Taylor says that process starts with standard Oracle financial reporting and is augmented by a variety of custom applications and reports. The close is carefully scheduled and automated, giving Sordello and his team time to analyze the data. And because the finance and IT teams have worked hard to ensure data quality, management has confidence in the reports. “We can dig into the details and the trends, rather than wondering whether the data is right,” Taylor explains.
The closing process is now routine enough that both Sordello and Taylor took time to be interviewed in late October 2012—just a week before LinkedIn’s sixth end-of-quarter close as a public company. “It’s actually been smooth,” Sordello says of the close. “The only complexities [in the past] have been in quarters where we did a follow-on [offering] while we were doing the earnings announcement, or when we had an acquisition.”

**Looking Ahead**

LinkedIn keeps growing, and transformations in the company’s finance department continue. The addition of Oracle Essbase for planning and reporting, used in concert with Oracle E-Business Suite, brought new dimensions to planning and financial reporting. “The primary benefit of using the products together is that they talk to each other really effectively,” Taylor says. “It’s easy for us to roll up the forecast versus the actual in a quick, easy, standardized way.” (See the “Oracle Essbase: Beyond Planning” sidebar.)

The Oracle platform constantly delivers information to LinkedIn management. “We use KPIs [key performance indicators] across the organization,” Taylor says. “We’re a very data-intensive organization. We’ve got lots of dashboards and analytics data that we look at on a real-time basis, as well as on a postclose basis.”

Those dashboards extend all the way to the desk of CEO Jeff Weiner. “He’s very analytical,” Sordello says. “Every morning he’s e-mailing the staff, looking at and questioning metrics.”

To feed this need for metrics, the connections between finance and the rest of LinkedIn’s operations have only grown deeper over time. The finance team works to ensure that the new products and services created by LinkedIn’s developers integrate well with the company’s financial systems. “We spend a lot of time up front planning those product launches so that they’re successful from a financial reporting point of view,” Taylor says.

Product launches require careful planning because LinkedIn’s products are likely to be used heavily and generate tremendous amounts of data and transactions. LinkedIn has more than 187 million members in more than 200 countries—adding approximately two new members every second—and had nearly 9 billion page views last quarter. “These are pretty massive numbers, and all of them have dollars attached to them,” Taylor says. Because of careful integration, the data generated by LinkedIn’s products is straightforward to work with. “The ability to slice and dice that data is really the value that an integrated financial reporting system like Oracle gives us,” she says.

Sordello adds that launches are constantly measured and tuned. “We’re making decisions on data in real time,” he says. “We can test things live and see the results. Ultimately it comes down to data and metrics to optimize decision-making.”

After more than five years at LinkedIn, Sordello still marvels at the volume and depth of data that LinkedIn generates from its products and services, and the capabilities that data gives to decision-makers. “We have daily, weekly, and hourly metrics,” he says. “That gets you into a rhythm of being able to catch things, and to be more proactive to make changes when you need to. It’s really enhanced our predictability as a company.”
Those metrics, and that predictability, will power future transformations at LinkedIn. “There’s so much potential around what a company like this can do,” Sordello says. “It’s really important for us to prioritize effectively, more so than at other companies. We try to leverage information as best we can to make the best decisions in real time.”
London Borough of Havering Targets Saving US$23.5 Million in Five Years with Move to Managed Cloud Services

“Our transformation has enabled us to save money in back-office functions and protect crucial front-facing services for residents. At the same time, we freed up time for our organizations, so they can respond to residents’ needs more effectively. We could not have achieved so much in such a short time without the support, professionalism, and dedication of Oracle Cloud Services.”

— Andrew Blake-Herbert, Group Director of Finance and Commerce, London Borough of Havering

London Borough of Havering is the third-largest borough in Greater London, with a population of 220,000 and an area covering 27,742 acres, of which almost half is green space. Its administrative authority is Havering Council, which provides education, housing, waste management, transportation, leisure facilities, and many other services to the borough’s residents and visitors.

In 2010, Havering Council needed to find a way to reduce expenditures by US$24.5 million annually to compensate for an annual 7.1% reduction in funding received from the Department of Communities and Local Government. This reduction was part of a national program of central government spending cuts designed to reduce the United Kingdom’s structural deficit by US$7.8 billion each year until 2015.

In a bid to preserve funding levels for vital front-line services, such as social care and children’s services, Havering Council looked for ways to cut back-office administrative costs. It reviewed its IT footprint and identified major opportunities to rationalize its software applications and supporting infrastructure. These opportunities were incorporated into Havering 2014, a four-year transformation strategy that aims to increase efficiency and eliminate unnecessary expenses across all of the council’s services.

As part of the program, the council chose to move its core applications for finance, human resources (HR), payroll, and procurement from its own premises to an on-demand model, managed and delivered by Oracle Cloud Services. This move involved consolidating Havering Council’s legacy, heterogeneous applications onto a single instance of Oracle E-Business Suite Release 12.1. The council projects that resulting efficiencies will result in saving US$23.5 million over five years—representing a fourfold return on the project’s cost of US$4.7 million and a significant contribution to Havering’s overall savings target.

Challenges

- Save US$24.5 million every year through 2014 to compensate for reduced central government funding for local government organizations as mandated in the treasury’s 2010 comprehensive spending review
- Preserve funding for front-line services, such as social care, child protection, housing, and public transport, by reducing back-office administrative and IT infrastructure costs
- Improve financial decision-making by extending visibility into Havering Council’s financial position, including cash flow
• Realized US$23.5 million in savings over five years by replacing disparate legacy systems, including existing Oracle E-Business Suite modules, custom applications, and a third-party HR system with a single, integrated instance of Oracle E-Business Suite Release 12.1 delivered in a managed cloud services model

• Saved US$2.3 million in the first year by decommissioning internally managed applications, middleware, databases, and hardware, and having the new Oracle E-Business Suite Release 12.1 environment managed entirely by Oracle Cloud Services in a private cloud based at Oracle’s data center

• Enabled managers to make better financial decisions regarding public service planning, budgeting, and cash flow management, by implementing Oracle Business Intelligence Suite, Enterprise Edition to produce financial status reports just days after each month’s end, rather than the several weeks required with the previous system

• Improved service by offering IT support from Oracle Cloud Services on a 24/7 basis to front-line employees, such as social workers who do not always work traditional office hours

• Reduced administrative workload by replacing cumbersome, paper-based processes with electronic processes—for example using Oracle Internet Expenses to enable employees to submit expense reports online with automatic routing to managers for approval

• Enabled rapid and effective adoption of Oracle E-Business Suite Release 12.1 applications by using Oracle User Productivity Kit to deliver standardized training to end-users

• Completed the migration to Oracle E-Business Suite Release 12.1 On Demand in just 10 months, leveraging the expertise, dedication, and client focus of Oracle Cloud Services professionals

Solutions

Why Oracle

Carl Collins McCarthy, program manager for internal shared services at Havering Council, was already a fan of Oracle Cloud Services, having been a customer in a previous role with the United Kingdom Environment Agency. He was convinced of Oracle Cloud Services’ ability to significantly reduce costs by removing the need to install, manage, and support a complex software and hardware infrastructure, internally.
Oracle Cloud Services also offered 24/7 support to all users as a standard, an improvement over the legacy environment that provided IT support only during office hours. It also provided the reassurance of Oracle experts managing a stack of Oracle software and hardware, with all of the associated best practices, governance processes, and performance-enhancing tuning.

“We are very happy with Oracle Cloud Services. Its outstanding service and robust governance, processes, and controls make it well worth the investment,” Said Carl Collins McCarthy, program manager, internal shared services and Oracle competency center, London Borough of Havering.
M3M India Generates Financial Reports Instantly, Increases Property Sales by 10%

“Oracle E-Business Suite Release 12.1.2 and Oracle CRM On Demand will support the expansion of our property portfolio across all locations. These applications provide the right financial, inventory and sales data in real time, ensuring our customers receive a high level of service at all times.”

— Gaurav Jain, Vice President – Finance, M3M India Limited

M3M India Limited, a property development and real estate firm based in Gurgaon, has evolved from a realty advisor to a designer of luxury residential and commercial properties. M3M India owns more than 500 acres of land in Gurgaon, Delhi and in India’s National Capital Region. In 2010, the company launched a 75 acre premium luxury group-housing project on Golf Course Extension Road in Gurgaon, with plans to develop 1,700 units on the site. It employs a staff of 150 experienced engineers, IT, marketing, finance, hotel management, and legal professionals.

M3M India’s business has developed through three phases: acquiring and consolidating land and licenses; construction development and marketing; and maintenance. In 2010, the company began the development phase and decided its existing home-grown accounting system no longer met its requirements.

“We needed an enterprise resource planning system to manage financials, sales, and projects across all of our locations,” said Gaurav Jain, vice president – finance, M3M India Limited. “If we continued using our existing accounting system, we would have required additional applications to manage key business processes.”

In early 2010, M3M India engaged Oracle Partner Filix Consulting to deploy Oracle E-Business Suite Release 12.1.2 modules: Oracle Financials, Oracle Purchasing, Oracle Property Manager, Oracle Inventory Management, and Oracle CRM On Demand.

The integrated system has streamlined financial and inventory management processes, improved sales lead management, and made it easier for staff to manage and complete property sales.

“Oracle E-Business Suite and Oracle CRM On Demand will support the expansion of our property portfolio across all locations,” said Jain. “These Oracle applications provide us with the right financial, inventory, and sales data in real-time, ensuring our customers receive a high level of service at all times.”

Improved Reporting with More Secure Data

M3M India uses Oracle Financials to process all transactions—including administrative expenses such as salaries and general office purchases—and project expenses, such as raw materials required for property construction and development, like cement, steel, and furnishings.

According to Jain, Oracle Financials provides the company with security and data management capabilities that were not available with its previous accounting system. “Oracle Financials is capable of handling thousands of transactions, providing us with a system that will support future growth,” said Jain. “The system also offers a high level of data security. We can assign a staff member to only perform a certain task at a particular time.
“For example, if we have one staff member responsible for invoicing processing, I can restrict his or her access to certain parts of the system that are used only to process payments.”

Oracle Financials also enables M3M India to generate expenditure reports and reports related to Indian tax regulations immediately, using clean and reliable financial data.

“We can now generate any financial report almost immediately,” said Jain. “Previously, we would spend two to three days gathering information from spreadsheets to generate any type of financial report.”

More Control over Purchasing

M3M India uses the centralized Oracle Purchasing application to order raw materials used to construct properties and purchase office products from various suppliers. The system enables cost control by monitoring product orders, determining if purchases have been received, and processing invoices easily.

“As this business grows, Oracle Purchasing will become more and more beneficial,” said Jain. “We are hoping to get to the point where one less person is involved in processing each order.

“Oracle Purchasing ultimately provides us with peace of mind that the correct information is available to everyone involved in purchasing.

“The system also reduces the chance of unauthorized purchases across our business because we have control over the movement of packages from the time an order is placed to when it is received.”

Better Customer Service with Centralized System

Oracle Property Manager provides a central data repository that enables M3M India to record customer information and more easily and effectively manage property sales. The Web-based system provides sales executives at several locations with the latest stock information. This ensures they can find relevant information immediately when customers call.

“For example, if a customer inquires about the status of their payment for a property, we can access the relevant information for that customer immediately,” said Jain. “This ultimately improves the service we provide to our customers.”

More Insight into Stock at All Locations

M3M uses Oracle Inventory Management to track and manage raw materials and other stock across locations. Staff at its construction sites, for example, have instant access to information detailing inventory levels, and can easily determine which items are required at every stage of each project.

“This information is also available at our head office,” said Jain. “Ultimately, we won’t run short of stock, and we can construct properties more efficiently and on time.”
M3M India relies on its sales staff to record and follow up customer inquiries to ensure it wins new business and stays profitable. Staff uses the Web-based Oracle CRM On Demand application to capture and follow up all sales leads.

"Every single customer interaction is recorded and available in the online system, insuring that our sales staff follow every lead and these customers don’t fall into the hands of our competitors,” said Jain.

“As a result, we have reported a 10% increase in property sales since we deployed Oracle CRM On Demand.”

Oracle CRM On Demand is a hosted application accessed by M3M India’s staff through a Web browser. The company’s data is stored on Oracle servers at a secure data center in the United States.

M3M India pays a quarterly fee to Oracle for the service, which means the company does not need to buy server hardware or hire system administrators with Oracle expertise. As a result, the hosted application is 50% less expensive to run than if the company was running it from its own data center.

**Solutions**

- Enabled accounts staff to generate financial reports almost immediately rather than spend two to three days gathering data from spreadsheets
- Provided data security features that restricted unauthorized staff from accessing certain financial information
- Prevented staff from making unauthorized purchases by providing complete control over the procurement of office items and raw materials
- Improved customer service levels by providing a central data repository to store client data and more effectively manage property sales
- Provided insight into inventory at construction sites, which ensured staff always had the right amount of stock and projects were completed on time
- Saved 50% on software, hardware and maintenance costs with the hosted Oracle CRM On Demand application. Ensured staff followed sales leads, which helped increase property sales by 10%

**Why Oracle**

According to Jain, M3M India selected Oracle E-Business Suite and Oracle CRM On Demand because the applications supported the maximum number of business processes and had been successfully deployed by other real estate developers in India.

"Oracle also has a good network of partners across India, which makes it easy for us to get the assistance we need, when we need it,” said Jain.
Implementation Process

During the first phase of the project, M3M engaged Filix Consulting to deploy Oracle Financials, Oracle Purchasing, Oracle Property Manager, and Oracle Inventory Management. Filix also deployed Oracle CRM On Demand during the same phase.

“We were India’s first real estate company to go live with Oracle CRM On Demand and Oracle E-Business Suite Release 12.1.2, achieving this in only four months,” said Jain.
Oracle Customer:
Mallcom (India) Limited
Kolkata, India
www.mallcomindia.com

Industry:
Industrial Manufacturing

Annual Revenue:
US$22 Million

Employees:
400

Oracle Products & Services:
- Oracle E-Business Suite R12.1
- Oracle Financials
- Oracle Purchasing
- Oracle Order Management
- Oracle Discrete Manufacturing
- Oracle Business Accelerators

Oracle Partner:
CSA Consultants
www.csaconsultants.in

Mallcom (India) Limited Generates Financial Reports Instantly, Reduces Inventory Spending by 5%

“Oracle E-Business Suite is an integrated financial, inventory management, and manufacturing system that will support our business as we continue to diversify our product portfolio and move into new global markets.”
— Giriraj Mall, Director, Mallcom (India) Limited

Established in 1983, Mallcom (India) Limited is a manufacturer, exporter, and distributor of personal protection equipment (PPE), including helmets, safety goggles, gloves, safety boots, and work wear. The company distributes its brand name products across India and has original equipment manufacturing (OEM) agreements with more than 30 customers in Europe and North and South America. The company has six manufacturing facilities in Kolkata and one in Haridwar. It also has offices in Kolkata and Delhi, and a network of 35 dealers in India.

Since the early 1990s, Mallcom (India) Limited has progressively opened new business units as it diversified its product portfolio. As a result, the company had acquired three home-grown accounting systems and an order management application. The legacy systems were expensive to maintain, clunky to use, and involved extensive manual intervention.

“Staff needed to collate financial, inventory, and manufacturing data from multiple systems and manually enter the data into spreadsheets to create monthly and quarterly reports for their managers,” said Giriraj Mall, director, Mallcom (India) Limited. “This involved a lot of manual work and took too much time – sometimes up to two days.”


The system streamlined Mallcom’s financial reporting, inventory management, and manufacturing processes while providing more control over cash flow across its business units. The company is now able to create monthly and quarterly reports in less than an hour.

“Oracle E-Business Suite is an integrated financial, inventory management, and manufacturing system that will support our business as we continue to diversify our product portfolio and move into new global markets,” said Mall.

Improved Reporting, Cash Flow Management

Oracle Financials provides Mallcom with a standard accounting system across three of its business units: Mallcom Safety Pvt Ltd, which markets Mallcom branded products; the leather safety glove (GLV) division; and shoe manufacturing (UAD) business units within the parent company, Mallcom (India) Ltd. Staff can now create standard ledgers, income statements, and balance sheets in a matter of minutes to present to managers.

“An accounting staff member working in one of these three divisions can use consolidated data to create any type of financial report, and they can present it to their manager almost immediately,” said Mall.
Oracle Order Management has automated Mallcom’s invoicing and order processing tasks by making it easier to reconcile transactions, particularly with overseas customers.

The system provides sales and accounting staff with instant access to invoicing information so they can quickly and easily determine which orders need to be settled.

“Previously, we entered invoice details from our order processing system into our accounting application each day, which was time consuming and prone to errors,” said Mall. “Now, orders are saved automatically in one system, which saves time and makes it easier for staff to finalize accounts.”

Key Benefits:

- Enabled staff to compile financial reports and provide them to managers immediately, rather than spend up to two days finding the relevant information
- Improved cash flow management by enabling the CFO to easily identify which business units have cash surpluses so he can pay creditors in advance or allocate funds to another division if required
- Reduced spending by 5% by enabling staff to order inventory and raw materials from a standard list of suppliers
- Provided sales and accounts staff with instant access to invoicing information so they could quickly determine which orders needed to be settled
- Ensured all raw materials were utilized during the manufacturing process, which helped keep costs under control
- Will soon enable the company to easily determine which machines used in the manufacturing process are being underutilized and exactly when they need to be serviced so they last longer

“Previously, it could take between a few hours and two days to get the relevant information to compile regular financial reports. Now, managers get the information they need to identify which products and divisions are generating the most revenue and profit at any point in time.”

Oracle Financials also enables Mallcom to better manage its cash flow, which ensures that funds are being used wisely between each business unit.

“These divisions are now talking to each other with one, integrated system, and our chief financial officer (CFO) can easily identify which business units have cash surpluses so they can pay creditors in advance or allocate funds to another division if required,” said Mall.

“The system also enables our CFO to identify funds that aren’t being used and put them in a term deposit that gives us a better return. Ultimately, we are managing cash more effectively and our CFO doesn’t have to wait for monthly reports from each division before he decides how to best invest our money.”

Automated Invoicing Saves Time

Oracle Order Management has automated Mallcom’s invoicing and order processing tasks by making it easier to reconcile transactions, particularly with overseas customers.

The system provides sales and accounting staff with instant access to invoicing information so they can quickly and easily determine which orders need to be settled.

“Previously, we entered invoice details from our order processing system into our accounting application each day, which was time consuming and prone to errors,” said Mall. “Now, orders are saved automatically in one system, which saves time and makes it easier for staff to finalize accounts.”

Standard Purchasing System Reduces Wastage

Mallcom buys raw materials, such as leather, chemicals, and additives to make safety shoes; fabrics, trims, and accessories for body protection; and plastic material and nonwoven fabric for safety helmets and respiratory face masks.

Previously, the company ordered products on an ad-hoc basis and managed them using disparate spreadsheets. Oracle Purchasing enabled the company to centralize the system and set up a list of standard suppliers.

“We now have an integrated system that generates an electronic purchase order and forces staff to order from a standard list of suppliers,” said Mall. “This enables our procurement team to negotiate better deals with our suppliers, which will probably help us to reduce spending by 3% to 5% immediately and more than 7% in long run.”
Manufacturing Process Streamlined

Mallcom’s leather and shoe manufacturing divisions use Oracle Discrete Manufacturing to track the flow of raw materials, such as leather used to manufacture gloves, through the production line. This ensures information is immediately available to each department involved in the process. Previously, this information was recorded in separate spreadsheets.

“For example, if we receive an order for 60,000 pairs of leather gloves, the system helps us track the exact amount of material that is needed during the cutting, stitching, finishing, and packing stages of manufacturing,” said Mall.

“Each piece of material is tracked throughout the production process, and we have a complete view of our raw material, work in progress, and finished stock levels. This ensures that all our raw material is being utilized, which helps keep manufacturing costs under control.”

Mallcom plans to deploy Oracle Enterprise Asset Management to track the effectiveness of machines used to manufacture its products and determine exactly when equipment needs to be serviced. “For example, we run about 500 stitching machines and currently have no record of how many of these machines have been sitting idle, serviced, or replaced over the past six months,” said Mall.

“Oracle Enterprise Asset Management will tell us which machines are being underutilized, how many units they are producing, and when they need to be serviced. This means our equipment will be put to better use and last longer.”

Why Oracle?

Mallcom selected Oracle due to the vendor’s track record of successful enterprise resource planning (ERP) deployments with other garment manufacturers across India. The company also looked at Microsoft Navision and a locally-produced ERP suite.

“CSA Consultants had knowledge of our business and had completed similar deployments previously, which gave us the confidence that the implementation would be a success,” said Mall. “Oracle E-Business Suite is a centralized, integrated ERP application that can be implemented easily and will scale as our company expands.”

Implementation Process

Initially, CSA Consultants’ technical staff transferred data from Mallcom’s existing accounting application to Oracle E-Business Suite, and ran a feasibility test to ensure Oracle E-Business Suite worked well with the company’s existing business processes. CSA Consultants leveraged Oracle Business Accelerators during the implementation to provide Mallcom with a rapidly configured baseline instance of Oracle E-Business Suite, equipped with leading industry best practices.
Subsequently, the conference room pilot with the core users at Mallcom instilled confidence that the new system worked well with the company’s business processes.

The Oracle system was deployed at Mallcom’s leather manufacturing division in November 2010. Over the next two months, E-Business Suite was implemented at the company’s trading unit, Mallcom Safety Pvt Ltd, and the GLV and UAD divisions.

Oracle E-Business Suite will be deployed across Mallcom’s remaining five business units by April 2011. CSA Consultants provided staff training, and will soon be developing customized reports that are unique to Mallcom’s business.

_Mallcom India Limited is a manufacturer, exporter, and distributor of personal protection equipment, including helmets, safety goggles, gloves, safety boots, and work wear. The company distributes products with its brand name across India and has OEM agreements with more than 30 customers in Europe and North and South America._
Mando Corporation Achieves 99.9% Accuracy for Inventory Tracking

“Mando was the first organization in Korea implementing Oracle E-Business Suite Release 12.1 to build a global enterprise resource planning system. The system enabled us to standardize more than 200 processes globally, which gave senior managers an integrated, enterprise-wide view of sales, financials, inventory, and quality management.”

— Park ByoungOk, CIO, Mando Corporation

Established in 1962, Mando Corporation is one of South Korea’s largest automotive parts manufacturers. It produces antilock braking systems, electronic stability programs, electronic-controlled suspension systems, and power steering systems. The company’s customers include Ford, General Motors, Opel, Suzuki, and local car manufacturers such as Hyundai Kia Motors. Mando is currently ranked 61 among the global top 100 automobile parts manufacturers and is aiming to be in the top 50 by 2013.

Mando has 11 subsidiaries operating around the world. Up until March 2010, each subsidiary was using a standalone enterprise resource planning (ERP) system. The lack of standardized data made it extremely difficult for senior managers at the company’s head office to get a timely, global view of its automotive manufacturing business, which hampered rapid decision-making. Maintenance costs for these systems were also escalating.

To address these issues, in March 2009 Mando embarked on a project to build an integrated ERP platform based on Oracle E-Business Suite Release 12.1. The platform enabled the company to standardize more than 200 processes globally. Once the solution is rolled out globally, Mando expects significant improvements in financial, inventory, and quality management; stronger partner relationships; enhanced cost pricing accuracy; and global expansion of research and development activities.

A Single Global Instance of Oracle

Mando first deployed an ERP system in 1997, at a time when these systems were relatively unknown in the country and there were few local references available. As one of the first Korean companies to deploy an ERP system, Mando achieved annual cost savings of US$3.6 million (KRW 4.3 billion).

In the intervening years, Mando has grown to become a global corporation, with 11 subsidiaries across Asia, Europe, and the United States. Each subsidiary was using a standalone ERP system, leading to difficulties in enterprise-wide integration of information and processes. Since each subsidiary held information in different formats, it was not easy to get a global view of sales, inventory, finances, manufacturing, and other activities. Disparate data also meant it took too long to close month-end accounts. Other issues included high maintenance costs resulting from the management of 11 separate systems; and unplanned downtime at least once a month for each of the systems.

These problems prompted Mando to move to a single global ERP platform based on Oracle E-Business Suite Release 12.1. The decision to implement a new ERP platform was made at the height of the 2008 global financial crisis, when many organizations had stopped investing in new systems altogether. Mando took the view that if it acted when its competitors were hesitant, it would be in a strong position to capitalize on opportunities when economic conditions recovered.
Mando used Oracle E-Business Suite Release 12.1 modules to build a global ERP platform comprising a master data management, inventory, manufacturing, financial, and quality management systems. The company also developed a supplier portal, an export management system, and an executive information system, linking these to the ERP platform using Oracle SOA Suite.

As part of the project, Mando standardized 219 business processes globally, including financial management, inventory, sales and marketing, logistics, and quality management. It also standardized 93 information categories such as products, customers, partners, and organizational structures across its head office and subsidiaries.

When the global rollout of the Oracle ERP platform is completed in 2011, Mando will be able to share business information using the Oracle master data management system. This will improve the company’s visibility into logistics and accuracy in cost pricing based on individual items. It will also improve the ability to integrate quality management and to rapidly share production plans. The company also is set to have a stronger financial infrastructure; while the supplier portal will enhance partner management and cooperation. In addition, Mando will be able to expand R&D activities while retaining global management of research costs.

**Greater Data Accuracy**

The global information system built using Oracle Master Data Management enabled Mando to establish a standard automotive parts numbering system. By making all subsidiaries use a common numbering system, Mando will ensure a zero error rate when applying design changes.

The company already has better insights into inventory held at its Korean warehouses, achieving a 99.9% accuracy rate when tracking the number and type of automotive parts. By standardizing its financial infrastructure globally, Mando will ensure consistency in transactions between different subsidiaries. As a result, the company expects to cut global month-end consolidation time from seven days to five days.

Armed with better quality data, Mando also expects to increase the accuracy of manufacturing cost projections from 70% to 90%.

**Enabling Informed Decision-Making**

The executive information system (EIS) developed using Oracle Business Intelligence Enterprise Edition will provide Mando with a real-time decision-making environment. Sales, marketing, inventory, receivables, manufacturing defects, and other data are presented to senior managers through a dashboard on a daily and monthly basis. This delivers key information in an easy-to-view format and helps managers determine business trends.
Improving Quality Management

In the past, Mando subsidiaries used Microsoft Excel spreadsheets or standalone programs to monitor production quality. Now, they can use Oracle Quality to check that automotive items, such as braking and suspension systems, meet design and safety standards. To date, 19 out of 21 Mando businesses use Oracle Quality, providing the head office with a near-global view of quality management data and processes.

Enhanced Supplier Management

Mando used Oracle iSupplier Portal to build a portal to enhance relationships with suppliers and partners. The portal will enable the company to exchange product information with partners and place orders with parts suppliers. Improved security features mean confidential information can be exchanged in confidence, giving a greater level of comfort to Mando and its partners and suppliers and streamlining communications and procurement processes.

IT Costs Expected to Reduce by 36%

By moving to a single global ERP platform, Mando expects to reduce IT costs by 36%.

Furthermore, the use of Oracle Application Server enabled developers to reduce the number of source code lines by 53%, ensuring the platform could be built quickly and cost-effectively.

To date, Mando has systemized 84% of its business. The company plans to roll out the Oracle ERP platform to its U.S. and Suzhou, China businesses in October 2010, and complete the rollout to all subsidiaries, including India, by June 2011.

Why Oracle?

Mando selected Oracle to build its new global ERP platform for two reasons. First, it was already using Oracle E-Business Suite and upgrading to the latest version would enable the company to reuse certain processes and customizations.

Second, the software was familiar to and widely accepted by users. During the evaluation process, Mando asked users to compare Oracle with competitors’ products. Staff that used Oracle expressed high satisfaction with the application.

“There was some concern among senior management that we would be taking a risk by being the first organization in Korea to implement Oracle E-Business Suite Release 12.1,” said Kim Hakjae, general manager, Process Innovation Team, Mando. “However, the information promotion team argued that since we were building a system based on a long-term vision, it was necessary to use a solution that would deliver on our needs well into the future. Oracle E-Business Suite Release 12.1 fulfilled this requirement.”
Implementation Process

Mando implemented the Oracle ERP platform in its Korean head office first, then gradually migrated its subsidiaries to the platform after considering the infrastructure requirements of each region. The first stage involved integrating logistics in the Frankfurt office with all operations in Korea.

Mando utilized the services of Oracle Advanced Customer Services and the Oracle Solution Support Center to design, develop, and implement the Oracle ERP platform. The company leveraged Oracle’s 24-hour online technical help, online patches and upgrades, and product support. The dedicated Oracle Support team was also on hand to answer questions from Mando’s implementation team. During the system stabilization phase, a hotline was established to facilitate quick problem solving. The use of Oracle services was critical in ensuring the mission-critical ERP platform was deployed smoothly and without causing major disruptions to the Mando’s business.

The Oracle ERP platform runs on Oracle Database and Oracle Real Application Clusters and is configured in English, but the personalization function of Oracle E-Business Suite Release 12.1 enabled Mando to also configure screens in Korean for field employees.

*MANDO CORPORATION*

*Mando Corporation supplies a range of automotive parts to some of the largest car makers in the world, including Ford, General Motors, Opel, and Suzuki, as well as automotive manufacturers in its native Korea.*
McDonald’s Upgrades to Oracle E-Business Suite Release 12.1 to Align Business Processes and Ensure Scalability and Support

“We deployed the upgraded Oracle E-Business applications to approximately 2,000 to 3,000 users with minimal downtime or disruption in productivity. The flexible solution ensures that we can easily expand our Oracle footprint to further improve our business processes.”

— Rehan Aslam, IT Director, McDonald’s

McDonald’s is the leading global food-service retailer with more than 32,000 local restaurants serving more than 60 million people in more than 100 countries.

Challenges

• McDonald’s decided to upgrade to Oracle E-Business Suite Release 12.1 to standardize construction management processes, track and manage costs by project areas, and ensure continued system support

Solutions

• McDonald’s cited the consistent user interface and increased Web capabilities of the Oracle solution as key factors that facilitated swift user adoption
McGrath RentCorp improves business reporting and analytics capabilities with cloud-based business intelligence solution.

With Oracle Business Intelligence Enterprise Edition On Demand and Oracle Business Intelligence Applications On Demand, we have created the foundation for a one-stop-shop for all business intelligence and reporting—paving the way for greater insight into operations and profitability that will drive future growth.

— Tiffany Smith, Applications Manager, McGrath RentCorp

McGrath RentCorp is a diversified business-to-business rental company. It rents and sells mobile modular buildings, electronic test equipment, and liquid and solid containment tanks and boxes, primarily in the United States and Canada. Through its business units: Mobile Modular, TRS-RenTelco, Adler Tanks, and Enviroplex, the company serves a broad spectrum of industries, including the telecommunications, construction, education, petrochemical, and environmental sectors.

To support future growth and facilitate Sarbanes-Oxley compliance, McGrath RentCorp selected Oracle E-Business Suite Release 12.1, delivered through Oracle Managed Cloud Services as the company’s first integrated enterprise resource planning (ERP) environment. As part of that initiative, the company also wanted to expand and modernize its business intelligence (BI) capabilities, and it worked to create a new BI and data warehouse roadmap. McGrath RentCorp selected Oracle Business Intelligence Enterprise Edition On Demand and Oracle Business Intelligence Applications On Demand as the anchor, replacing a number of stand-alone and spreadsheet-based reporting systems.

The company worked with Jade Global, an Oracle Platinum Partner, to scope, design, and execute the deployment, using its Oracle Accelerate for Midsize Companies solution to jumpstart the process and accelerate the time to value. It chose Oracle Managed Cloud Services to ensure high availability, predictable IT costs, and expert support from the company that develops the applications and the technology infrastructure—while freeing internal IT resources to focus on future strategic initiatives.

Going live on Oracle Business Intelligence in mid-2012, McGrath RentCorp is already experiencing important benefits. For example, it is gaining new insight into revenue and gross profit on rental sales and services, as well as each division’s spend. The company plans to continue rolling out its expanded BI capabilities across its various operating companies.

Challenges

- Gain expanded insight into key performance indicators (KPIs) across the company’s diverse operating units, which range from groups that provide electronic testing equipment to those providing modular classroom and containment tank rentals and related services
- Give line-of-business managers and sales personnel on-demand access to information about equipment and building rental sales, procurement spend, and other business metrics, without IT team support to drive rapid and informed decisions
- Create a highly flexible and scalable BI environment that can evolve with the organization and its requirements
- Roll out the BI environment rapidly to accelerate return on investment
Solutions

• Selected Oracle Business Intelligence Enterprise Edition On Demand and Oracle Business Intelligence Applications On Demand as the foundation for a robust, user-friendly, and highly flexible, BI environment that, even in early deployment, is delivering expanded insight into finance, sales, procurement, and other KPIs

• Enabled line-of-business managers, from finance, sales, and other areas, to track and analyze critical KPIs, such as building and equipment rental sales, services sales, gross profit, first month rental revenue, average contract term, and average actual term to enable more informed decisions

• Increased visibility into each division’s spend as well as factors that drive revenue and costs, and equipped the company to ultimately gain visibility into the complete procure-to-pay process, enterprise-wide

• Enabled sales team members to access and drill down into customer aging and sales data from their mobile devices, keeping them informed, driving more productive customer meetings, and facilitating rental and service fee collection

• Chose Oracle E-Business Suite Release 12.1 delivered via Oracle Managed Cloud Services as the company’s first integrated ERP environment

• Benefitted from prebuilt integration with the company’s Oracle E-Business Suite environment and the ability to easily leverage data from third-party applications to accelerate time to value

• Integrated data from legacy systems to provide a comprehensive, companywide invoice-aging view

• Provided a flexible, easy-to-use system that enables business users to create and produce reports without IT team support, putting important business information into their hands faster

• Created a foundation for a one-stop reporting environment that spans each of the company’s diverse operating divisions

• Hosted the ERP and BI environments with Oracle Managed Cloud Services, ensuring high availability, predictable IT costs, expert support from the company that develops the application and technology infrastructure, proactive 24/7 monitoring, and expert change/release management—while freeing internal IT resources to focus on future strategic initiatives

Why Oracle?

The selection of Oracle Business Intelligence On Demand and Oracle Business Intelligence Applications On Demand followed closely on the heels of the company’s Oracle E-Business Suite Release 12.1 On Demand selection.
“We wanted a tier-one ERP vendor and considered a few options. The tipping point for Oracle E-Business Suite was Oracle E-Business Suite Lease and Finance Management, which was a perfect fit for our business. We then selected Oracle Business Intelligence for its robust capabilities, flexibility, user-friendliness, native integration to Oracle E-Business Suite, as well as its ability to easily integrate data from third-party vendors,” said Tiffany Smith, applications manager, McGrath RentCorp.

Partner

McGrath RentCorp worked closely with Jade Global throughout its BI implementation. The Oracle partner provided strong program management and facilitated coordination between the McGrath RentCorp and Oracle teams. Jade Global was also instrumental in helping McGrath RentCorp to define its objectives, conduct gap analysis, and identify the data feeds that it would need to pull into the system. It then executed on those requirements.

Jade Global used its Oracle Accelerate for Midsize Companies solution to jumpstart the implementation and reduce risk, leveraging methodologies and templates that accelerated the deployment and set up the company for early success. Jade Global also provided training and extensive knowledge transfer to the McGrath RentCorp team.

“A BI project can be a complex undertaking, and Oracle Business Intelligence is a robust solution. Jade Global did a fantastic job of helping us to get up to speed quickly, secure quick wins, and position us to take full advantage of this powerful business tool, using its Oracle Accelerate implementation methodology,” Smith said.
Oracle Customer:
McKesson Information Solutions UK Ltd
Warwick, United Kingdom
www.mckesson.co.uk

Industry:
Healthcare

Annual Revenue:
Over US$5 Billion

Employees:
More than 36,000, globally

Oracle Products & Services:
- Oracle E-Business Suite R12.1.3
- Oracle Human Resources
- Oracle Payroll
- Oracle Self-Service Human Resources
- Oracle BPEL Process Manager
- Oracle Learning Management

McKesson Information Solutions UK Ltd Builds World’s Largest Managed Human Resources/Payroll Solution for National Health Service

“Oracle’s industry-leading technology has been critical to our success in building a highly ambitious people-management solution for 7% of the working population in England and Wales, delivering it on time and to budget, and helping the NHS to exceed business case savings targets by more than 30%.”
— Frank Rutley, Vice President, UK Workforce Solutions, McKesson Information Solutions UK Ltd

McKesson is the trusted healthcare technology solutions and services provider dedicated to helping its customers deliver high-quality healthcare by reducing costs, streamlining processes, and improving the quality and safety of patient care in the United Kingdom.

Challenges

- Build a single, integrated human resources (HR) and payroll system for 560 National Health Service (NHS) organizations that employ a total of 1.4 million employees based on automation, best-practices, and shared services to increase efficiency and gain real-time staff visibility
- Standardize and streamline all HR and payroll processes while accommodating differing needs of NHS authorities and trusts that manage both clinical and administrative staff
- Enable the NHS to generate millions of pounds of cash savings and efficiency benefits, having already supported the NHS to deliver over US$293 million (£210 million) in savings (evidenced in the 2008 Office of Government and Commerce, Gateway 5 Review)

Solutions

- Built the NHS electronic staff record (ESR) using Oracle E-Business Suite Release12.1.3 and Oracle Fusion Middleware, deploying and rolling out the solution on time and on budget in 30 months
- Created a life-long transferable HR record for each employee, which cut administration involved in managing the thousands of staff members who change jobs and move between trusts each year. Replaced multiple legacy HR and payroll applications used across NHS with ESR and achieved rapid user adoption
- Built secure single sign-on solution for 1.4 million clinical and administrative employees, some with multiple assignments, using Oracle BPEL Process Manager
- Used Oracle Self-Service Human Resources to cut overhead by devolving routine HR processes, such as updating employee records and leave entitlements, for staff and managers
- Introduced shared services to cut costs by managing common transactional processes for many organizations simultaneously
- Handled 770 weekly and monthly payrolls and processes, including 160,000 payroll assignments per hour during peak times. Exceeded cash and noncash, releasing savings targets by 30%
- Cut litigation premiums by up to 20% by recording all statutory and mandatory training in Oracle Learning Management
McLane Company, Inc. Supports High-Volume Business with Upgraded Financials Applications

“Oracle General Ledger and Oracle Financials Accounting Hub have increased our agility and enabled us to provide our business users with the timely financial data they need to serve our high-volume customers in the grocery and food service industry.”

— Penny Echelberger, Chief Information Officer, McLane Company, Inc.

McLane Company, Inc. is a supply chain services company providing grocery and foodservice supply chain solutions for thousands of convenience stores, mass merchants, drug stores, and military locations, as well as thousands of chain restaurants throughout the United States. With 38 automated distribution centers and one of the nation’s largest fleets, McLane serves approximately 55,000 customers twice a week.

Challenges

- Replace an out-dated financial management system with a modern, automated system to increase efficiency and accuracy
- Support the high transaction volume inherent in the grocery and foodservice industry with large orders delivered several times per week to stores and restaurants
- Increase posting frequency in the general ledger from a period to daily where possible
- Provide the ability to drill down and report on transaction details

Solutions

- Upgraded from Oracle E-Business Suite Release 12.0.6 to Release 12.1.2 to achieve processing efficiencies from Oracle Payables
- Gained a system capable of handling millions of billing records resulting from serving 55,000 stores and restaurants weekly
- Cut out approximately one-to-two days of manual intercompany settlements required in the legacy environment
- Used Oracle Financials Accounting Hub to streamline accounting company wide for multiple source systems
- Established a central repository for all accounting rules in Oracle Financial Accounting Hub, making it much easier to react to changes in business needs by quickly making adjustments in a single, centralized system
- Standardized previously inconsistent accounting behaviors across divisions and provided a solid foundation for the future
- Moved to daily updates to the Oracle General Ledger, making more timely, accurate data available to users
- Integrated to the company’s business intelligence tool to improve quality and detail of financial reporting and to enable more specific reporting, such as sales reporting by product
McLeod Russel is the world's largest tea producer. The company harvests about one million kilograms of tea per year from 48 tea estates in the large tea-producing area of the Assam Valley in India, and six estates in the Dooars region of West Bengal, India. To optimize its investments and support future growth, McLeod Russel deployed Oracle E-Business Suite Release 12.1.3. This will significantly reduce the time it takes to compile general ledger accounts and collate monthly reports, and enable the company to more easily identify opportunities to invest in companies and properties.

**McLeod Russel Sets Foundation to Integrate Global Tea Operations, Optimize Investments, and Drive Future Growth**

“Oracle E-Business Suite Release 12.1.3 will enable senior management to more easily analyze trends in tea markets and identify opportunities to optimize investments that will drive the organization’s future growth.”

— Surhit Bhattacharyya, Senior Manager, IT, McLeod Russel

McLeod Russel is the world’s largest tea producer. The company harvests about one million kilograms of tea per year from 48 tea estates in the large tea-producing area of the Assam Valley in India, and six estates in the Dooars region of West Bengal, India. To optimize its investments and support future growth, McLeod Russel deployed Oracle E-Business Suite Release 12.1.3. This will significantly reduce the time it takes to compile general ledger accounts and collate monthly reports, and enable the company to more easily identify opportunities to invest in companies and properties.

**Integrated ERP Application Needed to Support Future Growth**

Through its affiliates, McLeod Russel also operates six estates and five factories in Uganda, and three factories in Vietnam. As the largest tea exporter in India, McLeod Russel has strong connections with buyers in Europe, the Middle East, and North America. It employs more than 90,000 staff worldwide.

In 2008, McLeod Russel made an attempt to build a core application that would cater to its needs as a primarily agricultural organization. Staff at McLeod Russel’s central office in Kolkata work with tea estates in remote locations across India, many which have poor internet connectivity and find it difficult to get high-end technical support within a short period.

“We tried to develop core financial, inventory, and sales management applications—using various Oracle products—but we discovered that they were not practical for our tea estates in remote areas where getting access to leased lines and the right level of technical support would have been difficult,” said Surhit Bhattacharyya, senior manager, IT, McLeod Russel.

Although it was difficult to deploy Oracle enterprise resource planning (ERP) applications in remote locations—where tea estates use legacy systems and lightweight applications—McLeod Russel felt they would be suitable for its central finance, marketing, procurement, and human resources operations in Kolkata. A key reason was that the company had previously invested in training IT staff to work with Oracle technology.

The organization also realized it needed to replace legacy database and custom-developed finance, purchasing, and payroll applications that were not conducive to accelerated growth in India and overseas. The organization needed to deploy an integrated ERP application that would support future growth.

In August 2010, McLeod Russel engaged Oracle Partner PwC to deploy Oracle E-Business Suite Release 12.1.3 modules Oracle Financials, Oracle Purchasing, Oracle Sales, and Oracle Human Resources. The company also uses Oracle Database 11g.
Faster Business Decisions with Improved Financial Management

McLeod Russel has deployed Oracle Financials Release 12.1.3 to streamline financial reporting across its operations in India. The company can now compile a trial balance—a list of its general ledger accounts—within 4 days, compared to 10 days, previously.

This enables Indian operations management, who also consolidate financial data sent by estates using legacy systems, to make faster business decisions about where to best allocate funds in India.

These decisions may be based on which tea estates in India are producing the highest yield, and which properties are likely to provide the fastest return on an investment. This also helps McLeod Russel—which is listed on several stock exchanges in India—improve investor confidence.

McLeod Russel plans to roll out Oracle Financials for global operations across Vietnam, Africa, and the UK. This will eliminate the need for staff at its central Kolkata office to spend up to one month consolidating financial reports for the whole group to produce quarterly reports.

“When Oracle Financials is deployed at these locations, we should be able to create consolidated monthly financial reports within a couple of days,” said Bhattacharyya. “We have already begun consolidating data from legacy systems—run by a few tea estates in India—into Oracle Financials.

“Oracle E-Business Suite Release 12.1.3 will soon enable senior managers to more easily analyze tea sales trends in overseas markets to help them identify opportunities to invest in areas that will drive the organization’s future growth,” he added.

Product Purchasing Automated

Oracle Purchasing Release 12.1.3 has helped McLeod Russel streamline the procurement of materials and equipment, such as tractors used to harvest tea leaves and chemicals to promote plant growth and prevent insects from harming crops.

Purchasing staff at the Kolkata head office log into an online system to arrive at optimum purchase matrices, which has reduced the time it takes from initial requisition of material to payment.

“This purchasing data will also soon be automatically sent from systems at our various estates to Oracle E-Business Suite at our head office,” said Bhattacharyya. “This will eliminate the need for staff at our head office to spend up to several months chasing documents that list purchases of various products used in the tea cultivation process.”

The company also expects to reduce inventory carrying costs when financial data from legacy systems run by tea estates is consolidated into the new system.
Better Visibility into Sales

McLeod Russel sells its teas to buyers through direct sales and auctions, and through sales agents. Oracle Sales Release 12.1.3 provides staff with visibility into which teas are in stock, and how many orders need to be fulfilled.

"Each estate uses a file transfer protocol (FTP) to upload inventory data in spreadsheets, which is pushed out to Oracle E-Business Suite," said Bhattacharyya. "As a result, we have complete visibility into all tea that is being produced by our estates; this information is updated every four hours, which enables our marketing staff to quickly decide which teas are available for auction and which for private sale."

McLeod Russel also expects to reduce working capital through higher sales when the system is deployed across its global operations.

Streamlines Staff Requests, Taxation Claim Processes

McLeod Russel’s personnel use Oracle Human Resources Release 12.1.3 to update their personal details, apply for leave, and submit reimbursement claims online.

"From the employee’s point of view, these much easier processes have cut down on paperwork, improved staff morale, and significantly reduced the risk of errors," said Bhattacharyya.

The system also gives payroll officers more visibility and control over staff payments, which reduces the time to distribute reimbursements and prevents payroll leaks and unnecessary spending.

Challenges

• Deploy an enterprise resource planning system to speed up financial reporting times and better analyze trends in overseas tea markets
• Identify suitable investments to support the organization’s growth in India and abroad
• Implement a system that works with legacy applications used by tea estates in remote areas where getting access to leased lines and the right level of technical support is difficult
• Roll out a new human resources management system that would enable staff to manage their personal details and other information online

Solutions

• Compiled a list of general ledger accounts in 4 days, compared to 10 days previously
• Expected to more easily analyze trends in overseas tea markets to identify opportunities to invest in companies and properties
• Collated monthly financial reports for the entire group in a few days, rather than one month
• Reduced the time it takes to purchase materials and equipment used to promote plant growth and prevent insects harming crops

• Planned to eliminate the need for staff at head office to spend up to several months chasing documents that list purchases of products used in the tea cultivation process

• Enabled marketing staff to quickly decide which teas are available for auction or private sale by providing updated information about different types of teas every four hours

• Allowed staff to update their personal details, apply for leave, and submit reimbursement claims online

• Provided payroll officers more visibility and control over staff payments, which reduces the time it takes to distribute staff reimbursements and prevents payroll leaks

Why Oracle

Oracle E-Business Suite Release 12.1.3 is a stable system that was an optimal fit for McLeod Russell. The organization’s IT team also had previous exposure to Oracle technologies, so it was a natural choice.

“Other suppliers were considered, but we felt the mix of flexibility and control in Oracle E-Business Suite Release 12.1.3 would meet our needs,” said Bhattacharyya. “The integrated system not only streamlines our core processes, it provides a platform to build custom packages required for our tea harvesters.”

Implementation Process

Initially, McLeod Russell engaged PwC to complete a study phase to determine the organization’s requirements. PwC then worked with McLeod Russell to complete several pilot and user acceptance tests to ensure the solution met the organization’s expectations.

Oracle E-Business Suite Release 12.1.3 went live at McLeod Russell in Kolkata in April 2011.

Partner

PwC worked closely with McLeod Russell to ensure all departments across the organization supported the project and were familiar with the system.

“PwC’s technical specialists worked well with our IT team to ensure the solution ran smoothly and was implemented in a less than 12 months,” said Bhattacharyya.
Metropolitan St. Louis Sewer District
Integrates Disparate Systems to Improve Efficiency and Service

“Oracle E-Business Suite Release 12.1 has enabled us to improve efficiency organization wide by integrating disparate systems and automating manual processes—allowing us to focus on effectively serving our customers.”
— Barbara Mohn, Director of Information Systems, Metropolitan St. Louis Sewer District

Metropolitan St. Louis Sewer District (MSD) is the fourth largest sewer district in the United States. MSD’s mission is to protect the public’s health, safety, and water environment by responsibly providing wastewater and storm water management. MSD provides service to an area that encompasses 525 square miles, including all of St. Louis City and approximately 80% of St. Louis County, with a total population of 1.4 million.

Challenges

• Support the sewer district utility in the delivery of customer service by improving administrative and operating efficiency

• Facilitate an organization wide business process change through the integration of disparate financial, project management and reporting systems

Solutions

• Worked with Oracle Partners Blue Heron Consulting and Deloitte to implement Oracle E-Business Suite Release 12.1 to take advantage of enhanced support, improved system reliability, and functionality that supports business process changes

• Used built-in work flows to improve operating efficiency and ensure that users work from the same, accurate data source

• Integrated Oracle E-Business Suite with MSD’s work and asset management solution to streamline purchasing and connect costs to specific work orders

• Automated a manual check approval process to support the timely dispersal of funds to vendors

• Replaced a paper-based payroll process with Oracle Payroll and Oracle Time and Labor, eliminating manual timesheet entry and decreasing the administrative burden on payroll clerks by 15% to 20%—freeing them for other tasks

• Accelerated the payroll run from two days to just a few hours

• Provided employees with self-service access to information about benefits and payroll, including W-2 forms and paystubs

• Integrated Oracle Projects with Oracle Financials to support large-capital sewer improvement projects

• Used Oracle User Productivity Kit to train users on the new system and document business operating procedures

• Used Oracle Business Intelligence Enterprise Edition to provide users with the tool capable of generating reports without reliance on IT resources
Michael Baker Corporation Upgrades Enterprise Applications in the Cloud to Reduce Risk, Accelerate Deployment, and Save More than US$1 Million, Annually

“Conducting the upgrade to Oracle E-Business Suite 12.1 On Demand—in the Oracle Managed Cloud Services environment—delivered several important benefits. We significantly reduced risk, accelerated the upgrade process, and cut costs. As important, we freed resources that we can now direct to our core competencies—engineering and construction projects—instead of to managing our ERP environment.”
— Jeremy Gill, Chief Information Officer, Michael Baker Corporation

Michael Baker Corporation, founded in 1940, provides professional engineering and consulting services for public and private sector clients worldwide. The company serves clients in the architecture, aviation, defense, environmental, homeland security, public sector, oil and gas, utilities, and transportation industries. Its services span the complete lifecycle of infrastructure and managed asset projects, including planning, design, construction services, asset management, and asset renewal. Engineering News-Record consistently ranks Michael Baker among the top 10% of the 500 largest US design firms.

Challenges

- Upgrade the company's Oracle E-Business Suite environment quickly and with minimal risk
- Improve ability to rapidly onboard new engineering and design firms following acquisitions—including integrating them into Michael Baker's Oracle E-Business Suite environment—to support the company's growth strategy and accelerate time to value
- Provide a diverse, widespread engineering and project management workforce with updated enterprise resource planning (ERP) capabilities to improve efficiency, productivity, and collaboration
- Enable the company to better focus IT resources on initiatives that support core competencies—engineering and construction projects—as opposed to on ERP environment upgrades and management
- Avoid hardware investment and IT management requirements—including the cost of additional IT professionals—associated with in-house upgrades and expanded on-premise deployments

Solutions

- Upgraded to Oracle E-Business Suite Release 12.1.1 On Demand to provide 3,200 users, worldwide, with enhanced capabilities to efficiently manage core business processes, including construction project reporting, budgets, and work breakdown structures
- Conducted the upgrade in the Oracle Managed Cloud Services environment, which includes extensive Oracle E-Business Suite upgrade expertise—reducing risk and completing the project in fewer than six months to support the company’s acquisition strategy
• Gained the ability to integrate new companies into the ERP environment in as few as six-to-nine months, speeding return on acquisition investment

• Avoided significant hardware investment and IT management costs, including the need for additional IT human resources, associated with an on-premise implementation and upgrade—saving Michael Baker more than US$1 million annually

• Maintained a lean, five-person IT team during the upgrade, avoiding the time and costs associated with staffing up for the initiative

• Ensured timely ERP system maintenance and tuning as well as high performance with Oracle Managed Cloud Services, enabling the IT team to focus on driving and supporting business innovation for the global engineering and design firm

• Implemented standard business practices across business lines—including those serving federal, state and local areas in addition to groups focused on specific commercial activities—for more than 3,200 employees in over 100 offices

• Eliminated unnecessary application customizations, thanks to new Oracle E-Business Suite 12.1.1 functionality, such as subledger accounting and multi-entity capabilities, as well as the addition of Oracle E-Business Tax

• Deployed a single global instance across the global enterprise, enabling international business lines to work with subledgers and easily accommodate multiple currencies

• Improved Sarbanes-Oxley reporting capabilities thanks to Oracle E-Business Suite documentation capabilities, data integrity controls, and user controls

Why Oracle

Oracle has been a strategic partner to Michael Baker Corporation for more than 10 years. “We’ve looked in the market space, but continue to come back to Oracle for the value it brings to the table. Oracle has access to the whole stack, whether it’s hardware or software, and can handle any issue,” said Jeremy Gill, chief information officer, Michael Baker Corporation.

“Oracle Managed Cloud Services provides the knowledge and technical expertise that is key to running our ERP environment—and it can do so with minimal guidance, which makes it a whole lot easier and cost-effective for us,” Gill said.

Implementation Process

Michael Baker Corporation worked with Oracle to complete the upgrade to Oracle E-Business Suite 12.1 in fewer than six months.

"Instead of trying to do an in-place upgrade, we stood up [put into production] a new environment with an updated database for Oracle E-Business Suite Release 12.1,” said Russell Hemwall, director of ERP, Michael Baker. “We migrated to the new version, and we had the old one as a fail-safe system in case we encountered any problems. This approach significantly mitigated our upgrade risks.”
Minerals Technologies Inc. Provides Decision-Makers with Better Analytics and Standardizes Processes with Upgraded, Cloud-Based Global Enterprise Application Suite

“With Oracle Managed Cloud Services, we gained a hassle-free enterprise system that meets the needs of our complex, global business. With Oracle E-Business Suite Release 12.1, our users around the world have timely, accurate data to drive smart business decisions.”
— Khem Balkaran, Chief Information Officer and Head of Global Business Services, Minerals Technologies Inc.

Minerals Technologies Inc. is a resource- and technology-based company that develops, produces, and markets a broad range of specialty mineral, mineral-based, and synthetic mineral products and related systems and services. The company’s Specialty Minerals segment produces and sells the synthetic mineral product precipitated calcium carbonate (PCC) and the processed mineral product quicklime (lime), and mines, processes, and sells other natural mineral products, primarily limestone and talc. This segment’s products are primarily used in the paper, building materials, paint and coatings, glass, ceramic, polymer, food, and pharmaceutical industries. The company’s Refractories segment produces and markets monolithic and shaped refractory materials and specialty products, services, and application equipment primarily used by the steel, nonferrous metal, and glass industries.

By developing and introducing technologically advanced, new products, Minerals Technologies has been able to anticipate and satisfy changing customer requirements, and to create market opportunities through new product development and product application innovations.

Challenges

• Provide global visibility into all financial, manufacturing, and logistics data across two business segments, 25 countries, and 60 manufacturing plants, worldwide, for the specialty materials provider

• Minimize IT complexity, as well as time and money spent on maintenance, support, and administration

• Tighten turnaround time for external and internal reporting to facilitate faster decision-making

• Support the company as it continues to rapidly expand worldwide to meet the needs of its paper and steel industry customers

Solutions

• Improved business agility and enabled the company to expand quickly in new geographies by running a single instance of Oracle E-Business Suite Release 12.1 to help standardize global operations for greater efficiency

• Reduced IT support requirements and improved system reliability by hosting the application suite on Oracle Managed Cloud Services
• Reduced the time needed to close the month-end books from nine days to three days

• Used Oracle Financials to streamline the record-to-report process, enabling the company to frequently review transactions for a more efficient closing process, rather than waiting until month-end

• Provided visibility into cash requirements and payment terms to enable more effectively managing suppliers’ payment terms and compliance levels

• Enabled the company to view each customer’s shipping history individually, automate the cash collection process, and manage customer relationships more proactively

• Provided the ability to generate weekly, rather than monthly, sales reports—offering better insight into deals and pending sales to enable management to make more effective planning decisions

• Implemented Oracle Enterprise Asset Management to more effectively track product warranties and material inventory, as well as improve the ability to schedule proactive equipment maintenance as needed across all 60 plants, worldwide

• Supported a complex process manufacturing system with recipe-based manufacturing capabilities that help the company manage costing for inherently variable chemical products

• Supported order volume of nearly 1,200 shipments or transfers (for on-premise manufacturing) per month

• Improved integration between Oracle E-Business Suite and Oracle’s Siebel Customer Relationship Management and provided stronger support for mobile technology with the upgrade to Oracle E-Business Suite Release 12.1

• Benefited from a dedicated Oracle service delivery manager and seamless access to Oracle expertise, all of which simplifies internal system support efforts

Why Oracle

Minerals Technologies implemented Oracle E-Business Suite Release 12.1 on Oracle Managed Cloud Services because it wanted to focus on how it leveraged the application suite to improve its business processes, rather than focus on managing hardware, security, and system performance.

“Oracle is a true partner and is the best in the business. With Oracle E-Business Suite Release 12.1 and Oracle Managed Cloud Services, we have insight into every aspect of our business and can truly focus on leveraging the value of the technology across our global processes, instead of managing the technology itself.”

Implementation Process

Minerals Technologies first implemented Oracle E-Business Suite in 2003 in the United States. From 2005 to 2008, it rolled the application suite out to its other geographies.
In 2012, Minerals Technologies upgraded to Oracle E-Business Suite Release 12.1, completing the nine-month project on time. During the migration cycle, the Oracle team worked around the clock to support multiple trial migrations and subsequent troubleshooting. The team also migrated a number of localizations to support Minerals Technologies’ multinational business.
Munchkin Inc. Creates Baby and Toddler Products That Make Life Easier for Today’s Parents

A privately held, global company, Munchkin Inc. creates baby and toddler products that make life easier for today’s parents. Founded in 1991, Munchkin places great emphasis on innovation, redefining what baby products can achieve. The company has won more than 40 industry awards, including multiple wins of the coveted Target Corporation Partner Award of Excellence, the United Kingdom-based ASDA Stores partnership award, and the Toys “R” Us 2011 Vendor of the Year award.

The company has grown rapidly, posting more than a 20% year-over-year increase in revenue for the last five years. During that time, it has expanded its product lines, markets, manufacturing operations, and retail partner base. Today, Munchkin manufacturers many of its products in Asia, counts the world’s leading retailers as its customers, operates numerous distribution centers around the world, and processes 90% of its orders via electronic data interchange (EDI). The company found that it required an upgraded enterprise resource planning system to meet emerging needs related to its increasingly global operations.

Munchkin first deployed Oracle E-Business Suite in 2004 and upgraded to Oracle E-Business Suite Release 12.1 to benefit from new functionality, such as multiple-organization hierarchies, subledger accounting, and expanded intercompany transactional capabilities. It also wanted to remain current on support for its vital enterprise applications. Further, Munchkin looked to create an optimal environment for deploying Oracle’s Hyperion enterprise performance management applications and, later, Oracle Fusion Applications.

Today, the juvenile-product manufacturer is taking advantage of Oracle E-Business Suite Release 12.1 to reduce customizations, further accelerate and enhance business process efficiency, improve warehouse management, and streamline financial management across the global company.

Challenges

• Ensure that the global manufacturer’s enterprise applications can continue to support it as the company posts 20% year-over-year annual growth, enters new global markets, manages manufacturers worldwide, and grows relationships with large retailers, who increasingly require EDI transactions

• Simplify back-office operations by eliminating complex and difficult-to-maintain customizations

• Improve agility in serving retail customers and getting the company’s growing portfolio of children’s products to market

• Ensure that the company remains on a current Oracle E-Business Suite release to avoid extended support costs
Solutions

• Upgraded to Oracle E-Business Suite Release 12.1 to ensure that the company is on a widely-supported version of the enterprise applications on which it runs its global consumer product business, avoiding extended support costs

• Benefitted from subledger accounting and multiple-organization functionality in Oracle Financials to gain a more granular view of US and international operations and more efficiently manage them in the system

• Enabled the company to more easily manage multiple currencies, ledgers, and inventory locations—accelerating financial close processes

• Expanded Munchkin’s use of radio-frequency devices for receiving and shipping—further streamlining warehouse operations and accuracy, as well as solidifying relationships with retail partners

• Boosted productivity with the ability to locate and manage customer data more efficiently, thanks to improved interfaces and navigation

• Improved ability to efficiently meet big-box retailer requirements related to EDI transactions

• Reduced customizations, compared to the legacy environment, including the item master, and is on track to retire up to 50 major customizations, positioning the company to cut IT management burden and costs moving forward

• Improved ability to efficiently manage complex information about customers and partners, including organizations, locations, and the network of hierarchical relationships among them, thanks to Oracle Trading Community Architecture

• Retired a third-party application for producing purchase orders and bills, thanks to Oracle Business Intelligence Publisher—which is part of Oracle E-Business Suite Release 12.1—reducing IT complexity and costs associated with licensing and maintaining the system

• Improved ability to manage international operations and facilitate entry into new markets with multicurrency and multi-organizational capabilities, as well as Oracle E-Business Tax, which provides a turnkey infrastructure for transaction-tax knowledge management

• Replaced multiple and very large budget spreadsheets that were difficult to manage and prone to document corruption and version-control issues for faster and more accurate planning, thanks to Oracle Hyperion Planning

• Gained drill-down functionality for greater insight into budgets and planning, as well as enabled auditing capabilities—helping managers to identify when and who made updates and changes to planning documents and view the details associated with the changes

• Ensured that the company’s planning system could integrate with Oracle E-Business Suite to improve data accuracy and avoid rekeying data
Why Oracle

Munchkin worked with Hitachi Consulting to plan and execute the upgrade, in conjunction with Munchkin’s hosting provider. The project, which involved upgrading a single instance of Oracle E-Business Suite across the company’s global operations, took approximately six months and came in on budget. Munchkin’s strategy was to use existing Oracle E-Business Suite 11i functionality in the Release 12 environment and take advantage of new features and functionality on an as-needed basis, without jeopardizing the go-live date.

Partner

“As Hitachi Consulting is a member of the Oracle Partner Network, we selected the firm as our Oracle E-Business Suite Release 12.1 upgrade partner. The group has numerous Oracle specializations, and its Release 12 experience, technical expertise, staffing model, and understanding of our needs and expectations helped set the stage for us to continue reaping the benefits of our Oracle E-Business Suite investment for years to come,” said Philippe Brisset, senior director of IT, Munchkin Inc.
National Instruments Corporation Upgrades Business Applications to Support Continued Growth

“The move to Oracle E-Business Suite Release 12.1.2 was the most positive Oracle upgrade that we have ever done. Our environment is challenging because we use more than 30 modules, and the fact that we were able to upgrade with little to no impact to users was remarkable.”
— Michael Beamer, Global IT Applications Director, National Instruments Corporation

National Instruments Corporation (NI) provides open graphical programming software and modular hardware to customers at more than 30,000 companies to simplify development, increase productivity, and reduce time-to-market of innovative new technologies, ranging from breakthrough medical devices to next generation gaming systems. NI transforms the way engineers and scientists design, prototype, and deploy systems for test, control, and embedded design applications.

Challenges

• Support NI’s ability to serve the dynamic technology needs of a wide range of customers globally, in diverse industries, by ensuring business applications are up to date
• Improve key business processes, such as the ability to quickly process, build, ship and bill approximately 200,000 complex software and hardware-configured orders per year

Solutions

• Upgraded to Oracle E-Business Suite Release 12.1.2 to keep business applications moving forward with the business
• Gained the ability to segment the company’s financials with increased flexibility, which will help as NI continues to grow
• Improved flexibility in collecting and updating local, state, national, and global taxes and billing them back appropriately
• Provided substantial subledger accounting details, enabling quicker return on investment and cost-benefit analysis calculations
• Integrated with the company’s Web site and used a rules-based process to execute all configured orders quickly and accurately
• Streamlined purchasing and expense approvals while improving control for auditing purposes
• Provided the ability for engineers to enter their time and bill it to specific technology projects, then flowing that data into the ledger for project-level financial reporting
• Enabled managers to approve all timecards at once, saving about 15% of their time
• Benefitted from new report creation and XML Publisher tools, giving users the ability to customize the 1 million quotes created yearly, which is important for a diverse customer base
• Leveraged Oracle Support to quickly resolve any problems
Natus Medical Incorporated Selects Oracle E-Business Suite 12.1 to Streamline and Optimize Global Business Operations

“To support our growth and acquisition strategy in both the U.S. and international markets, we needed a modern, cost-effective, scalable and reliable business platform that would enable us to standardize operations and lower total cost of ownership in the long term. We were able to standardize processes and go live on the Oracle E-Business Suite 12.1, using the leading industry practices in the Oracle Business Accelerators for Oracle E-Business Suite 12.1, in ten months. Ninety percent of the functionality we needed was available out-of-the-box.”

— Bharat Poria, Senior Director of IT, Natus Medical Incorporated

News Facts

- To improve business performance and transform global business processes, Natus Medical Incorporated has adopted the Oracle E-Business Suite 12.1 using Oracle Business Accelerators
- Oracle Business Accelerators are powerful, easy-to-use, cloud-based rapid implementation tools developed by Oracle to get customers up and running on a wide range of Oracle Applications, both quickly and reliably
- Natus is a leading provider of healthcare products used for the screening, detection, treatment, monitoring and tracking of common medical ailments. The company sells its products worldwide through a direct sales force and distributors in the U.S. and in more than 100 other countries
- With an increasing volume of customer orders coming from around the globe, Natus needed to replace its existing ERP system with a modern, flexible and scalable suite of business applications that could help it lower total cost of ownership by standardizing and automating processes
- Working with NTT DATA, a Platinum level member in Oracle PartnerNetwork (OPN), and leveraging out-of-the-box, industry-specific Oracle Business Accelerators, Natus implemented the Oracle E-Business Suite 12.1, including Oracle Advanced Supply Chain Planning, Oracle’s Demantra, Oracle E-Business Suite Financials, Oracle Order Management, Oracle Inventory Management, Oracle Advanced Procurement, Oracle Discrete Manufacturing and Oracle Service Management. Natus also implemented Oracle Customer Relationship Management, Oracle’s Agile Product Lifecycle Management and Oracle Hyperion Performance Management, in an aggressive 10-month implementation timeframe
- In addition, to provide a common infrastructure for producing, delivering and managing enterprise reports, scorecards, dashboards, ad-hoc analysis, and OLAP analysis, Natus selected Oracle Business Intelligence
- With this integrated suite of Oracle Applications, Natus has been able to significantly reduce end of month reporting times, effectively meet increasing customer demand and establish a flexible and scalable platform to support future growth
- Natus is live in the US and Canada. Europe and South America are planned for deployment in early 2013
- Implementation partner NTT DATA provides modern, rapid implementation tools and implementation services that can help midsize customers achieve a quick return on their Oracle technology investment
Supporting Quotes

• “NTT DATA is committed to our relationship with both Oracle and our client Natus Medical,” said Hiren Bhatt, senior vice president of NTT DATA’s Oracle practice. “We are able to deliver this industry-specific solution for midsize companies to speed the deployment of Oracle solutions, resulting in the out-of-the-box experience that our clients expect.”

• “Midsize manufacturers and distributors today seek solutions that will facilitate future growth,” said Steve Cox, vice president, Oracle Accelerate for Midsize Companies. “Oracle Accelerate solutions, implemented using Oracle Business Accelerators, help rapidly growing organizations like Natus Medical to utilize best-in-class enterprise software solutions rapidly, so that the benefits of use are realized as quickly as possible.”
The National Marrow Donor Program (NMDP) is the global leader in providing marrow and umbilical cord blood transplants to patients with leukemia, lymphoma, and other diseases. The nonprofit organization matches patients with donors, educates healthcare professionals and conducts research so more lives can be saved. The NMDP also operates Be The Match, which provides support for patients, and enlists others in the community to join the Be The Match Registry—the world's largest listing of potential marrow donors and donated cord blood units.

Efficient processes are fundamental to NMDP's life-saving work. As the organization continued to expand and process a growing number of orders for typing kits and associated services, it required more automated and integrated processes. Its homegrown, custom-built enterprise application environment was highly dependent on manual, paper-based processes, including billing processes. In addition, as a not-for-profit organization that receives and administers grants, it has complex financial management and reporting requirements.

NMDP decided to replace its legacy system, built on Sage accounting software with an integrated platform for enterprise applications and technology. It selected Oracle E-Business Suite Release 12.1, which it is deploying in a phased rollout, working with Oracle Partner Zanett, Inc. In phase one of the implementation, NMDP deployed Oracle Financials, Oracle Purchasing, Oracle iProcurement, Oracle Internet Expenses, and Oracle Grants.

With Oracle Financials applications, NMDP has standardized its core financial processes and extended visibility into operations, including grants management. For example, the finance team can now see requisitions, purchase orders, and associated invoices paid. More timely and integrated financial information is enabling NMDP to close its books faster.

NMDP used Oracle Business Accelerators to automate and speed its adoption of Oracle’s industry-leading procure-to-pay business processes and improve grant management. Using Oracle Grants, the organization has improved its ability to track and manage grant funds, which often have varied fiscal-year and reporting periods that may or may not align with NMDP’s fiscal calendar. Previously, this created complexity with general ledger management and grants reporting. Oracle applications enable NMDP to set up the structure using staggered fiscal years without corrupting the general ledger structure.

NMDP is also using budgetary controls available in Oracle Financials, and has implemented encumbrance accounting functionality.

As a not-for-profit organization, NMDP is focused on optimizing its resources. With Oracle Financials, managers now have more timely and extensive insight into where they stand with their budget balances and can better control procurement and expenses, so they do not exceed allocated funds.
NMDP is now in phase two of its Oracle E-Business Suite initiative, which will integrate, automate, and retool the pricing and order entry and management operations to streamline operations and support growing volume. NMDP is also in the process of implementing Oracle Hyperion Planning and anticipates going live in December 2012.

Why Oracle

From a financial perspective, NMDP evaluated other systems—including Microsoft, Epicor Software, and Lawson—but selected Oracle E-Business Suite, in part, because it offered more robust functionality, including electronic procurement and purchase orders. Oracle E-Business Suite will also enable NMDP to integrate and audit the procure-to-pay cycle from start to finish. It also found the system’s automated accounting and budgetary control options attractive and knew that the system could scale easily as the organization continued to grow.

Implementation Process

To shorten the time required to realize the value of its Oracle E-Business Suite investment, NMDP wanted to accelerate the implementation. It decided to pursue a phased rollout, starting with the deployment of Oracle E-Business Suite core financials applications, as well as Oracle Grants. The idea was to create an integrated financial foundation and then build on it to transform the pricing and order entry and management operations, as well as expand customer support and project management capabilities.

Working with Oracle partner Zanett, Inc., NMDP completed phase one of the implementation in just seven months. Using Oracle Business Accelerators, Zanett captured NMDP’s business requirements and quickly modeled them using the rapid implementation tools.

Partner

After establishing NMDP’s business requirements, the organization worked with Zanett and used Oracle Business Accelerators to speed its phase-one implementation of procure-to-pay business processes and budgetary controls and to keep consulting costs low without interrupting its operations. Using Oracle Business Accelerators enabled NMDP and Zanett to stay on schedule, so phase two could start on time.

“We selected Zanett as our partner for this important IT initiative for several reasons. First, its experience with Oracle E-Business Suite implementations is strong, especially in the healthcare and public sector industries,” said Bruce Schmaltz, director of finance/controller, National Marrow Donor Program. “During the project, we established strong relationships with the consultants. They were very skilled at helping us to rethink and retool established processes and took the time to show us the best way to leverage the applications’ functionality to meet our needs. We still, on occasion, reach out for advice and they’re glad to assist.”
Nuklearna Elektrarna Krsko Invests in Oracle Enterprise Asset Management To Unify Asset Information Across the Enterprise

“Being responsible for supplying a significant part of Slovenia’s and Croatia’s electricity means it is critical that we have a state of the art maintenance management system able to automate our business processes and deliver information in one place. We chose to work with Oracle because we could develop a strategic partnership which not only supports our requirements, but will be a benefit for the global nuclear power industry and will bring us next-generation industry solutions.”

— Zeljko Reljic, CIO, Nuklearna Elektrarna Krsko (NEK)

News Facts

- Nuklearna Elektrarna Krsko (NEK), Slovenia’s and Croatia’s only nuclear power plant, has extended its strategic relationship with Oracle. As part of this, Oracle will be providing NEK with a long term IT solution and the parties will cooperate to develop industry requirements for the next generation technology applications in the nuclear utilities market.

- Specifically, NEK will become a member of the Oracle Enterprise Asset Management (eAM) Customer Advisory Board. In addition NEK will lead the newly formed Nuclear Power Generation Special Interest Group within Oracle Application User Group.

- To help support NEK’s continuous efforts to improve plant safety and reliability, as well as cost effectiveness of plant operations, Oracle will implement Oracle Enterprise Asset Management (eAM), and the Oracle E-Business Suite Release 12.1 at the NEK.

- Oracle eAM will replace NEK’s legacy maintenance management system and was chosen because of it being a single, integrated system with unrivalled functionalities for asset management and supply chain planning.

- Oracle eAM will help unify NEK’s information environment and deliver asset lifecycle management, as well as leaner operations and improved return on capital investments.

- The Oracle E-Business Suite will deliver integrated work and supply chain management for NEK, incorporating visual navigation planning, work order processing and nuclear systems maintenance.

- The project will be rolled out in three phases, with the first ‘pilot’ phase beginning in December 2009, followed by the second ‘build phase’ in April 2010 and the final ‘transition’ phase in November 2010.

Supporting Quotes

- “NEK is one of Europe’s leading nuclear utilities and we’re pleased to be continuing our 23 year relationship with the company. We see the nuclear utilities sector as one of the most strategic and complex industries, and being able to deliver enterprise applications that support business processes is what Oracle does best. We look forward to working closely with NEK to implement the Oracle E-Business Suite Release 12.1 which includes an effective maintenance management system and to support a next generation vision of technology applications in nuclear utilities,” said Jon Chorley, Oracle Vice President, Product Strategy.
Oman Oil Company Exploration & Production LLC Builds Future-Proof Enterprise Systems

“OOCEP’s goal is to provide an effective information management platform that supports our business decisions. Oracle E-Business Suite Release 12.1.2 provides the greatest range of applications and functionality to the widest user community within our organization. Oracle brings us closer to our goal.”

— Salim Sibani, Chief Executive Officer, Oman Oil Company Exploration & Production LLC

Oman Oil Company Exploration & Production LLC (OOCEP), founded in 2009, is the upstream oil and gas company of the Sultanate of Oman. OOCEP has numerous assets and diversified interests in oil and gas exploration and production within Oman and elsewhere.

Challenges

- Implement a scalable, robust IT solution in a new oil and gas company aiming to hit US$1 billion in revenue in ten years
- Integrate the company’s departments with the help of one single technology partner that offers an end-to-end solution and is well-versed with the requirements of the oil and gas industry
- Cut down the monthly financial closing cycle from 37 days to 10 days, and minimize errors in financial reporting
- Automate all purchase requisitions and enable four full-time employees to focus on more meaningful tasks

Solutions

- Implemented an integrated and scalable solution with Oracle Financials using a phased approach, thereby enabling the company to realize its exponential growth
- Optimized the efficiency of OOCEP’s 120 employees during the second phase through the automation of key business processes in sourcing, inventory, and contract management, after taking over Abu Tubul Block’s 60 assets and operations
- Reduced monthly financial closing to seven days and achieved error-free financial reporting, thereby substantially enhancing the company’s performance
- Automated 90 monthly purchase requisitions with a total value of US$75 million per month, enabling OOCEP to assign four full-time employees to valuable analytical tasks such as contract performance management and vendor management
- Moved purchasing and budgeting to an online system that alerts managers immediately when budgets are exceeded
- Worked with Oracle Partner Bahwan CyberTek to enhance collaboration between users and facilitate quick acceptance of Oracle E-Business Suite throughout the company
- Improved the financial accounting system to a point that OOCEP is able to effectively calculate the costs of each individual well
Established in 1983, Opto Tech Corporation is a market leader in the light emitting diode (LED) design and manufacturing industry. The company manufactures a variety of LED chips, displays, and lighting, as well as chips for silicon sensors. It produces more than 4.5 billion LED chips and 1.5 billion silicon sensor chips each month. The company is also committed to researching, developing, and promoting innovative energy-saving products to meet the challenges of climate change.

Opto Tech Corporation upgraded to Oracle E-Business Suite Release 12.1 in January 2012 to strengthen internal controls, improve operational efficiency, and meet International Financial Reporting Standards (IFRS). The company has reduced cost-settlement time from three hours to half an hour and halved its volume of paperwork.

**Challenges**

- Comply with new regulatory requirements mandated by the Taiwan Financial Supervisory Commission to prepare financial statements in accordance with IFRS dating from January 1, 2012, and before the full implementation of standards for 2013
- Reduce daily workload for maintaining and upgrading 1,200 customized enterprise resource planning (ERP) programs, such as budgeting, sales, and cost analysis
- Strengthen and standardize internal data approval and security controls
- Improve operational efficiency in response to a rapidly changing economic environment in the LED industry and revisions to transaction types, such as order fulfillments
- Streamline the company’s business model, which previously required 30% of LED products to have different accounting treatments and revenue recognition

**Solutions**

- Cut the time taken to complete cost-settlement processes during month-end closings by 84%—from three hours to half an hour
- Halved the paperwork required for customer returns in the property management department—and alleviated system workloads—by implementing a simpler, order-based format that requires one item and one report to complete accounting tasks
- Reduced overall ERP system footprint from 346 gigabytes to 170 gigabytes by clearing out old data, improving system performance by approximately 75%
- Shortened weekly ERP reporting time from 32 hours to 8 hours by using the gather-scheme-statistics feature on a weekly basis to ensure system resources are used efficiently

“We upgraded to Oracle E-Business Suite Release 12.1 to take full advantage of its world-leading technology and support for IFRS. We have improved the efficiency of our complicated operational processes, reduced cost-settlement time by 84%, and halved the volume of paperwork required for customer returns.”

— Lin Tzu-Chun, Vice President, Opto Tech Corporation
Complied with the new IFRS by using features, such as flexible, subledger-accounting and comprehensive reporting functions

Increased the efficiency of operational processes, for example by replacing an overly complex and paper-heavy, 10-step customer returns process

Eliminated a fifth of customized reports, such as the operating-expense analysis report, by replacing the most needed and frequently used legacy reporting programs with Oracle E-Business Suite Release 12.1 functions, or by improving related processes

Provided real-time visibility and control of inventory and shipments by implementing fulfillment sets to record orders with long shipping times, such as LED display screens

Why Oracle

Opto Tech Corporation had been using Oracle E-Business Suite Release 11.5.9 since 2003. At the time, Taiwan had limited local resources to help companies comply with IFRS requirements. The company decided to upgrade to Oracle E-Business Suite Release 12.1 because the software provided full support for IFRS requirements.

“Oracle’s outstanding service team and world-leading product technology—together with the opportunity to leverage Oracle’s practical experience and resources on an international level—were key factors in our decision to choose Oracle products and Oracle Consulting for our upgrade project,” said Lin Tzu-Chun, vice president, Opto Tech Corporation.

Implementation Process

Opto Tech Corporation divided the ERP upgrade project into two phases. The first phase ran from March to September 2010, and focused on upgrading and replacing the legacy ERP system.

The second phase, which began at the end of November 2010, focused on reconfiguring the ERP system to comply with IFRS and implementing process improvements. Oracle E-Business Suite Release 12.1 went live on January 3, 2012.

A management consulting company also carried out an analysis to identify opportunities to strengthen and standardize internal controls and auditing. With further help from Oracle Consulting, these needs were incorporated into the ERP system.

“By following standard Oracle best practices, we upgraded to Oracle E-Business Suite Release 12.1, easily and cost-effectively,” said Lin. “We took full advantage of the integrated solution and achieved the changes we needed in our LED, enterprise resource planning processes.”
Pella Corporation Upgrades Enterprise Applications to Continue to Improve Manufacturing Efficiency

“Thanks to the maturity of Oracle E-Business Suite Release 12.1 and the expertise and effort of our staff to plan and test everything carefully, we were able to make the transition very smoothly. Our business users continue to see the value of Oracle applications.”

— Rick Hassman, Director of Applications, Pella Corporation

Pella Corporation creates a better view for homes and businesses by designing, testing, manufacturing, and installing quality windows and doors for new construction, remodeling, and replacement applications. As a family-owned and professionally managed company, Pella has an 85-year history of delivering on customer satisfaction.

Challenges

• Upgrade the company’s centralized, global enterprise resource planning (ERP) system to improve manufacturing efficiency and enhance visibility across plants producing high quality windows and doors
• Stay current on the latest technology platform to support future growth and changes more easily

Solutions

• Upgraded to Oracle E-Business Suite Release 12.1 to continue to enhance the company’s ERP system that supports 12 manufacturing plants nationwide
• Completed a smooth upgrade with little to no interruption for users thanks to careful planning and testing of the system
• Supported a fully integrated process from generating marketing campaigns in Oracle Marketing that become leads in Oracle CRM On Demand and flow into Oracle Configurator or Oracle Order Management for processing and then Oracle Manufacturing for production and finally through Oracle Transportation Management for efficient delivery and invoicing
• Positioned the company to take advantage of future application upgrades by staying on the most current technology, including service-oriented architecture (SOA) technology
• Managed very complex scheduling and sequencing in manufacturing, while linking the system to suppliers to issue electronic forms—such as purchase orders—and provide automatic status updates that reduce support calls
• Improved manufacturing productivity by downloading product details directly to the shop floor
• Continued to benefit from the ability to assess performance, make adjustments as needed, and improve on-time delivery
• Used Oracle Configurator to validate products, accessories, labels, and branding before shipping—a huge benefit since most windows and doors are configure-to-order products
• Enabled the use of a single bank account across multiple legal entities within the manufacturing company with the use of Oracle Financials
Penn Color, Inc. Gains Global Scalability and Boosts Productivity by Upgrading Enterprise Applications

“With Oracle E-Business Suite Release 12.1.2, we now have a platform to support Penn Color’s global growth with consistent global processes and a single source of truth for critical business information.”
— Chris Driscoll, Director, Information Systems, Penn Color, Inc.

Penn Color, Inc. is a recognized leader in the development and manufacture of custom color concentrates. The company supplies color concentrates and dispersions for use in most of the world’s major industries, including plastics, inks and coatings, paints, and cosmetics.

Challenges

- Replace redundant, aging enterprise applications in the company’s color concentrate operations in the United States and Europe to enhance operational efficiency and productivity
- Improve operational agility required to develop and sample 3,500 to 4,000 new custom colorant products annually
- Enable Penn Color to centrally manage recipe, quality control, and manufacturing data to ensure consistency and efficiency
- Meet aggressive on-time delivery objectives and enable the company to have the scalability to support global expansion.

Solutions

- Deployed Oracle E-Business Suite Release 12 and upgraded to Version 12.1.2 to provide a consistent and global view of product information, including product formulas, manufacturing instructions, and raw ingredients and substitutions driving quality and efficiency improvements
- Enabled Penn Color to transfer human knowledge to systems knowledge, helping the company capture institutional knowledge and leverage it in a standardized workflow across the global organization to save time and improve processes, such as in the area of raw material management
- Accelerated and integrated financial processes
- Automated raw material requisitioning through more precise materials requirements planning
- Enable Oracle’s item substitution capabilities to allow the company to respond to rapid production requirements in an environment in which some raw ingredients are increasingly scarce
- Provided the research and development team with better tools for building and managing formulas and recipes for the company’s colorants
- Accelerated training and documentation with Oracle User Productivity Kit
Pentel of America, Ltd. Upgrades to Oracle E-Business Suite Release 12.1 On Time and Under Budget and Is Set to Leverage New Functionality

Pentel of America, Ltd. is the United States operation of Pentel Co. Ltd., a privately owned, Japanese company that has been producing the world’s most popular writing instruments for more than half a century.

Challenges

• Pentel upgraded to Release 12.1, running on Oracle Enterprise Linux, to stay current on support; take advantage of enhanced functionality, including new warehouse management features; and position the company to deploy Oracle’s Demantra applications

Solutions

• Pentel worked with Oracle Partner Zensar on the upgrade, and completed it on time and under budget

• With Oracle E-Business Suite Release 12.1, the company has realized a boost in support and an opportunity to drive momentum for process improvement throughout the company

• The seamless upgrade has provided a platform to move forward and has encouraged the company to explore new functionality and applications
**Pham Nguyen Foods** Drives Competitive Edge With Oracle E-Business Suite Release 12.1

"Phaner’s success adds to our customers’ increasing successful stories, demonstrating our years of experiences in implementing ERP projects. We have been working side by side with Phaner right from the early days of this project and we are excited to see what has been achieved as a result of our hard work and our partnership with Phaner and Oracle."

— Bui Trieu Anh Tuan, Managing Director of FPT IS ERP Co.

Founded in 1990, Pham Nguyen Confectionery and Foods Processing Company has been known as one of the leading confectionery manufacturers in Vietnam. Consumers have awarded the company’s products as “Vietnam Product of High Quality” for many successive years and the products are present at most of the cities, provinces nationwide as well as exported to many countries in the world. For more information, please go to: http://www.phamnguyenfood.com/.

**News Facts**

- Pham Nguyen Confectionery Corporation (Phaner), a Vietnamese manufacturer and distributor of snack foods with revenues exceeding US$25 million, proudly announces today the successful deployment of the Oracle E-Business Suite 12.1 to help drive its competitive edge in both domestic and global markets

- Phaner has aggressive plans to grow its business, and consequently needed to expand its distribution and manufacturing operations. In order to support its rapid growth, Phaner identified a number of operational and administrative areas that could benefit from increased efficiency and standardization

- More than just a manufacturer of snack foods, Phaner is a trusted national brand with a strong distribution base. It is critical that the organization had systems in place to help provide the support and flexibility required to manage their growth

- Phaner looked to Oracle and FPT to assist with developing solutions to some of its growth challenges. Phaner defined areas for productivity improvement and cost savings initially, and the results can be seen through recognized improvements throughout the organization

- Phaner’s financial reporting has benefited from the new system. Phaner has been able to improve internal reporting procedures significantly, reducing the time required to generate accurate sales data as well as report on monthly operating performance

- Phaner selected and implemented the Oracle E-Business Suite 12.1 to ensure success across the organization

- The Oracle E-Business Suite 12.1 helping Phaner to:
  - Facilitate on time delivery with consistent online inventory management
  - Successfully monitor shipments with FEFO (First Expire First Out) mechanism as a result of the automated enterprise resource planning (ERP) system for material management and warehousing
  - Significantly improve quality control, detecting expiration of materials and finished products to reduce the number of erroneous products
• Track material origins during the manufacturing and distribution process with real-time access to information to deal with any potential contingencies related to product quality

• Offer strict control over material consumption on a weekly basis to optimize production capacity from raw materials to final products and lowering product prices

• Optimize business intelligence to support real-time decision-making with transparent financial statements

• This ERP project has been widely deployed across all sections ranging from procurement, warehousing, planning, manufacturing, quality control to financial management at three locations namely the headquarter office, warehouse in Hanoi and the plant in Long An

• The project went live after 12 months of implementation by FPT IS ERP, a subsidiary of FPT Information System, a Platinum level member of Oracle PartnerNetwork

Implementation Process

• “Our distribution presence in Vietnam has doubled over the past three years, to over 50,000 points of sale throughout Vietnam as well as exporting now to 16 foreign markets,” says Christian Leitzinger, Chief Operations Officer, Phaner. “This scale requires improved inventory management through our distribution network, as well as increased tracking of raw materials. The Oracle E-Business Suite 12.1 has provided us with solutions in these areas, which has enabled us to reduce inventory levels by over 25 percent, and reduced our stock outs by 90 percent since implementation. Due to our strong growth over the past years, we had struggled to generate timely reports for our management team. With the new system in place, our reporting time has been reduced greatly. We have strongly improved our ability to make strategic decisions, giving us a considerable competitive edge.”

• “This successful deployment of the Oracle E-Business Suite 12.1 helps intensify our footprint in Vietnam’s food industry,” said Darren Rushworth, vice president, Oracle Direct Applications. “Phaner is a popular name in the snack industry, and we are proud to help such a prestigious brand name to boost their brand equity through streamlining their financial, distribution and manufacturing processes.”

About FPT ERP

FPT IS ERP provides consultation and design services, construction and implementation of Enterprise Resource Planning (ERP) systems using the standard platforms of SAP, Oracle and solution packages developed by FPT IS. For further information, please visit: http://www.fis.com.vn/en/cong-ty-thanh-vien/fpt-erp
PL Developments supports rapid growth and meets customer needs by optimizing supply chain and warehouse management.

“Since implementing Oracle E-Business Suite Release 12.1.1 and other supporting Oracle solutions, we have grown by 35% to 40%, attributable in part to the visibility the technology provides us into every aspect of our business. We now make decisions quickly, based on real data. We’re smarter, faster, and more efficient, and it shows.”
— Tom Crowe, Chief Information Officer, PL Developments

PL Developments, a leading supplier of over-the-counter, FDA-approved products in the analgesic, gastrointestinal, cough/cold, sleep/motion, and eye care categories, is an integrated single source for oral dosage development and manufacturing of over-the-counter pharmaceutical and nutritional products. The company focuses on innovation and commitment to the well-being of its customers, consumers, employees, and the community.

A few years ago, PL Developments realized that its IT systems could not adequately support the growth expectancy of the business. To get—and stay—ahead of the curve, it needed to implement an integrated application suite that would provide total visibility into every aspect of its business. The company implemented a full solution from Oracle—including Oracle E-Business Suite Release 12.1.1 and Oracle’s Agile product lifecycle management applications—to improve its supply chain control, optimize inventory levels, streamline production scheduling, enhance customer service, and improve financial planning processes.

Challenges

- Implement an integrated business application suite to enable the company to scale to support expected growth
- Enhance supply chain control for private label, over-the-counter drug packaging solutions and tablets and capsules sold to retailers, supermarkets, and drugstores
- Manage the end-to-end packaging process for customers, including artwork and label design, regulatory requirements support, call center activities, and distribution
- Improve visibility into the production floor and streamline production schedules
- Manage and plan inventory for customers to ensure proper levels are available and respond to orders within 24 to 72 hours
- Perform supply and demand planning between its pharmaceutical manufacturing plant and bottling and packaging plant

Solutions

- Worked with Oracle Partner CPG Solutions (a KPIT Cummins company) to implement Oracle E-Business Suite Release 12.1.1, Oracle’s Agile Product Lifecycle Management, and Hyperion applications in just 10 months
- Used Oracle Advanced Supply Chain Planning to improve inventory visibility—identifying a capacity deficiency and the need to create a second shift to meet customer needs
Why Oracle

Four years ago, PL Developments acquired Avéma Pharma, the manufacturing facility in Miami, which already ran Oracle E-Business Suite but had not completed its implementation. PL Developments was impressed with the product suite but knew it would still need to make an additional investment to complete the implementation, add new functionality, and train its users. It examined the Oracle solution and one from SAP, ultimately deciding on Oracle and its partner, CPG Solutions, due to their understanding of the packaged goods space and commitment to the industry.
“We needed technology tools in place that would help us do the heavy lifting, see our options, and control our own destiny. Oracle fit that bill,” said Tom Crowe, chief information officer, PL Developments.

Implementation Process

PL Developments recognized the importance of positioning the implementation as a corporate project, not an IT project, to secure buy-in from critical business leads. It brought Oracle Partner CPG Solutions on board in August 2009 to help examine the known requirements and deliverables for the project. The joint team then began an aggressive implementation schedule in October 2009, going live on Oracle E-Business Suite Release 12.1.1 and the Agile applications in less than 10 months in July 2010 at its New York facility. It focused on training every step of the way during the implementation so its business users could hit the ground running post go-live. PL Developments completed subsequent implementations in October 2010 (Hyperion) and November 2011 (Demantra) at this facility. It implemented Oracle Warehouse Management in its New York office in July 2010 and is looking forward to the Oracle Warehouse Management go-live in its Miami office in February 2012.
The Port of Fujairah looked to Oracle and its partners to support its integration of financial processes with broader business functionality, while creating solid foundations for growth of the multipurpose sea port.

It needed to enable transparent businesswide reporting and planning, vital for a business success in the competitive travel and transportation sector.

But it also needed to replace an end-of-life ProphecyOpen enterprise resource planning (ERP) system, running on Ingres Database.

To accomplish this, the Port of Fujairah sought a comprehensive suite of integrated, global business applications powered by an industry-leading database solution to tighten in-house controls for payroll, bank reconciliation, and human resources (HR) across the port facility.

Oracle worked with partners to implement Oracle E-Business Suite Release 12, fully integrating Oracle Financials with Oracle Inventory Management, Oracle Purchasing, and Oracle Human Resources.
• It also supplied Oracle Business Intelligence Standard Edition and Oracle Discoverer for business activity analysis and reporting to all levels of the organization, supporting decision-making in the regional transport marketplace

• All the selected Oracle applications and technology went live in just seven months, delivering inherent scalability to support the level of expansion possible at the international port with technology built for growth in volume and functionality

• A robust local presence of Oracle, Fujitsu, and CNS expertise, now provides a level of support for regular maintenance and upgrades that had been absent with legacy systems

Why Oracle

Focusing on functionality, Port of Fujairah wanted to deploy a comprehensive suite of integrated, global business applications that would bring it up to date and scale to accommodate new business needs as the port expands and extends its own services. Oracle E-Business Suite met these requirements better than any other solution on the market, so Oracle was selected. Additionally, Oracle E-Business Suite eliminated problems from lack of support for the legacy ERP Prophecy and Ingres platform in the UAE, and the difficulty of securing upgrades for the legacy systems.

Implementation Process

The port began implementation in May 2008 and finished by December 2008. During this implementation, the Port of Fujairah worked with long-time Oracle Partner and best-of-breed IT infrastructure provider Fujitsu, as well as local Oracle Certified Partner and Oracle E-Business Suite specialist Computer Network Systems (CNS). A smooth rollout of all Oracle applications and technology was completed in just seven months.

Partner

Fujitsu and Computer Network Systems had worked together on similar projects with other government entities in the region and had considerable experience in implementing Oracle E-Business Suite locally and worldwide.

Fujitsu implemented Oracle E-Business Suite 12 in seven months, providing a business process study, gap analysis, solution design, user training, build and customization, data migration, user acceptance testing, production setup, postproduction support, customized report development, and project management. An upgrade to Oracle E-Business Suite 12.1 was then implemented by in-house teams.
Power Design Inc Incorporated Deploys Integrated Application Suite, Improves Visibility into Growing Business

“With Oracle, we now have one single strategic partner for our operating system, database, and application tier. Oracle E-Business Suite Release 12.1.2 and Oracle Business Intelligence Enterprise Edition provide us with unprecedented visibility into our business, helping us to improve processes, from recruiting and employee training, to inventory and project management.”
— Raghu Kutty, Director of IT, Power Design Inc

With more than 80 active projects, a 70,000 square foot national headquarters facility in St. Petersburg, Fla., and accumulative revenue exceeding US$1 billion dollars, Power Design is a key player in the electrical contracting industry.

Since it was founded in 1989, Power Design has attracted a best-in-class customer base, performing work for the top 100 general contractors and developers by revenue volume in the country.

When the company experienced rapid growth, increasing revenue by 240% in a four-year time frame, it realized its legacy enterprise resource planning (ERP) solution wouldn’t meet future needs. Power Design required a sophisticated, integrated solution that would scale as it continued to grow, help automate business processes, enhance human resource management, and improve decision-making capabilities. The company selected Oracle E-Business Suite Release 12.1.2 due to the solution’s strength for project-based companies. It also selected Oracle Business Intelligence Enterprise Edition and worked with Lucidity Consulting on the implementation.

With Oracle, Power Design enhanced its human resources management processes to manage more than 400 employees in 14 states, working on complex projects that last from one to three years. It also streamlined its procurement and project management processes while providing the management team with access to intelligence that helps them make more informed decisions about the future direction of the company.

Challenges

- Replace a legacy ERP system that could not scale to meet Power Design’s data requirements as the company’s revenue increased by 240% in a four-year time frame
- Implement an integrated application suite that will enable users to access information quickly regardless of their location, as well as allow the electrical contracting company to configure applications as required to meet business needs
- Accelerate transaction processing and reporting while enhancing security and data integrity
- Deploy a comprehensive human resources system to track employees, from on-boarding, to training, through promotions
- Improve inventory management and control, particularly for the company’s 100,000-square-foot lighting distribution center, located in Atlanta, Georgia
• Worked with Oracle Partner Lucidity Consulting to implement Oracle E-Business Suite Release 12.1.2, using Oracle Business Accelerators, and Oracle Business Intelligence Enterprise Edition to enable Power Design to scale for continued growth, automate business processes, enhance human resources capabilities, and improve decision-making capabilities

• Provided flexibility to configure applications to meet its unique needs

• Leveraged Oracle Human Resources to manage 400 employees in 14 states on projects that last from one to three years—ensuring that Power Design makes the best use of its available resources on each project

• Used Oracle iRecruitment to place each job posting on multiple job boards, rather than posting each manually while allocating resources to the right location

• Provided one holistic view to track training accomplishments for each employee—critical for the company’s comprehensive training program

• Used Oracle Procurement to enable project managers to manage material procurement and releases from one screen—and forecast, plan, schedule, and release materials with a few clicks

• Built bills of materials to manage material releases for construction projects through a single purchase order instead of having to create multiple purchase orders

• Leveraged a holistic view to eliminate the need to develop as many as 15 separate purchase orders for each vendor

• Used Oracle Project Management to track all project costs and change orders, and proactively manage project risks and opportunities

• Improved insight into distribution, inventory management, and inventory controls for the company’s lighting distribution center. Managed contract payments and timing for approximately 2,000 subcontractors

• Deployed Oracle Business Intelligence Enterprise Edition to create custom dashboards for project and division managers to manage pertinent key performance indicators

• Improved data integrity and security by eliminating the need to bolt on additional systems to meet business needs

• Used Oracle Business Accelerators to configure a baseline instance with Financials, Inventory Management and Projects flows, helping Power Design to meet its eight months implementation time line on budget
Why Oracle

“Oracle is a tier-one solution. As we looked at Oracle and its competitors, including SAP, it became clear that Oracle had the strongest platform for project-based companies. We also spoke to other contractors that had recently migrated to Oracle E-Business Suite, and they were very happy,” said Meredith Zdon, chief operating officer, Power Design.

Implementation Process

In 2008, Power Design realized its legacy Timberline IT system would not meet its needs as it continued to grow. It began to evaluate its options, and, in early 2009, the company selected Oracle. Power Design began working with Oracle Partner Lucidity Consulting on the implementation in December 2009, went live on Oracle E-Business Suite Release 12.1.2 in August 2010, and was live on Oracle Business Intelligence Enterprise Edition in March 2011.

Partner

“Lucidity Consulting had a strong project-based background. The primary project lead, Kalyan Hariharan, was absolutely instrumental in making the implementation a success. He not only had programming and in-depth technical knowledge, but he also really understood the business and our needs,” said Meredith Zdon, chief operating officer for Power Design.
Privi Organics to Increase Sales by 125% in Four Years with Integrated ERP System

“We manufacture 50 different aroma products for sale to organizations in India, the United Kingdom, the United States, and other countries. Oracle E-Business Suite R12 enables us to easily identify the products and locations that are the most profitable so we can decide where to allocate our resources to meet our annual financial goals.”
— Kaushal Shah, IT Head, Privi Organics

Established in 1992, Privi Organics is a leading Indian manufacturer and supplier of aroma chemicals. Since its inception, Privi Organics has developed more than 50 aroma products, which are supplied worldwide. The company often develops aroma chemicals based on a customer’s own specifications. Its head office is in Mumbai, and there are two manufacturing sites in Mahad.

Prior to 2007, Privi Organics used a home-grown accounting application that required a lot of manual processing to meet the organization’s needs. After several years of an average annual sales growth of 30%, Privi Organics realized it needed a new enterprise resource planning (ERP) system that would streamline the management of its financials, purchasing, inventory control, and manufacturing functions.

“Our chart of accounts was not reflecting the business as a whole, we were having difficult generating timely financial statements, and our manufacturing processes were cumbersome and very labor-intensive,” said Kaushal Shah, IT head, Privi Organics.


“The Oracle E-Business Suite R12.1.1 business transformation program helps Privi Organics achieve tighter production control, detailed visibility into product costing, and desired financial reporting with the use of an optimal chart of accounts and subledger accounting functions,” said D.B. Rao, executive director, Privi Organics.

Privi Organics is expecting to generate revenue of around US$100 million (INR 450 Crores) from its aroma business for the financial year ending March 31, 2012. The company also hopes to generate revenue of US$11 million (INR 50 Crores) from sales in the life sciences market during the 2011-2012 financial year.

“We will do this by developing new molecules to create products for sale to the aroma, biotechnology, and agriculture markets to help drive this growth,” said R. S. Rajan, president, Privi Organics.

Automated System to Handle Expected Growth
Privi Organics uses Oracle Financials to create a chart of accounts best suited to the business, to better analyze revenue, and view the costs and profits generated by various products across many locations.

“Oracle Financials is scalable and will support our future growth,” said Narayan Iyer, vice president, finance, Privi Organics.
Oracle Process Manufacturing and Oracle Discrete Manufacturing provide Privi Organics with better control over its manufacturing processes. The system has automated the entire manufacturing process, and allows users to automatically select raw materials for production batches.

"The system allows us to create specific rules that ensure the right amount of chemicals for each production batch run," said Shah. "We can properly allocate the direct and indirect costs of utilities, such as power, to the cost of the final product. This is important in our industry where cost leadership is the key to being competitive.

"Our staff can also easily view and manage operating costs related to the use of power, water, and various chemicals, so they can better control the manufacturing processes," he added.

The system will also enable Privi Organics to reduce manufacturing costs by 3% to 5% over the next three years due to improved control over production processes.

"We know exactly which raw material to buy and what are the most efficient manufacturing processes," said Shah.

More Control over Production Processes Cuts Costs

Oracle Process Manufacturing and Oracle Discrete Manufacturing provide Privi Organics with better control over its manufacturing processes. The system has automated the entire manufacturing process, and allows users to automatically select raw materials for production batches.

"The system allows us to create specific rules that ensure the right amount of chemicals for each production batch run," said Shah. "We can properly allocate the direct and indirect costs of utilities, such as power, to the cost of the final product. This is important in our industry where cost leadership is the key to being competitive.

"Our staff can also easily view and manage operating costs related to the use of power, water, and various chemicals, so they can better control the manufacturing processes," he added.

The system will also enable Privi Organics to reduce manufacturing costs by 3% to 5% over the next three years due to improved control over production processes.

"We know exactly which raw material to buy and what are the most efficient manufacturing processes," said Shah.

Centralized Purchasing Alleviates Cost Pressures

Privi Organics is a process manufacturer and faces constant cost pressures due to seasonal variability of raw material prices. Oracle Procurement is a centralized system that relieves this pressure by allowing buyers at its two manufacturing plants to purchase raw materials and chemicals in bulk and better plan for production runs.

"We also have greater visibility into the type and quantity of raw materials that are being purchased, so we can easily determine the overall lead time from demand to procurement," said Iyer. "This reduces our inventory holding period by 15 to 20 days. As a result, working capital cycle is also reduced, which means we have extra money to fund our expansion."
Oracle Inventory Management has also streamlined the management of the company’s discrete inventory, such as spare parts and tools used to maintain machinery, as well as items for capital projects. Stock management and visibility has improved, which is expected to reduce wastage and cut discrete inventory costs.

Solutions
- Identified products and locations that were the most profitable to improve resource allocation, to help increase sales by 125% over the next four years
- Introduced localization capabilities that ensured compliance with Indian taxation laws
- Expected to reduce manufacturing costs by 3% to 5% over the next three years with better control over production processes
- Enabled users to properly allocate direct and indirect costs of utilities, such as power, to the cost of the final product
- Decreased waste by selecting the exact amount of raw materials required for each production run
- Centralized purchasing of raw materials, which helped reduce the company’s inventory holding period by 15 to 20 days
- Reduced discrete inventory costs and tracked capital project costs

Why Oracle
Privi Organics has used Oracle E-Business Suite since 2007, and it made sense to continue using the system, said Shah.

Competing application suites would also require more customization at a significant cost to the organization.

"Oracle E-Business Suite is a cost-effective suite of applications that will address our requirements as we grow to a US$225 million company by 2015," said Shah.

"Oracle also has a strong base of technical specialists throughout India, which ensures there is always someone available to help out if there’s an issue. For instance, Arihant Adroit InfoSystems’ team has a great deal of experience working with organizations in the process manufacturing industry."

Amit Jain, operations head at Arihant Adroit InfoSystems added, “The successful implementation at Privi Organics is a testimony to Arihant’s expertise and strong focus on Oracle solutions, as well as our ability to work closely with Privi’s own IT team.”

Implementation Process
In late 2010, Privi Organics engaged Arihant Adroit InfoSystems to implement the system. Initially, Arihant Adroit InfoSystems conducted a proof-of-concept to ensure the new deployment would meet the needs of the chemical manufacturer and help mitigate risk.
During the implementation, Privi Organics selected a few experienced staff members from each functional area to define user requirements, and ensure they were being met. Arihant Adroit InfoSystems’ project team also trained business users to use the new system.

“Arihant Adroit InfoSystems implemented this system with a robust application design that delivered optimum value to the organization,” said Shah.

“The company has a unique approach to implementing Oracle E-Business Suite R12.1.1 in that they simplified our complex manufacturing processes to ensure the system was deployed within the shortest possible time.”

The implementation took approximately five months and went live in early April 2011.
Saks Incorporated Selects Oracle E-Business Suite and Oracle Retail Merchandising and Planning Solutions to Help Drive Cross-Channel Growth

“Oracle provides us with a modern technology platform on which we can support our omni-channel approach to the business and build a next-generation retail environment. We will use the integrated Oracle Retail solutions to enable our vision of one customer/one product/one inventory, through a seamless set of business processes supported by proven technology tools.”

— Michael Rodgers, Executive Vice President and Chief Information and Operations Officer, Saks Incorporated

News Facts

- Saks Incorporated, one of the world’s preeminent luxury retailers, has selected Oracle Retail Merchandising, Planning and Optimization applications and the Oracle E-Business Suite 12.1 to help integrate business operations and improve margins and profitability across all channels
- The Oracle implementation is part of a business-wide initiative to establish a modern, flexible and scalable IT platform that will provide finance, human resources, merchandising, commerce and store operations teams with real-time, mobile access to sales, inventory and performance data they require
- Saks plans to use Oracle Retail Merchandise Operations and Management and Oracle Retail Planning and Optimization solutions to improve performance by identifying emerging trends across commerce, store and mobile channels and managing offerings to meet customer preferences
- Saks will use the Oracle E-Business Suite 12.1 to transform global financial and human resources operations with faster and more simplified reporting and increased visibility into performance metrics
- By implementing a complete suite of pre-integrated Oracle solutions and using a full Oracle technology stack that includes Oracle Fusion Middleware and Oracle Database 11g, the luxury retailer, over time, expects to lower costs associated with maintaining disparate systems and enable employees to spend more time on value-add activities
- Saks Incorporated operates 45 Saks Fifth Avenue stores, 61 Saks Fifth Avenue OFF 5TH stores and ecommerce site saks.com
- Saks currently uses Oracle Database and Oracle Hyperion performance management applications to support strategic financial planning, budgeting and performance management

Supporting Quotes

- “Saks provides its customers with memorable and superior shopping experiences,” said Mike Webster, senior vice president and general manager, Oracle Retail. “By using Oracle to establish a global, cross-channel platform, Saks will enable employees to deliver a better, more personalized customer interaction across every touch point.”
Schiphol Amsterdam Airport Moves into the Future with Oracle E-Business Suite Release 12.1

“Schiphol Amsterdam Airport is a dynamic business that is constantly developing and improving itself to be Europe’s best airport. The upgrade to Oracle E-Business Suite Release 12.1 provides Schiphol with a technical, functional, and strategic platform that is powerful enough to support current and future developments.”
—Arthur Waterham, Project Manager, Schiphol Amsterdam Airport

Schiphol Amsterdam Airport connects The Netherlands with cities and economic centers around the world. It is a dynamic and efficient transport hub for air, rail, and road traffic for both passengers and freight. It offers travelers, visitors, employers, and staff full service, 24 hours a day, seven days a week, with an emphasis on efficiency, reliability, sustainability, inspiration, and hospitality.

Challenges

• Upgrade the airport’s software infrastructure to create a solid base that technically, functionally, and strategically supports future developments at Schiphol
• Help the control and accounting department function more leanly and comply more easily with the varying criteria of the domestic and internationally-based airlines that use Schiphol as a central destination

Solutions

• Upgraded to Oracle E-Business Suite Release 12.1, facilitating implementation of project management modules such as Oracle TeleSales and Oracle iProcurement and allowing the airport to manage more services centrally
• Used Oracle iProcurement to enable the various units, such as airport facilities, ticketing, and account management, to control their own spending while still benefiting from the efficiencies of central management
• Controlled costs by reducing the need for customized software with the help of standard functionalities in Oracle’s applications
• Adapted processes such as reporting and invoicing to improve the airport’s ability to cooperate with the various systems used by its partner airlines
• Provided the control and accounting department with a solid basis on which to operate in a ‘lean and mean’ way, due to the reduced overhead and slimmer IT-infrastructure
• Achieved a smooth transition to the new system, using Oracle E-Business Suite’s standard toolset and Oracle’s automatic upgrade services, and laying out clear priorities
**Oracle Customer:**
Shanthi Gears Ltd
Coimbatore, India
www.shanthigears.com

**Industry:**
Industrial Manufacturing

**Annual Revenue:**
Under US$100 Million

**Employees:**
More than 500

**Oracle Products & Services:**
- Oracle E-Business Suite R12.1.1
- Oracle Financials
- Oracle Manufacturing
- Oracle Inventory
- Oracle Purchasing
- Oracle Quoting
- Oracle Order Management

**Oracle Partner:**
Chain-Sys Pty Ltd
www.chain-sys.com

---

**Shanthi Gears Ltd Cuts Month-End Reporting Time 60%, Improves Timely Deliveries 25%**

“Oracle E-Business Suite Release 12.1.1 has enabled us to streamline our manufacturing processes and reduce the amount of manual data entry required. We are now able to deliver more orders on time and can complete our month-end activities 60% faster.”

— Shanthi P, IT Department, Shanthi Gears Ltd

Established in 1969, Shanthi Gears Ltd manufactures a range of gears and related products, including worm reduction gear boxes and herringbone gears. The company also provides engineering, design, and manufacturing consulting services. Shanthi Gears has six manufacturing units based in Coimbatore, as well as more than 20 sales offices across India. It employs more than 500 manufacturing and office-based staff.

**Challenges**

- Upgrade existing Oracle enterprise resource planning (ERP) system to take advantage of new features, such as workflow approvals, automatic order tracking, and payment scheduling
- Integrate all gear manufacturing processes, such as purchasing materials and monitoring production, into a single ERP system
- Access information, such as order status and available inventory, to generate more detailed financial reports with minimum manual intervention

**Solutions**

- Engaged Oracle Partner Chain-Sys to implement Oracle E-Business Suite R12.1.1 Oracle Financials, Oracle Purchasing, Oracle Inventory, Oracle Quoting, Oracle Order Management, and Oracle Manufacturing
- Increased the number of on-time deliveries by 25% and improved the time between quotation and delivery by 10% through the ability to automatically follow up on outstanding purchase orders, quotes, and deliveries, as well as to approve invoices
- Cut time to complete month-end processes, such as for generating financial reports and invoices, by more than 60%, by checking relevant information more frequently
- Reduced by 50% the need for manual intervention during order and delivery processes by automatically informing customers when an order has been accepted or dispatched
- Decreased manual data entry requirements by 90%, which reduced the risk of human error by customizing forms, such as for quotes and sales orders, based on departmental needs
- Enabled inventory, materials, and manufactured items to be monitored and traced throughout the production process
- Enabled company buyers to better monitor gear component orders and deliveries by creating an integrated buyer work center, accessible through a single window
The Need to Strengthen Financial and Supply Chain Management

Shenzhen Yitoa Intelligent Control Co., Ltd. designs, develops, manufactures, and distributes intelligent-control products, such as printed circuit-board assemblies, headlight ballasts, and light-emitting diodes. The company develops more than 300 new products each year and sells over 14 million items. Its intelligent-control products are mainly used to manufacture portable digital equipment and industrial control equipment.

As a rapidly growing supplier of intelligent-control products for the global, household, small electrical-appliances market, Yitoa Intelligent Control needed to improve the efficiency of its operations. The company implemented Oracle E-Business Suite Release 12.1 to develop an integrated enterprise resource planning (ERP) system that would optimize the company’s financial management and improve the efficiency and accuracy of its supply chain management.

Shenzhen Yitoa Intelligent Control Co., Ltd. speeds up cost-accounting by 60% to 100%, shortens financial settlements by five days. “We chose Oracle E-Business Suite Release 12.1 because Oracle has an excellent global reputation in the small-appliance market, and we were impressed by the product’s flexibility and low maintenance costs. The integrated ERP platform has sped up our cost accounting processes by 60% to 100% and cut financial settlement time from six days to one day.” — Gu Yuandong, Vice-General Manager, Shenzhen Yitoa Intelligent Control Co., Ltd.

Yitoa Intelligent Control has accelerated its cost accounting processes by 60% to 100%, shortened the financial settlement cycle from six days to one day, increased the efficiency of nonproduction employees by 20%, and reduced departmental expenses by an average of 7% to 8%.

The Need to Strengthen Financial and Supply Chain Management

Listed company Yitoa Intelligent Control is growing rapidly, and it now makes intelligent-control products for numerous international, electrical product manufacturers, such as Black & Decker, Conair, Delonghi, Huaqi Information, Midea, Philips, Skyworth, and Tefal.

To support this growth, Yitoa Intelligent Control wanted to strengthen and standardize its financial accounting and auditing processes at its headquarters and subsidiaries, enable management to make faster and more informed business decisions, and reduce operational costs. The company also wanted to better coordinate its supply chain management to ensure it could quickly and efficiently produce and deliver its high-performing electrical products.

“We needed to increase the speed and accuracy of cost accounting for work orders and finished products,” said Gu Yuandong, vice-general manager, Shenzhen Yitoa Intelligent Control Co., Ltd. “We also needed a system that would track work orders through the supply chain and better monitor ordering, purchasing, inventory, production, and customer delivery processes to improve turnaround times and avoid human error.”

Financial Settlement Time Cut by Five Days

Yitoa Intelligent Control is using Oracle Financials Release 12.1 to standardize and automate financial and purchasing processes at its head office, subsidiaries, and manufacturing facilities.
The company can now view and analyze the company’s profitability by gross profit, profit margin, and customer order response time. This has accelerated the purchasing and accounts payable processes and enhanced corporate cash flow.

“We have reduced our financial settlement cycle from six days to one day and improved the efficiency of our accounts receivable and accounts payable checking processes by 30%,” said Gu.

The automated processes also create an audit trail for the company’s business data, helping Yitoa Intelligent Control meet the stringent disclosure requirements for listed companies and further improve its financial management.

Cost Accounting Processes Accelerated by 60% to 100%
Oracle Financials Release 12.1 has also enabled Yitoa Intelligent Control to automatically consolidate and attribute production costs to various complex manufacturing processes, and provide accounting information in real time. This automation has increased the speed of cost accounting by 60% to 100% for work orders and finished products.

“The automatic process allows the company to calculate separate production costs for materials, labor, manufacturing, and outsourcing, and identify the cause of any differences between standard and actual production costs,” said Gu.

Improved Operational Efficiency and Reduced Expenses by 7% to 8%
By seamlessly integrating the Oracle ERP system with third-party office automation and other business systems, Yitoa Intelligent Control has improved the accuracy and timeliness of its business and financial data.

Managers now have faster access to accurate, up-to-date information, helping them make more informed decisions, supporting the rapid company growth. The availability of better quality data also enabled the company to more efficiently control operational costs, reducing departmental expenses by an average 7% to 8%, and increasing the efficiency of nonproduction employees by an average of 20%.

Improved Inventory Turnover and Reduced Holding Costs
Yitoa Intelligent Control has developed an Oracle-based material requirement planning platform to align its production and purchasing plans, improve warehousing times, and ensure it delivers orders to its customers on time.

Employees at each factory can now see production and purchasing plans together with the company’s inventory status in real time, to determine the appropriate amount of raw materials for electrical components that need to be purchased.

“Greater visibility of production, purchasing, and inventory status has helped us maximize inventory turnover and minimize dead inventory,” said Gu. “We have also reduced unnecessary holding costs on raw materials needed to manufacture our electrical, intelligent-control components.”
Automated Work Order Processes Reduce Human Error

Oracle Order Management has helped Yitoa Intelligent Control improve the efficiency of its order and production processes.

The company has automated previously manual processes required to record and process information about optional components that have been ordered, such as color choices. For example, information about specific memory capacity or housing color for digital products, such as MP3 and MP4 players are automatically included in the standard work order throughout the production and warehousing process. This has significantly minimized human error caused by recording these processes manually, as well as reducing the number of bills of materials in the digital business department, and the number of items on each bill of materials.

Challenges

- Establish an integrated business and financial system to enhance risk control and ensure companywide compliance with listed company disclosure requirements
- Strengthen financial accounting and auditing processes to reduce operational costs associated with the design, development, manufacture, and sale of intelligent controls
- Increase the accuracy and speed of cost accounting for work orders and finished products
- Align production and purchasing plans to improve customer delivery times and minimize costs for redundant inventory
- Process work orders and optional component orders automatically to eliminate human error

Solutions

- Increased the speed of cost accounting by 60% to 100% for work orders and finished products, by attributing production costs to different manufacturing processes and providing accounting information in real time
- Shortened the financial settlement cycle from six days to one day by automating financial accounting processes across departments and locations
- Controlled operational costs more efficiently, reducing departmental expenses by an average 7% to 8%
- Enhanced corporate cash flow, by improving the efficiency of accounts receivable and accounts payable checking processes by 30%
- Increased the efficiency of nonproduction employees by an average of 20%
- Identified the cause of differences between standard and actual production costs by automatically calculating separate costs for materials, labor, manufacturing, and outsourcing
- Enabled managers to make better business decisions by providing faster access to accurate, up-to-date business and financial information
- Improved warehousing and order delivery times by accessing consolidated, real-time production and purchasing data in an Oracle-based material requirement planning platform
- Reduced dead inventory, improved inventory turnover ratio, and reduced inventory holding costs by integrating production and purchasing plans with inventory status
- Minimized human error by automating previously manual processes required to record information about optional components, such as color choices
- Reduced the number of bills of materials in the digital business department, and the number of items on each bill of materials
- Met stringent listed company disclosure requirements by improving the accuracy and efficiency of financial data and creating an audit trail

Why Oracle

According to Gu, Yitoa Intelligent Control selected Oracle E-Business Suite Release 12.1 because of Oracle's strong global reputation in the household, small-electrical-appliance market.

“One of our customers, Midea, a China-based, global consumer appliances and air conditioning systems manufacturer, is already using the system,” he said. “Based on its and other customers’ experience and wide-ranging market surveys, we believed Oracle E-Business Suite’s expandability, flexibility, and openness, as well as low maintenance cost and ease of use, would meet our ERP requirements.

“Additionally, Oracle E-Business Suite Release 12.1 complies with the different reporting requirements of listed companies, such as financial audit reporting,” said Gu. “This makes the solution ideal for our rapidly growing organization. Oracle E-Business Suite Release 12.1 has also been highly praised by our auditing company, China Audit International Certified Public Accountants Limited.”

Implementation Process


The system went live on November 11, 2011.

Partner


“AdvancedTEK Technology installed, configured, and tested the system and provided staff training and online maintenance,” said Gu. “We chose to work with AdvancedTEK Technology because the company has an excellent reputation for completing large-scale Oracle implementations. We were very pleased with their work on this project.”
Sherwin-Williams Upgrades to Oracle E-Business Suite 12.1 to Support Global Business Operations

“We needed a standardized, scalable and flexible platform that would allow us to efficiently manage our expanding global operations while also enabling us to meet the specific demands of local markets.” “With the Oracle E-Business Suite 12.1, we have benefited from an integrated business platform that has helped us to simplify our IT infrastructure and enhance our business processes. By centralizing data and operations on one global platform, we have been able to support our growth and increase the bottom line by driving efficiencies and ensuring compliance with global and local business requirements.”

— Tom Lucas, Chief Information Officer, Sherwin-Williams

Founded in 1866, The Sherwin-Williams Company is a global leader in the manufacture, development, distribution, and sale of coatings and related products to professional, industrial, commercial, and retail customers. With 32,000 associates and $7.78 billion in sales, S-W is the USA’s #1 paint and coatings company; #3 in the world. The company manufactures products under well-known brands such as Sherwin-Williams®, Dutch Boy®, Krylon®, Minwax®, Thompson’s Water Seal®, Ronseal™, Becker Acrroma™, Sayerlack®, Euronavy®, Altax™ and many more. With global headquarters in Cleveland, Ohio, Sherwin-Williams® branded products are sold exclusively through a chain of 3,390 company-operated stores and facilities in the U.S., while the company’s other brands are sold through leading mass merchandisers, home centers, independent paint dealers, hardware stores, automotive retailers, and industrial distributors. The Sherwin-Williams Global Finishes Group delivers a wide range of products to the automotive refinishes, product finishes, and protective and marine markets in 109 countries around the world. For more information, visit www.sherwin.com.

News Facts

• To help increase operational efficiency across its growing global business, Sherwin-Williams, the largest specialty retailer of paint, stains, coatings, wall coverings and sundry items in North America, has upgraded to the Oracle E-Business Suite 12.1

• Faced with the complexities of supporting its expanding global operations, Sherwin-Williams needed a standardized, flexible and scalable enterprise-wide management system that could provide the visibility and control needed to efficiently manage international accounting, regulatory and environmental regulations, as well as a complex global supply chain

• Upgrading to the Oracle E-Business Suite 12.1 and using it in conjunction with Oracle Business Intelligence Enterprise Edition has enabled Sherwin-Williams to standardize and simplify its IT infrastructure and business processes while giving its operations, financial, manufacturing and customer service departments access to new intelligence and reporting functionality across a comprehensive suite of business applications. As a result, Sherwin-Williams has been able to reduce costs and improve the efficiency and accuracy of decision making
• In addition, the Oracle E-Business Suite 12.1 can help drive even more efficiency to the company’s operations with new features for discrete manufacturing operations and process manufacturing operations, reducing overhead for these key functions in Sherwin-Williams’ complex global manufacturing business.

• To help ensure that local operations have the autonomy and flexibility needed to meet specific regional demands, the latest release of the Oracle E-Business Suite also delivers the localization and configuration required to address specific regulatory and language requirements.

• New functionality within Oracle E-Business Suite Financials has enabled Sherwin-Williams to increase effectiveness of its financial processes by improving visibility, while also supporting compliance with global and local reporting requirements including complex accounting and tax rules.
Shirazi Trading Company Pvt Ltd Closes Monthly Accounts in Hours Rather Than Days

“Oracle E-Business Suite is an integrated enterprise resource planning system that provides standardized and proven business processes to support our expansion as we introduce new products lines and divisions. It also ensures we stay at the forefront of Pakistan’s competitive product trading market.”
— Khaleeq Ur Rahman, CEO, Shirazi Trading Company Pvt Ltd

Established in 1975, Shirazi Trading Company Pvt Ltd (STC) is an ISO-certified diversified trading house, offering medical and power generation systems, business solutions, office equipment, security equipment, marine navigational aids, metals, materials, chemicals, and document management solutions. STC’s more than 3,000 customers across Pakistan are serviced through branches in Karachi, Lahore, Islamabad, Peshawar, Multan, and Faisalabad.

The company is part of the Atlas Group, a diversified entity that offers manufacturing, engineering, power generation, financial, and trading services. It consists of seven public limited companies, six private limited companies, and five that are listed on stock exchanges in Pakistan.

For six years, STC used a customized application to manage its financials, inventory, sales, service, and commission management functions.

“This application was not adequately covering all of our business processes or supporting the growth of our organization,” said Tahir Khan, head of IT, Shirazi Trading Company (Pvt) Ltd. “It wasn’t fully integrated, and data was inconsistent and not standardized.”

In early 2010, STC engaged Oracle Partner Jaffer Brothers to deploy Oracle E-Business Suite R12.1, including Oracle Financials, Oracle Purchasing, Oracle Inventory Management, Oracle Order Management, as well as Oracle Business Accelerators.

“Oracle E-Business Suite is an integrated enterprise resource planning system that provides standardized and proven business processes to support our expansion as we introduce new product lines and divisions,” said Khaleeq Ur Rahman, CEO, Shirazi Trading Company (Pvt) Ltd.

Streamlined Reporting, Precise Inventory Costs

Shirazi Trading Company uses Oracle Financials to generate financial reports, typically statements indicating sales by month across the entire business, almost instantly. Accountants also use the system to process monthly financial reports for the whole business in a few hours, compared to two days previously.

“Oracle Financials provides consistent and more detailed financial information to the accounts staff, so they do not have to spend time on low value work, such as consolidating data, and are free to focus on helping grow the business,” said Cyrus Tengra, chief financial officer, Shirazi Trading Company (Pvt) Ltd.

STC staff uses Oracle Inventory Management to determine the average cost of stock in its warehouses and branch offices. The system provides a seamless view of all stock in transit between various locations and the exact cost of each item. Previously, the company only calculated the average cost of inventory in its main warehouses and charged branches accordingly, which was not best practice.
Shirazi Trading uses Oracle Order Management to enter and confirm product orders and track the shipments.

“We now have more detailed information about confirmed and unconfirmed customer orders, accepted and rejected orders, and the total value of sales revenue,” said Tengra. “This helps improve the efficiency of our sales people. Further, receivables can be effectively followed up for collection.”

The integrated system also enables the company to view what it has bought from suppliers and its pending orders, as well as to determine when goods are received.

“We now have a more effective and reliable way to track procurement, which helps ensure that we are spending efficiently,” added Khan. “We will also soon take advantage of a feature that enables users to raise purchase orders with our suppliers online.”

Greater Visibility into Customer Orders

Shirazi Trading uses Oracle Order Management to enter and confirm product orders and track the shipments.

“We now have a workflow process that offers complete control over inventory movement at each stage of delivery,” said Tengra. “For example, branches may route stock requisitions online to an approving authority, to central stores, where they are issued.

“Because we know the exact carrying cost of our stock and its turnaround time, our inventory holding periods are now being more effectively managed.”

Why Oracle?

Shirazi Trading chose Oracle E-Business Suite because it is cost effective. Oracle technical consultants are also readily available in Pakistan, so the company can easily get help when it is needed.

The total cost of ownership of Oracle E-Business Suite was less than other competing systems from SAP and Microsoft. STC’s technical staff also had access to Oracle infrastructure specifications, which helped speed up implementation time.
Implementation Process

Initially, Jaffer Brothers asked Shirazi Trading to complete a questionnaire so it could collect business case scenarios and plan the deployment. Jaffer Brothers’ technical staff then set up the Oracle E-Business Suite modules, and trained sales and accounts staff—power users—during the first round of user acceptance testing.

These power users provided Jaffer Brothers staff with feedback on how to improve various processes, and these observations were verified during a second round of user acceptance testing. Power users trained the remaining users.

The deployment went live in April 2010.

*Shirazi Trading Company Pvt Ltd (STC) is an ISO-certified diversified trading house offering medical and power generation systems, business solutions, office equipment, marine navigational aids, security equipment, metals, materials, chemicals, and document management solutions.*
Sinopharm Pharmacy Implements Oracle Retail Merchandising and Oracle E-Business Suite 12.1 to Support Growth

“The Oracle project is the key to developing a powerful ERP system that is tightly aligned with our consolidation and growth strategy, and it is a successful beginning to Sinopharm’s continuing IT development.”

— Li Zhi Gang, General Manager, Sinopharm Pharmacy

News Facts

- Sinopharm Pharmacy has standardized its operations using Oracle® Retail Merchandising and Oracle E-Business Suite Financials 12.1 to support long-term growth and core merchandising and financial strategies.
- With an aggressive, primarily acquisitive expansion strategy in place, Sinopharm Pharmacy has grown from 800 stores in 2008 to almost 1400 in 2010 and plans to have 2000 stores by the end of this year.
- This rapid growth, combined with an IPO in 2009, revealed an urgent need for a cohesive system to better manage, support and further grow the business.
- Following an evaluation of Oracle and SAP, Sinopharm Pharmacy recognized that Oracle’s rich retail functionality and open, scalable architecture offered industry best practice on which to standardize its business.
- Oracle Retail Merchandising System, Oracle Retail Price Management, Oracle Retail Invoice Matching, Oracle Retail Sales Audit, Oracle Retail Allocation and Oracle Retail Data Warehouse, along with Oracle E-Business Suite Financials 12.1 have replaced multiple disparate systems helping Sinopharm Pharmacy to streamline and integrate its retail and financial operations.
- The investment in January 2010 in these Oracle applications builds on the retailer’s existing deployments of Oracle Database and Oracle Fusion Middleware.
- Implementation was completed within nine months in November 2010 with support from IBM, and Sinopharm Pharmacy is currently rolling out the system by store chain.
- Sinopharm Pharmacy is now preparing for the next phase of implementation involving Oracle Retail merchandise planning applications.

Results

- Deployment of the Oracle Applications has helped enable Sinopharm Pharmacy to centralize control of core merchandising capabilities, standardizing processes and delivering a consistent source of master data.
- Complex and multiple operational models for retail, wholesale, franchise, consignment, concession, central purchasing and de-centralised local buying have been consolidated by the Oracle Retail merchandising platform.
- Accurate, more granular store and SKU-level data is also helping Sinopharm Pharmacy to develop strategies around lean assortments, improved supply chain planning and execution and demand-driven pricing.
• Disparate data and accounting rules that existed in many of the acquired businesses have been unified by Oracle E-Business Suite Financials 12.1.1, providing greater visibility and more accurate data on retail financial performance.

• Management is now able to make more informed decisions regarding the acceleration of store expansion, promotion of sales, reductions in inventory and increasing inventory turnover across the business.

Solutions

• “By leveraging Oracle’s integrated solution, we have built a centralized operational platform and achieved the seamless integration between our business and finance operations that is necessary for consolidating our acquisition strategy,” said Zhang Ge, Vice President and Program Director, Sinopharm Pharmacy. “We are looking forward to the next phase of our Oracle implementation to enhance our demand forecasting, category management and space planning processes.”

• “We remain committed to supporting this valued customer through the deployment of the Oracle solutions,” said Steve Ouzonian, Group Vice President, JAPAC, Oracle Retail. “Our collaborative relationship is helping Sinopharm Pharmacy to reengineer the business and improve decision-making to drive strategic long-term growth.”
Spartan Engineering Industries Pvt. Ltd
Reduces Invoicing Time, Significantly Improves Management of Manufacturing, Finance, Inventory, and Customer Service

“We chose Oracle E-Business Suite Release 12.1, as it fits our infrastructure, scalability, costs, and vendor support requirements better than SAP or Microsoft. It has enabled us to adopt international best practices for ERP and CRM procedures across locations, and enhance our customer service processes.”
— Kamran Moosa, Business Application Controls, Spartan Engineering Industries Pvt. Ltd

Spartan Engineering Industries Pvt. Ltd. is a Mumbai-based manufacturer and supplier of construction machinery and equipment, such as cutting machines, bending machines, cranes, hoists, and rope-suspended platforms. The company has two manufacturing plants in the outskirts of Mumbai, and seven sales-and-service centers across India.

In 2004, Spartan Engineering expanded its manufacturing focus and product base, increasing annual revenue from around US$1 million to US$17.5 million in 2011. To manage this growth, the company needed to integrate business processes across its locations and adopt an online, real-time enterprise resource planning (ERP) application.

Spartan Engineering deployed Oracle E-Business Suite Release 12.1 including Oracle Financials, Oracle Purchasing, Oracle Discrete Manufacturing, Oracle Inventory Management, Oracle TeleSales, Oracle Field Service, and Oracle Service Contracts. The company has streamlined financial, inventory, and manufacturing management, reduced supplier invoicing time, and can respond to customer service requests significantly faster. Using Oracle Business Accelerators, it also completed the implementation within five months, rather than an anticipated eight months.

Challenges

• Consolidate business-critical ERP information from two machinery manufacturing facilities and seven sales and services centers
• Replace a legacy finance system that had reached its end-of-life and automate the manual recording of inventory, purchasing, and manufacturing data
• Manage sales and marketing information about more than 10,000 machinery products in an integrated system, rather than on disparate spreadsheets
• Ensure ERP, sales, and customer data is consistent, to eliminate disagreements about which data source is the most accurate
• Implement international best practices for ERP and CRM processes

Solutions

• Reduced the time taken to review and approve invoices from suppliers
• Eliminated inconsistencies in shipment information, with ability to check purchase orders and delivery notes automatically, online
• Cut time to ship construction components and machinery from the warehouse
• Removed the need for a separate sales-order checklist by ensuring every detail about an order is included in the integrated system
• Enhanced outsourced, manufacturing management by recording more details about the products manufactured by each vendor, such as exactly when the product was sent for manufacturing and when it is expected back
• Increased details in bills of material for finished products imported from China for resale—such as rack and pinions—by enabling staff to record product components as separate inventory, rather than recording the completed product as a whole
• Responded to customer-service requests for construction equipment significantly faster, by integrating customers’ contact, purchasing, and service histories, eliminating the need to call customers for more information
• Enhanced managers’ decision-making by providing a consolidated view of sales cycles, including the status of each sale and the performance of individual employees
• Improved ERP and CRM processes across multiple locations by adopting Oracle’s international best practices
• Reduced implementation time by around three months by using Oracle Business Accelerators
• Expected to complete month-end financial processes in 24 hours, rather than spending at least a week consolidating and checking disparate accounting information

Why Oracle
Spartan Engineering considered several vendors for its ERP and CRM projects, including SAP, 3i Infotech, Microsoft, and Oracle. The company chose Oracle E-Business Suite, as it had a strong reputation in the Indian manufacturing industry, and was the best fit for the company’s business needs.

“Based on our requirements for the next five-years, we could see that Oracle’s applications were a better choice for infrastructure, scalability, costs, and vendor support,” said Kamran Moosa, business application controls, Spartan Engineering Industries Pvt. Ltd.

Implementation Process
Spartan Engineering initially contracted management consulting organization Nishnaat Management Consultants Pvt. Ltd. to develop a long-term roadmap for the Oracle E-Business Suite project. The organization also helped with process reengineering, project coordination, and project management, to address various issues that could be encountered in the implementation process.

Using Oracle Business Accelerators, the company completed the implementation within five months, rather than an anticipated eight months. The Oracle products went live in March 2012.

Partner

Chain-Sys helped Spartan Engineering implement Oracle E-Business Suite Release 12.1 and provided post-implementation support. The partner also deployed Oracle Business Accelerators to reduce the applications’ implementation time, and conducted a conference-room pilot and user acceptance testing.

“Chain-Sys is a highly regarded Oracle implementation partner in India and is known for its knowledge and extensive implementation experience in the manufacturing and construction sectors,” said Moosa. “The company demonstrated great leadership, commitment, and drive throughout the project. It went the extra mile to ensure the implementation was a success.”
Solihull Metropolitan Borough Council Saves More Than US$1.6 million in Efficiencies Gained from Enterprise Applications and Database Upgrades

“Oracle E-Business Suite is a critical component of our IT platform. Our upgrade to Oracle E-Business Suite Release 12.1 and Oracle Database 11g went incredibly smoothly, meeting both planning and budgetary goals. Thanks to the Oracle upgrade, implemented by our in-house team, the council saved more than US$1.6 million in one financial year.”

— Steve Halliday, Head of Information and Communication Technology, Solihull Metropolitan Borough Council

Solihull Metropolitan Borough Council provides a full range of council services for the town of Solihull, England, including health and social care, government social benefits payments, transportation, streets and parking, education, environmental health, refuse and recycling, and housing. It covers 89,000 households across the borough.

The council strives to understand customer needs while delivering a greater number of public services for less cost. Its customers increasingly expect personalized services, rather than a one-size-fits-all approach. However, a year-on-year income reduction—including a 25% decrease in government funding projected over the next two years—required the council to employ more creative and sophisticated approaches to improve efficiency.

Solihull initiated a strategy to move key functions related to customer contact from the back office to the front office, rolling out Oracle E-Business Suite applications as the cornerstone of its administrative operations. This enabled the council to improve operational efficiency and reduce costs by moving 80% of back office operations to the front office, saving more than US$1.6 million with the upgrade to Oracle E-Business Suite Release 12.1 while also improving customer satisfaction with greater personalized services, including a self-service Website.

To protect and extend the value of these applications while improving its support options, Solihull Metropolitan Borough Council upgraded to the latest release of Oracle E-Business Suite Release 12.1, on time and within budget. The upgrade enabled the council to eliminate a number of customizations and meet several legislative requirements. Solihull also upgraded to Oracle Database 11g to help increase system speed, enhance operational efficiency, and improve customer satisfaction.

Challenges

- Implement more creative and sophisticated approaches to improving constituent service with additional efficiency, despite a small staff, and address a 25% reduction in government funding over two years
- Meet increasing expectations for personalized services among the 89,000 households served by the council by providing staff with a single view of each resident and adding online, self-service options
- Optimize support costs and protect the investment in existing Oracle applications, while providing a strong platform for future needs

Oracle Customer:
Solihull Metropolitan Borough Council
Solihull, United Kingdom
www.solihull.gov.uk/index.htm

Industry:
Public Sector

Annual Revenue:
US$100 to US$500 Million

Employees:
8,000

Oracle Products & Services:
- Oracle E-Business Suite R12.1
- Oracle Financials
- Oracle iProcurement
- Oracle Internet Expenses
- Oracle Human Resources Management System
- Oracle TeleService
- Oracle Learning Management
- Oracle Self-Service Human Resources
- Oracle Database 11g
• Upgrade existing infrastructure with minimal disruption and downtime
• Improve system performance, particularly for lengthy transaction processing, such as payroll, and for better user response times

Solutions
• Upgraded smoothly to Oracle E-Business Suite Release 12.1 as an in-house project, staying within budget while reducing customizations
• Upgraded to Oracle Database 11g as an in-house project in combination with a hardware upgrade and migration to the Linux operating system, delivering system speeds that are four times faster and improving task processing speeds by up to 900%
• Achieved a cost savings of more than $1.6 million in one financial year with the upgrade
• Enabled the council to automatically address changes to key legislative requirements, particularly in human resources, which has regular changes to payroll and pension requirements
• Improved operational efficiency and reduced costs by moving 80% of operations previously run in the back office to the front office and removing a mainframe
• Saved tens of thousands of dollars with Oracle Internet Expenses by automating car charges for essential government car users, who charge back to the council expenses for using personal cars for council business
• Used Oracle TeleService to obtain a single view of each customer’s interaction with the council to improve customer service
• Designed customer-facing, self-service Web applications to provide 24/7, personalized, transactional services, which reduced costs
• Enhanced refuse program with improved, CRM-integrated, online service, enabling customers to book bulky-refuse collections in specific time slots and report the exact location of illegal waste dumps and missed collections with an interactive online map linked to the collection workflow
• Reduced costs by providing shared IT services, based on Oracle E-Business Suite Release 12.1 for Lichfield District Council, Solihull’s local schools, and Solihull Community Housing

Why Oracle
Solihull Metropolitan Borough Council has invested in Oracle as the cornerstone of its IT architecture. The Council also plans to upgrade to Oracle Fusion applications in the future, based on its past, positive experience with Oracle.
“Oracle was the right choice for us when we first invested, and the company continues to deliver. It has provided a great platform for growth and future development,” said Steve Halliday, head of information and communication technology (ICT), Solihull Metropolitan Borough Council.

“As a small English, local government authority, we have only a modest ICT capacity. But by upgrading entirely in-house, we have shown what can be achieved at minimal cost with the Oracle products. We are delighted to have delivered updates entirely in-house, and Oracle provided excellent support for any service requests we raised along the way. Staying current on our applications brings material cost savings. Oracle E-Business Suite Release 12.1 is our core strategic enterprise application suite for administration and support services, as we have made a decision to maximize our return on investment in our systems and our people.”

Implementation Process

Solihull Metropolitan Borough Council upgraded to Oracle E-Business Suite Release 12.1 over one year. In early 2010, the internal team conducted a gap analysis between Oracle E-Business Suite Release 11 and Release 12.1. Then, it put together a sandpit environment to test the system, beginning the roll out in May. Over the summer, it conducted a conference room pilot. By autumn, it had eliminated all customizations. In November, the council carried out user acceptance tests and intensive application testing.

The council completed final roll-out over Christmas, to minimize downtime impact to users. The following Christmas, the council upgraded to Oracle Database 11g. Planning, testing, and migrating took a few months and the council completed the upgrade in four days.
Staples do Brasil Updates IT Environment and Increases Productivity and Performance

“Upgrading to Oracle E-Business Suite Release 12.1 enables us to keep current with all legal and tax changes without having to adapt the software. It also creates an infrastructure that has helped us to increase our business growth and productivity.”
— Rodrigo Matsumoto Varella, IT Manager, Staples do Brasil

Since the 2010 merger of Officenet and Staples, the new company, named Staples do Brasil, has focused on distributing and selling office materials for students as well as midsize and large companies, offering more than 10,000 catalog items from more than 200 vendors. Staples Inc. operates in 27 countries, with the mission of making office-supply purchasing much easier.

Challenges
• Update the company’s enterprise resource planning environment to enable adopting strategic business tools, such as business intelligence and warehouse management
• Eliminate the high risk that IT failures and business inconsistencies—associated with legacy systems of the merger—present to office product sales
• Respond agilely to new legal and tax requirements for the retail and wholesale markets

Solutions
• Worked with Oracle Partner Lacompt Consultoria to upgrade to Oracle E-Business Suite Release 12.1, on time, within budget
• Increased directors’ productivity by managing purchase flows and approvals in real time using an iPhone application supported by Oracle Database workflow
• Reduced time needed to produce financial and merchandize cost reports from one day to about three hours
• Eliminated the need for data revisions, enabling the IT and commercial departments to focus on the core business Enhanced overall IT environment performance by at least 30% with an Oracle E-Business Suite upgrade, Oracle Database acquisition, and a migration to lower cost, Intel servers
• Enabled substantial changes in pricing office supply products, using inventory replacement costs instead of daily average costs, in accordance with current retail market standards
Suprajit Engineering Limited Upgrades Enterprise Applications, Completes Month-End Financial Reports Twice as Fast, Generates Instant Business Intelligence Reports

“Upgrading to Oracle E-Business Suite Release 12.1.1 and Oracle Database 11g has helped us streamline our automotive cable sales, manufacturing, and purchasing processes; complete month-end financial reports twice as fast; and comply with IFRS and the Indian government’s reporting regulations.”

— Shankar Ram, Head – IT, Suprajit Engineering Limited

Suprajit Group, a leading manufacturer of automotive cables, includes Suprajit Engineering Limited, Suprajit Automotive Limited, and Suprajit Europe Limited. Suprajit Engineering, incorporated in 1985, manufactures up to 150 million automotive cables each year and supplies a wide range of global and domestic automotive customers, including BMW, General Motors (India), Jaguar, Nissan, and Volkswagen. The Group also provides product development, manufacturing solutions, and logistical support worldwide.

Between 2002 and 2006, Suprajit Engineering grew 30%, each year. It acquired three companies, opened several new manufacturing plants, and incorporated Suprajit Automotive Limited. To meet its changing business needs and integrate enterprise resource planning (ERP) data from its multiple locations, Suprajit Engineering implemented Oracle E-Business Suite and Oracle Database in 2006.

However, as the company continued to expand and the amount of cable manufacturing and sales information grew, it realized it needed to upgrade its Oracle products to take advantage of faster processing speeds and advanced features, such as forms personalization and compliance with International Financial Reporting Standards (IFRS).

Suprajit Engineering was also aware that its legacy Oracle products had reached end-of-life and it couldn’t rely on patches to fix any problems, so in April 2010 the company upgraded to Oracle E-Business Suite Release 12.1.1 and Oracle Database 11g.

“Upgrading to Oracle E-Business Suite Release 12.1.1 and Oracle Database 11g has helped us streamline our automotive cable sales, manufacturing, and purchasing processes; complete month-end financial reports twice as fast; and comply with IFRS and Indian reporting regulations,” said Shankar Ram, head – IT, Suprajit Engineering Limited.

Month-End Financial Reports Completed Twice as Fast

With Oracle Financials Release 12.1.1, Suprajit Engineering cut the time taken to complete its month-end financial reports, such as generating balance sheets and posting profit and loss from the manufacture and sales of automotive cables, from four or five days to two days.

“Previously, we had to generate our month-end financial reports on a location-by-location basis, then three or four people had to consolidate this information manually,” said Ram. “After integrating financial information from all our offices and manufacturing plants, it only takes two people two days to complete monthly reports.”
"We can also instantly generate financial batch reports that comply with Indian reporting standards, such as VAT, excise, and service tax reports, and have significantly reduced the time it will take to generate IFRS reports when they become mandatory in 2012."

Suprajit Engineering also plans to use Oracle Financials’ advanced subledger accounting feature to create more customized details in its accounting journal entries. By adding bespoke entries, such as cable manufacturing inventory categories, the company will be able to better analyze its business position.

Consolidated Inventory Information

Suprajit Engineering uses up to 7,000 tons of steel and 1,500 tons of PVC per year to manufacture 150 million automotive cables, such as those used in brakes, throttles, and gear shifts. The company is using Oracle Purchasing Release 12.1.1 to better monitor the movement of raw materials into and between manufacturing plants.

"Oracle Purchasing enables us to consolidate gross inventory information from multiple manufacturing plants," said Ram. “Previously, each plant had a separate report showing the inventory it received. We had to manually consolidate this information to get an overall view of the company’s raw materials and add extra data, such as excise, VAT, and education tax to bring the inventory reports up to Indian reporting standards.

"Now, we can immediately generate a variety of information, such as consolidated received-goods reports showing the inventory that has been moved in and out of each manufacturing plant. This enables us to maintain an accurate register of accessible raw materials—so we can see if we need to order more inventory to manufacture the required number of cables—and ensure our inventory-related taxes are paid correctly."

Oracle Purchasing also enables Suprajit Engineering to generate quarterly, consolidated received-goods reports using back-dated data, which was not possible under the previous version.

Streamlined Purchasing Processes

Whenever staff at Suprajit Engineering’s manufacturing plants order raw materials or fixed assets, such as PVC for coating cables or machines used in cable manufacturing, the purchase must be approved by a manager at the company’s corporate level. Before upgrading to Oracle Purchasing Release 12.1.1, to check the status of a purchase request, staff had to scroll through a list of purchase orders line by line, which could take up to 90 minutes. Now, information regarding the request, such as how long it has been waiting to be approved, is available automatically.

"Staff can search for a specific purchase request and see its status immediately,” said Ram. “Corporate managers also receive daily e-mails with information about purchases that are still waiting for their approval, encouraging them to respond to requests that have been waiting for more than a few days.”
Personalized Forms Reduce Human Error

Upgrading to Oracle E-Business Suite Release 12.1.1 enabled Suprajit to personalize a range of manufacturing, inventory, and purchasing forms to reduce the risk of human error and ensure staff enter the correct information—for examples, forms used in completing work-in-progress (WIP) assembly and for goods received notes.

Forms can be personalized by removing options, such as the ability to terminate a transaction in the WIP assembly completion form, or ensuring staff enter certain data before completing a form.

“When filling in a goods received note for steel wire or other manufacturing composites, staff now have to enter the vendor’s reference number before they can move to the next page of the form,” explained Ram. “Previously, they could leave this field blank—which made it hard to match inventory with the correct purchase order—but now that field is mandatory.”

Faster Response Times

By upgrading to Oracle Database 11g, Suprajit Engineering has reduced the number of transaction requests queued in its database during peak times from 200 or 300 to less than 10.

“Previously there was always a backlog of requests late in the afternoon or during month-end, as staff tried to record information about what inventory it had used, or how many cables had been sold,” said Ram. “The system would often slow down or even freeze, which was frustrating as it took longer to enter information.

“Now, the database can handle a greater number of concurrent requests while maintaining fast response times, which gives users peace of mind, as they can enter their data quickly and easily.”

Faster and More Detailed Business Intelligence

Oracle Database 11g has also enabled Suprajit Engineering to take advantage of Oracle E-Business Suite features that it wasn’t able to use before. The company can now access detailed information about the manufacturing and sales of its automotive cables from across its manufacturing plants and instantly drill down to see specific data, such as purchases made by different customers, rather than taking up to a week to compile the same information.

“Each of our business functions, such as sales and manufacturing, now has its own dashboard, and from there we can generate different reports and tables showing top-level summaries of our operational and financial results, like total profits or sales,” said Ram. “We can consolidate this information from all our locations, or break it down to see the profit and loss from each manufacturing plant, for example, or learn how many brake cables we have sold.

“Previously, it would have taken two or three people five or six days to collate this information, and we wouldn’t have had access to so much detail. Now that Oracle Database 11g underpins our ERP platform, we can instantly access as much or as little detail as we want from any of our ERP modules,” he added.
Challenges

- Meet the needs of an expanding automotive cable manufacturing and sales company that had grown an average of 30% a year and opened new manufacturing plants
- Upgrade to the latest version of Oracle E-Business Suite, to take advantage of faster processing speeds and advanced features, such as forms personalization
- Comply with IFRS and Indian government reporting regulations
- Streamline automotive cable sales, manufacturing, and purchasing processes
- Integrate financial and inventory information from across multiple cable manufacturing plants and sales locations

Solutions

- Engaged Oracle Partner Sonata Information Technology Ltd. to upgrade to Oracle E-Business Suite Release 12.1.1 and Oracle Database 11g to provide a robust and supported ERP application and database with advanced features and faster processing speeds
- Reduced the time taken to complete month-end financial reports, such as posting profit and loss from the manufacture and sale of automotive cables, from four or five days to two days, and the number of staff required from three or four to two
- Instantly generated financial batch reports that comply with Indian reporting standards and significantly reduced the time it will take to generate mandatory IFRS reports in 2012
- Maintained an accurate register of accessible raw materials and ensured inventory-related taxes are paid correctly, by better monitoring of inventory movement using consolidated and back-dated received goods reports that could not be generated automatically in previous systems
- Viewed the status of purchase requests immediately, rather than taking up to 90 minutes to search for the relevant request, line-by-line, from a list of purchase orders
- Sent managers daily e-mails with information about which purchases are still waiting for their approval and encouraged them to respond to requests that have been waiting for more than a few days
- Ensured staff entered correct manufacturing, inventory, and purchasing information and reduced the risk of human error, by creating a range of personalized forms with mandatory fields, such as work-in-progress assembly completion forms
- Decreased the number of transaction requests queued in the database during peak times from 200 or 300 to less than 10
- Enabled users to enter sales and manufacturing data quickly and easily by handling a greater number of concurrent requests while maintaining fast database response times
• Provided immediate access to specific details for cable purchases made by different customers from across multiple manufacturing plants and sales offices, rather than previously taking two or three people five or six days to compile the same information
• Positioned to use the advanced subledger accounting feature in Oracle Financials Release 12.1.1 to create more customized detail in accounting journal entries

Why Oracle
Suprajit Engineering was very comfortable with Oracle’s products and services and was sure it wanted to upgrade to Oracle E-Business Suite Release 12.1.1 and Oracle Database 11g, rather than considering products from another IT vendor.

“We’ve always been pleased by the level of service and advice Oracle has provided,” said Ram. “In this instance, the Oracle support officer took a special interest in our upgrade, as I believe we were the first organization in southern India to implement Oracle E-Business Suite Release 12.1.1. He worked with Sonata to make sure any issues were dealt with quickly and the upgrade was as smooth as possible.”

Implementation Process
Suprajit Engineering engaged Oracle Partner Sonata Information Technology Ltd. to upgrade its Oracle E-Business Suite and Oracle Database in October 2009.

As Suprajit Engineering planned to take advantage of the forms personalization feature in Oracle E-Business Suite Release 12.1.1, the Oracle products required very little customization and the upgrade ran smoothly and on schedule.

The system went live in April 2010.

Partner
During the upgrade, Sonata Information Technology Ltd. re-implemented some existing customizations and migrated historical data from the legacy products to Oracle E-Business Suite Release 12.1.1 and Oracle Database 11g.

The company also provided training on the new applications’ advanced features to Suprajit Engineering’s core IT team, which then trained staff across the company’s multiple locations.

“We were more than happy with Sonata’s services,” said Ram.

“Continuity, consistency, and integration are extremely important to us. With Oracle E-Business Suite Release 12.1.2, we can now ensure that each automotive parts invoice is entered into the system and visible across all back-office applications including accounts payable and general ledger in less than three minutes.”
— Hamdi Gad, Assistant General Manager, Takwa Company

From its headquarters in Riyadh, Takwa Company is a leading distributor of American automotive spare parts in Saudi Arabia—including parts for Isuzu, Ford, and General Motors vehicles. It carries a complete range of original brand and quality replacement parts and has a widespread warehouse network across the kingdom. Takwa Company has been in business for more than 40 years, gaining confidence from its distributors and clients for product quality and competitive pricing.

Challenges

- Consolidate, centralize, and standardize company finances and operations with greater visibility, enabling tighter financial control over a branch network spread across difficult geography
- Enable employees in spare parts branch offices across Saudi Arabia to issue purchase orders that are online and centrally accountable to enable tighter, consistent financial control
- Replace legacy financial systems siloed in each branch office with an efficient, integrated system that enables rapid, streamlined, standardized monthly account closings
- Ensure a consistent customer experience regardless of which spare parts branch office business is conducted

Solutions

- Upgraded to Oracle E-Business Suite Release 12.1.2 from 11.5, which enabled Takwa to deploy standard, landed cost management and improved costing of the imported items, while improving operational performance
- Enabled 120 users to achieve an end-to-end view of financial and operational data across all lines of the spare parts business with consistent financial and operational information available online, enabling centralized resource planning and budgeting
- Used Oracle Supply Chain Planning to enable 45 individual offices across Saudi Arabia to issue spare parts purchase orders locally and online, so that costs could be averaged across the branch network, something which was previously impossible
- Optimized Oracle’s supply chain management, providing a richer view of materials costs, consistently defined wholesale prices, closer monitoring of average parts prices, and greater visibility into automotive parts and materials deliveries between branches
- Deployed Oracle Financials, providing the business with an integrated view of operations for the first time, while also localizing currency handling and providing the flexibility to add additional controls through future modular integrations
• Ensured continuity of business and consistent customer experiences, regardless of branch, through precise server load balancing, enabling the company to handle 15,000 invoices a day.

• Improved transparency of financial operations to help see which areas generated 20% profitability and therefore had proven to be good locations for new branch offices.

• Built a solid enterprise resource planning (ERP) foundation for the future integration of Oracle applications and, ultimately, a full Oracle Business Intelligence deployment.
Technology Integration Group Selects Oracle Over SAP, Microsoft and Infor to Drive Enterprise Transformation

“After evaluating vendors like SAP and Microsoft, Oracle stood out as the right choice for this important IT transformation. The access to real-time information that the Oracle E-Business Suite Release 12.1 can provide will have a profound impact on our relationships with vendors, customers and employees. We expect this implementation to make us more efficient and productive while significantly impacting our bottom line.”
— Erik Quade, Chief Information Officer, Technology Integration Group

A premier IT systems integrator, TIG has over 28 years of experience providing customers with best-in-class technology solutions. Offering a consultative approach to fulfilling clients’ unique computing needs, TIG is committed to providing the highest level of service, value, and advanced technology. An award-winning Certified Minority Enterprise, certified Small Business, and Corporate Plus member of the National Minority Supplier Development Council (NMSDC), TIG is a leading diversity supplier to organizations nationwide. Financially stable, TIG has remained profitable every year since the company’s founding in 1981. In addition to the company’s headquarters in San Diego, TIG has offices located in Albuquerque, Atlanta, Boise, Boulder, Denver, Detroit, Honolulu, Indianapolis, Irvine, Las Vegas, Los Alamitos, Philadelphia, Torrance, Richmond, Sacramento, San Antonio, San Francisco Bay area, Seattle, Tampa, Heidelberg, Germany, and Shanghai, China.

News Facts

- Technology Integration Group (TIG), a premier computer systems integrator and IT solutions consultant, chose Oracle over SAP, Microsoft and Infor to support future growth, gain enterprise-wide access to information and improve its service organization
- After conducting a comprehensive evaluation of multiple vendors, TIG found Oracle to be the best choice because of the integrated business intelligence capabilities built into Oracle’s ERP applications, as well as Oracle’s best-in-class CRM On Demand offering
- A midsize company, TIG will replace a 12-year old character-based ERP system from Forte with the Oracle E-Business Suite Release 12.1. The company plans to deploy Oracle’s customer relationship management (CRM), financials, projects, channel revenue management and supply chain management (SCM) applications as well as Oracle Business Intelligence Enterprise Edition
- The company will also retire an outdated CRM system from Astea and deploy Oracle CRM On Demand

Modernized Systems Will Deliver More Complete Information & Improve Service

- The Oracle E-Business Suite Release 12.1 will provide TIG with integrated analytics from Oracle Business Intelligence Applications including Oracle Financial Analytics, Oracle Procurement and Spend Analytics, Oracle Project Analytics and Oracle Supply Chain and Order Management Analytics, which are prebuilt intelligence solutions that deliver insight into key business processes. As a result, the company will be able to make proactive real-time decisions that will help improve customer service
• With TIG’s legacy CRM solution, the company’s sales reps managed and maintained customer data using excel spreadsheets. With Oracle CRM On Demand, customer and sales information will be centralized and pipeline tools will help the sales team manage and track the progress of the sales cycle.

• Using Oracle Field Service, TIG will be able to dispatch instant, automated information to its field reps so that they can provide timely information to customers and better manage timelines and customers’ expectations.

• Oracle Project Management will give TIG visibility and control in order to plan projects effectively, allocate resources and forecast to completion, while managing customer expectations.

• As a reseller of most of the major hardware and software vendors, Oracle Channel Revenue Management will be critical in helping TIG gain complete fund management capabilities, enabling the sales force to view planned, committed, earned and paid sales.

• Relying on Oracle Depot Repair, TIG will be able to manage its efforts with Dell to provide K-12 schools and school districts with refurbished laptops. Oracle Depot Repair will help streamline and automate the entire in-house repair and service process for TIG.
Tourism Development & Investment Company
Better Manages Massive Construction Projects Through ERP Automation

“Oracle E-Business Suite Release 12.1 enabled us to maintain a single source of truth for actual costs, budgets, and forecasts. The solution enabled us to improve our financial control capabilities and streamline processes, such as costing operations, but most importantly, it gave us the tools to better understand the complex cash management requirements inherent to a government entity.”

— Shaun O’Connor, Chief Financial Officer, Tourism Development & Investment Company

Tourism Development & Investment Company (TDIC) is a government-owned, independent company that invests in the development of sustainable tourist destinations within the Emirate of Abu Dhabi, United Arab Emirates (UAE). Its flagship project is the development of Saadiyat, a 10,424-square-mile natural “Island of Happiness,” 1,640 feet off the coast of Abu Dhabi. At the heart of Saadiyat are the Louvre UAE, the Guggenheim UAE, and the Zayed National Museum, three iconic tourist destinations that will initially comprise the cultural district, setting a new global standard for cultural developments.

TDIC directly employs a staff of approximately 500, as its primary business model is one of outsourcing. As a master developer, TDIC engages with a complex supply chain of contractors and subcontractors to deliver high-quality tourist destination experiences. Its primary focus is on project delivery governance, with contract management at the fore. The organization turned to Oracle when it had outgrown its legacy financial systems. As a public sector company, it could no longer control its cost basis, manage operational contracts and budget approval processes, or track and report every required level of financial processing. TDIC’s priority, therefore, was to deliver a single source of truth by migrating all corporate financial information and processes to an integrated enterprise resource planning (ERP) solution.

Oracle E-Business Suite Release 12.1 enabled us to maintain a single source of truth for actual costs, budgets, and forecasts. The solution enabled us to improve our financial control capabilities and streamline processes, such as costing operations, but most importantly, it gave us the tools to better understand the complex cash management requirements inherent to a government entity.”

— Shaun O’Connor, Chief Financial Officer, Tourism Development & Investment Company

To meet its goals, TDIC deployed Oracle E-Business Suite Release 12.1 applications as well as Oracle Hyperion Financial Management, Oracle Hyperion Planning and Oracle Business Intelligence Enterprise Edition. With the solutions, TDIC gained centralized control and visibility over all transactional processes, ensuring greater efficiencies in automated workflows, project costing, and budget approvals while reducing business intelligence (BI) overhead and meeting local compliance regulations set forth by Abu Dhabi Systems & Information Centre, the governmental party that owns the IT agenda of the UAE.

Challenges

- Replace legacy financial system and regain control and visibility over costs, budgets, and financial transactions crucial to complex property development and infrastructure projects
- Eliminate a spreadsheet culture, putting an end to individual users’ local Microsoft Excel data stores and replacing them with transparent, centralized financial processes that provide a single source of the truth
- Cut complexities and inefficiencies in the budget approval process, making property development projects more efficient, easier to track, and more accountable
• Replace manual financial processes and repetitive paperwork with automated self-service, introducing electronic workflows that control financial transactions across the business, such as initiating purchase orders and making budget changes

• Replace a failed, standalone BI application with a smarter, integrated, companywide solution that eliminates reliance on the IT department, ultimately reducing overhead while providing more intelligence to the wider business

Solutions

• Worked with Mahindra Satyam to deploy Oracle E-Business Suite 12.1 to 500 users across three sites, replacing outdated legacy financial systems with integrated financial applications and benefitting the business with greater financial process visibility and control

• Used Oracle Financials to move from retrospective to real-time transaction reporting, enabling more timely changes to be made to variables—for example, updating construction contracts in minutes rather than weeks—and providing constant visibility into construction project adaptations to multiple end users for greater accuracy and accountability

• Replaced paper-based project costing with electronically-captured project accounting far earlier in the lifecycle, enabling streamlined, less labor-intensive costing operations and tighter budget controls that are reported to everyone in the business in hours rather than weeks

• Replaced paper-based variation order and progress payment certification processes with automated processes through Oracle solutions

• Maintained a single source of financial truth and instilled more accurate cash flow projections, ensuring that TDIC borrows the right amount of money from the government at the right rate, creating enormous savings

• Used Oracle E-Business Suite to ensure compliance with Abu Dhabi Systems & Information Centre, the governmental party that owns the IT agenda of the UAE, which mandates 208 specific control functions, including rules and guidelines regarding the implementation of IT policies and the technical specifications

• Executed regular audits, ultimately avoiding productivity challenges and delays in planning

• Replaced a legacy, standalone BI application with integrated, Oracle Business Intelligence Enterprise Edition in just two months, putting BI report generation into the hands of actual business users for the first time

• Deployed Oracle Hyperion Financial Management, consolidating and centralizing all financial reporting from six legal entities, saving five days’ processing per month while enhancing security and forecasting capabilities, which allowed for tighter control of the impact of inflationary, raw materials costs through improved planning and modeling capability

• Deployed Oracle Hyperion Planning to manage organizational cash flow and business forecasts
Why Oracle

“This was a fight we had to win. We knew our data challenges were tough enough without choosing to partner with anyone other than a leading vendor. We had no desire to be pioneers with technology, and we trusted Oracle, its technology, and its local team, which are all proven in the regional public sector,” said Bishnu Ippili, manager, Business Applications, Tourism Development & Investment Company.

TDIC underwent a thorough tendering process and selected Oracle as its implementation partner, not merely because of the technology available, but also because of its unrivaled local presence, understanding of regional business and government, and experience in deploying Oracle E-Business Suite for similar, public sector organizations.

Implementation Process

Although this deployment required months of planning, TDIC completed it on time and on budget. The organization began the project in May 2011 and pushed the new systems live exactly eight months later, as planned, in January 2012. TDIC progressively turned off legacy system functionality throughout December 2011 to enable it to migrate data before the new systems were operational on January 2, 2012. The business experienced no unplanned downtime, due to the comprehensive testing in earlier project phases.

Partner

TDIC undertook a competitive tender process for the role of implementation partner on this project, ultimately selecting Mahindra Satyam as its preferred partner, based on its broad experience in a number of areas relevant to the company and the project’s goals. The partner could refer to many previous successes in deploying Oracle E-Business Suite for a wide range of cross-industry organizations in UAE and the Middle East-Africa Region, as well as demonstrating particular experience with large-scale deployments in the property development arena.
Oracle announced today the successful completion of an upgrade to Toyota Motor Europe’s (TME) Vehicle Order Management (VOM) system based on the Oracle E-Business Suite 12.1. The upgrade encompasses 13 countries and readies TME to carry out an imminent, major rollout-plan of its VOM into Germany and UK.

Due to differing sales cycles across the 13 countries, the system had to go live in June 2011. In order to meet this deadline, Oracle Consulting, TME and Infosys carried out a proof of concept in September 2010 to identify any issues that may arise with the roll-out of a highly complex system in multiple countries.

The Oracle E-Business Suite 12.1 helped dramatically reduce the time it took for retailers to respond to customer enquiries on availability of cars and delivery date. A reduction of up to 40 percent in time has been delivered, enabling quick responses at a critical time in the sales process.

TME required a VOM system that was fully supported and compatible with new hardware, operating systems and software; the previous system was no longer adequate as it had been in place for more than eight years without upgrades. Due to this, TME needed an up to date system that was also highly scalable and could be rolled-out across additional countries.

Oracle also delivered TME the opportunity to further streamline its processes and enhance its lean operating environment. The system is able to reduce lead times for delivery to customers, enhance allocation of cars and lower stock levels reducing operating costs.

“The upgrade to the Oracle E-Business Suite 12.1 was a critical implementation for TME as we needed to deliver a scalable streamlined order management system in an extremely challenging and ambitious timeframe. The close relationship with Oracle and Infosys was essential in order to meet this timeframe and their flexibility meant we were able to draw on specialist knowledge as we needed it. The resulting system has helped to increase our customer satisfaction while also reducing costs through shorter lead times and smaller stockpiles. We are now in a great position to roll-out the system to two of our largest markets, Germany and the UK.”

— Pierre Masai, Vice President of Information Systems, Toyota Motor Europe
Steve Fearon, vice president, EMEA Applications, Oracle said: “It is very important that Toyota Motor Europe set up its IT infrastructure to for the future and the timing of this upgrade reflects the ‘Toyota Way’, where IT plays a key role in the company’s lean manufacturing efforts. The project was a success because all parties involved – Toyota Motors Europe, Infosys and Oracle Consulting – worked so well together, which ensured a smooth migration and that the Oracle E-Business Suite 12.1 was up and running on time.”

Supporting Quotes
Steve Fearon, vice president, EMEA Applications, Oracle said: “It is very important that Toyota Motor Europe set up its IT infrastructure to for the future and the timing of this upgrade reflects the ‘Toyota Way’, where IT plays a key role in the company’s lean manufacturing efforts. The project was a success because all parties involved – Toyota Motors Europe, Infosys and Oracle Consulting – worked so well together, which ensured a smooth migration and that the Oracle E-Business Suite 12.1 was up and running on time.”

• The Oracle E-Business Suite 12.1 encompasses the complete sales process from the moment a car is ordered until it has been delivered to the end customer, invoiced and any compensation payouts to the retailer have been made

• The migration to the Oracle E-Business Suite 12.1 caused only minimal disruption to the production environment over the implementation weekend. After only one day in production, a total of 1,258 car orders from Toyota retailers were placed through the VOM system

• The upgraded VOM system is now fully integrated making configuration easier than with the previous client-based application that had to be installed on each client individually

• Infosys is a Diamond level member of Oracle PartnerNetwork (OPN)
Tube Investments of India Ltd. Cuts Month-End Inventory Closing Time Approximately 67% with ERP System Upgrade that Supports Centralized Core Business Functions

“We have been using Oracle products for more than 20 years and have great confidence that the upgrade to Oracle E-Business Suite Release 12.1 will assist our future growth. The applications fully support our centralized core business functions, helping us cut month-end inventory closing time by approximately 67%.”
— S.V. Kaushik, Senior Vice President of Information Technology, Tube Investments of India Ltd.

Tube Investments of India Ltd is a large engineering company, catering to the automotive, railway, and general engineering sectors. Established 60 years ago as a bicycle manufacturer, the company later extended its operations to make precision steel tubes and two-wheeler chains.

Although more than one-third of Tube Investments’ annual turnover is still generated by bicycle manufacturing, the remainder comes from the components it develops and manufactures for the automotive industry, including metal tubes, car door frames, and industrial chains. The company has more than 5,000 employees, 16 manufacturing locations throughout India, and serves almost 15,000 customers.

During the past few years, Tube Investments has worked to centralize its accounting functions. Rather than each manufacturing location undertaking accounting processes, such as payables and receivables, the company has now consolidated its accounting functions in a shared service center at its headquarters in Chennai.

In 2011, Tube Investments decided to upgrade to Oracle E-Business Suite Release 12.1 and Oracle Database, Enterprise Edition 11g. The company found that Oracle E-Business Suite Release 12.1 was highly suited to the new, centralized accounting processes and improved efficiencies even further. Tube Investments has streamlined its monthly financial reporting processes, cut month-end inventory closing time from six hours to less than two hours, reduced administrative costs, and developed a platform to support further centralization of functions, such as fixed-assets accounting in the future.

**Challenges**

- Support centralized core accounting functions from 16 manufacturing locations to further increase staff efficiency, reduce administrative costs, and improve workflows
- Reduce the amount of time taken to close inventory accounting at the end of each month to ensure visibility of stock, such as steel components, at manufacturing locations
- Ensure monthly financial reports are made available more quickly to management
- Develop the company’s existing Oracle enterprise resource planning (ERP) platform to take advantage of advanced features in Oracle E-Business Suite Release 12.1 and support future growth
Tube Investments has been working with Oracle for more than 20 years and has implemented its technology across the company's operations. It upgraded to Oracle E-Business Suite Release 12.1 to ensure that its ERP system remained up to date. "We understand Oracle products and have great confidence that the company knows our requirements and future plans," said S.V. Kaushik, senior vice president of information technology, Tube Investments of India Ltd. "Oracle's support teams, especially Advanced Customer Support Services, have also provided great support for our operations in the past. Following the upgrade, I have every confidence Oracle's products will continue to support us in the future."

**Why Oracle**

Tube Investments has been working with Oracle for more than 20 years and has implemented its technology across the company's operations. It upgraded to Oracle E-Business Suite Release 12.1 to ensure that its ERP system remained up to date.

"We understand Oracle products and have great confidence that the company knows our requirements and future plans," said S.V. Kaushik, senior vice president of information technology, Tube Investments of India Ltd. "Oracle's support teams, especially Advanced Customer Support Services, have also provided great support for our operations in the past. Following the upgrade, I have every confidence Oracle's products will continue to support us in the future."

**Partner**

Tube Investments upgraded to Oracle Database, Enterprise Edition 11g in September 2011 to provide a stable and highly available platform for its new ERP system. The company then spent five to six months upgrading to Oracle E-Business Suite Release 12.1.

"As we have been working with Oracle software for 20 years, we have developed considerable in-house skills and decided to undertake both upgrades without external support," said Kaushik. The process was smooth and took place on time and on budget. The new ERP system went live in January 2012.

"Upgrading to Oracle E-Business Suite Release 12.1 and Oracle Database, Enterprise Edition 11g has provided us with the application performance and flexibility that support many of our centralized core business functions," he said.
Oracle Customer:
Uflex Limited
Delhi, India
www.uflexltd.com

Industry:
Industrial Manufacturing

Annual Revenue:
US$500 Million to US$1 Billion

Employees:
3,000

Oracle Products & Services:
- Oracle E-Business Suite R12.1
- Oracle Financials
- Oracle Order Management
- Oracle Purchasing
- Oracle Inventory Management

Oracle Partner:
Tata Consulting Services
www.tcs.com
Mahindra Satyam (UAE)
www.mahindrasatyam.com
Wipro Technologies (Egypt and Mexico)
www.wipro.com

Uflex Limited Gains More Insight into Profitability, Completes Monthly Financial Reports in One Hour

“As a manufacturer, the speed of product delivery is crucial if we are to attract and retain customers and maintain our profitability. Oracle E-Business Suite Release 12.1 provides us with centralized financial data, tighter control over our inventory, and has streamlined our manufacturing processes, which ensures that we provide a high level of service to our valued customers.”
— Ravi Ramakrishnan, General Manager, Global IT, Uflex Limited

Established in 1983, Uflex Limited is an Indian manufacturer of polyester chips; plain, metalized and holographic films; laminates; gravure cylinders; inks and adhesives; and all types of packaging. The company has offices and manufacturing facilities in India, the United Arab Emirates (UAE), Egypt, and Mexico, as well as offices in Europe and North America. It employs about 3,000 staff worldwide and has a market presence in 85 countries.

In 2006, Uflex Limited initiated a plan to expand beyond its Indian base and open new manufacturing facilities in other countries. At the time, the company also decided that legacy accounting, inventory, and manufacturing applications used by its Indian operation were no longer providing reliable data and would not support its growth plans.

“Business data was spread across multiple systems in each of our departments, so there was no integration,” said Ravi Ramakrishnan, general manager, Global IT, Uflex Limited.

“For example, if a salesperson completed an order and recorded it in a specific application, production staff wouldn’t necessarily have access to this information to effectively fulfill the customer’s order.

“We also faced some challenges around regulatory compliance as we expanded into other markets. We needed a centralized system that would enable us to report financial figures from each of our subsidiaries and present them in a single view for our auditors.”

Between 2006 and 2010, Uflex Limited deployed Oracle E-Business Suite Release 12.1 across its operations in Egypt, India, Mexico, and the UAE.

Greater Insight into Profitability, Faster Reporting
Oracle Financials provides accounts staff and senior managers with a holistic view of revenue and profitability across multiple locations. This enables them to identify which locations are the most profitable and make informed decisions about where to allocate staff and manufacturing resources.

The system also makes it easier to complete sales orders and compile and manage financial reports for the entire organization.

“We have reduced the time it takes to compile monthly financial reports from up to seven days to about one day,” said Ramakrishnan “This includes formatting that we need to do outside the system.

“Managers can even create ad-hoc reports in as little as one hour because they have centralized access to our financial data.”
Improved Cash Flow with Better Order Management

Uflex Limited uses Oracle Order Management to manage sales bookings from its domestic and international customers, record key customer information, and manage price lists for its products, which change monthly. The centralized system provides managers with immediate access to key sales data from each subsidiary, so they can easily determine which manufacturing hub can serve customers best.

“This enables us to reduce the time it takes to transport products to our customers by up to three days,” said Ramakrishnan.

Monthly changes to product prices are automatically reflected in the system, which eliminates the risk that sales staff will quote an incorrect price to a customer. Sales staff also uses the Web-based ordering system to book an order when they are on the road or at home, which improves efficiency.

“Previously, some sales staff had a tendency to set aside orders and complete the transaction later, but now they have no excuse,” said Ramakrishnan.

“Our order pattern is less skewed and staff is not rushing at the end of the month, which means we have a steady stream of revenue coming in at the end of the month and can better organize our cash flow.”

More Accurate Production Planning

Uflex Limited uses Oracle Inventory Management to manage purchasing material, packaging, tapes, plastic sheeting, waterproofing material, wooden fixtures, and other stock in its warehouses in Egypt, India, Mexico, and the UAE.

This enables the company to quickly and easily determine how much stock is needed to meet each production schedule and ensures raw materials are always available.

“We are no longer experiencing any downtime caused by certain raw materials being unavailable,” said Ramakrishnan. “At the same time, we are not locking up excess capital because we know our stock position at every warehouse. This has helped us reduce inventory costs.”

Uflex Limited’s manufacturing operations run all day, every day, and each production plant has particular requirements for raw materials. For example, each facility may require plastic chips with various ratings to produce films with different densities and thicknesses.

Oracle Process Manufacturing provides staff with complete visibility over raw materials that are required at every production plant, which helps streamline production planning.

“We can generate product orders at once, which creates more efficiency across our business,” said Ramakrishnan.

Oracle Purchasing provides managers with tighter control over the purchasing of raw materials from suppliers. The system enables the company to rate different suppliers based on past performance measures, such as price and delivery times, which helps staff determine which suppliers are in a position to offer the best service.
Challenges

• Deploy an enterprise resource planning system that would support the company’s expansion across Europe, the Middle East, and the United States
• Gain centralized and more reliable financial, manufacturing, and inventory data to streamline processes and protect revenue

Why Oracle

During the selection process, Uflex Limited evaluated Oracle and SAP applications as well as other enterprise resource planning solutions. The company chose Oracle E-Business Suite because it offered localization features that made it easy for the company to comply with taxation rules and regulations across multiple countries.

“Oracle E-Business Suite’s localization tools supported our expansion into new markets,” said Ramakrishnan. “We were also impressed with Oracle Financials and Oracle Process Manufacturing, which were suitable for our industry and could be easily customized to suit our business. These modules also offered a low total cost of ownership and minimal user training.”

According to Ramakrishnan, the company received good support from Oracle partners Mahindra Satyam, Tata Consulting Services, and Wipro Technologies.

“Oracle has a good base of skilled partners in India and at other locations where we operate,” said Ramakrishnan.

Solutions

• Enabled managers to easily view which locations were the most profitable and make informed decisions about where to allocate staff resources
• Reduced the time it took to compile monthly financial reports from up to four days to about one hour
• Provided managers with immediate access to key sales data from each subsidiary so they could easily determine which manufacturing hub could serve customers best
• Reduced the time it took to transport products to customers by up to three days
• Automated the sales order booking process, which improved cash flow management
• Cut inventory costs by gaining tighter control over stock in its warehouses
• Enabled managers to rate different suppliers based on past performance measures, such as price and delivery times, so they could easily determine which suppliers to use in the future

“We record and compare the performance of a dedicated set of vendors, and that makes it easy for us to work out which suppliers we want to continue using in the future,” said Ramakrishnan.
Implementation Process

In 2005, Tata Consulting Services was engaged to deploy Oracle E-Business Suite across Uflex Limited’s Indian operation. The system was then deployed at its operations in the UAE in mid-2007, Mexico in 2009, and Egypt in 2010.

The company completed pilot testing at each of these locations and used Tata Consulting Services, Mahindra Satyam, and Wipro Technologies to customize some modules before the systems went live.

Oracle E-Business Suite will also be rolled out at locations in the United States and Europe by the end of 2011.
Unisonic Technologies Improves Inventory and Production Planning, Manufactures Products 25% Faster

“Oracle E-Business Suite Release 12.1 enabled us to handle more transactions between our Taiwan and mainland China offices, placing us in a better position to win business in China and gain a larger share of the international components market.”

— Angela Kao, Special Assistant of Business Operation Center, Unisonic Technologies Co., Ltd

Established in 1990, Unisonic Technologies (UTC) designs and manufactures analog integrated circuits and other electronic components. UTC’s products are used in PCs, mobile devices, and other communications products that are sold across Asia. The company is headquartered in Taipei, Taiwan and has branch offices in China, Japan, South Korea, and India.

Challenges

- Upgrade an aging enterprise resource planning (ERP) system to synchronize the company’s branches that process materials used to manufacture components
- Deploy a system that helps improve manufacturing resource planning across the entire organization
- Reduce the number of product naming rules to make it easier for staff to search for integrated circuit products and minimize the risk of manufacturing errors

Solutions

- Generated consolidated reports about the quantity and age of inventory in its warehouses almost immediately, rather than in half a day
- Enabled staff to check warehouse inventory once a week, rather than monthly, which ensures the company always has the right amount of stock to manufacture components
- Provided consistent product naming rules, which enabled staff in the sales and materials departments to search for specific raw materials and verify inventory levels at any time
- Enabled senior managers to automatically create a report detailing inventory that is getting old in its warehouses, rather than having to wait up to 20 days to update production planning, thus enabling the company to manufacture products 25% faster
- Provided a system that automatically checks stock availability, improving communication between staff and customers
- Built a business-to-business system that will soon enable customers to order products online
Unisys Corporation Sets Foundation for Continual Business Process Improvement with Enterprise Application Suite Upgrade

“By upgrading to Oracle E-Business Suite Release 12.1.1, we regained support for our critical business applications and reduced application customization by 25%. More important, we now have modern applications that can help us attain new levels of business process and operational efficiency.”

— Upinder Phanda, Vice President, Applications, Unisys Corporation

Unisys provides IT services, software, and technology that solve business problems for clients worldwide. Its solutions help business and public sector organizations secure their operations, increase efficiency and utilization of data centers, enhance support to end users and constituents, and modernize enterprise applications. To achieve these outcomes, Unisys delivers IT and business process outsourcing, systems integration and consulting, infrastructure and maintenance services, and high-end server technology.

Unisys runs much of its back-office operations-from procure, to pay, to service-on Oracle E-Business Suite. More than 4,000 users worldwide rely on the system daily to gain operational visibility and effectively serve customers.

Unisys was running unsupported versions of the Oracle E-Business Suite and Oracle Database on Unisys hardware and a Windows operating system. It wanted to return to supported product versions to ensure business continuity, avoid a complete Oracle E-Business Suite redeployment in the near future, and take advantage of new functionality in Release 12.1. In addition, Unisys looked to the upgrade as an opportunity to reduce costly application customizations and evaluate back-office processes with an eye toward improving operational efficiency.

Unisys worked with Oracle Insight to evaluate a path forward, choosing to upgrade to Oracle E-Business Suite Release 12.1.1 instead of pursuing an incremental upgrade to Version 11.5.10. This decision positioned the company to take advantage of new functionality, such as subledger accounting, and also deploy new modules, such as Oracle E-Business Tax. In addition it created a foundation for achieving new levels of back-office process automation and operational efficiency. As part of the initiative, Unisys upgraded to Oracle Database 11g and migrated from Windows 2003 to Windows 2008.

Unisys successfully completed the upgrade in July 2011, working with Oracle Consulting. It reduced Oracle E-Business Suite customizations by 25% across its two global instances, which will streamline IT maintenance and upgrades moving forward.

Unisys is also benefitting from Oracle E-Business Suite’s multiple organization capabilities, including Multiple Organization Access Control (MOAC), to speed system maintenance, management, and updates across the company’s 105 operating units as defined in the system.

Unisys Vice President of Applications, Upinder Phanda, anticipates a five-fold acceleration in completing many of these tasks.

The company is now developing a plan to leverage new system functionality. Phanda’s team and line-of-business managers have already identified more than 100 opportunities to drive further business process improvement.
Implementation Process

Unisys worked with Oracle Consulting throughout the upgrade process. As part of the development and deployment process, Unisys and Oracle created 3,000 business scenarios, worked with 200 testers worldwide, and conducted 20 practice upgrades. During the end-to-end upgrade period (from Release 12 to Release 12.1.1), the rollout proceeded smoothly, and Unisys returned the applications online ahead of schedule. Unisys has been running its business on the new Release 12.1 platform since going live in July 2011 without any major production outages.
United Networks Co. K.S.C. Increases Accounting Flexibility and Boosts System Performance with ERP Applications Upgrade

“In my opinion, Oracle has the most sophisticated set of financial applications in the world, offering a complete accounting solution for any industry. We were able to define our entire accounting requirements at United Networks, or our affiliated companies, using Oracle Financials. We rely on Oracle E-Business Suite Release 12.1 more than ever, as its flexibility in financial management is very important for us.”
— Shabbir Hussain Bohra, Group Senior ERP Specialist, United Networks Co. K.S.C.

United Networks Co. K.S.C. is Kuwait’s premier communications provider and part of the KIPCO group, one of the biggest diversified holding companies in the Middle East and North Africa, with significant ownership interests in a portfolio of more than 60 companies, operating across 26 countries. United Networks is a holding company with three subsidiaries: an internet service and cloud solutions provider, Gulfnet; a satellite communications provider, Gulfsat; and Kuwait’s leading private radio stations, Marina FM and UFM.

Over a period of five years, the company had an excellent experience with Oracle E-Business Suite and relied heavily on its enterprise resource planning (ERP) system, especially for accounting and financial reporting. To leverage Oracle E-Business Suite’s accounting customization options, optimize group-level management reporting, and ensure ongoing support, United Networks upgraded to Oracle E-Business Suite Release 12.1. Working with only one internal ERP specialist and using My Oracle Support, the team completed the upgrade three months ahead of schedule. The deployment provided accounting and purchasing employees with enhanced flexibility and improved reporting and analysis capabilities. It also increased overall system performance by an estimated 20%, through faster concurrent processing and made it easier for employees, through the improved user interface, to work with the ERP system by using Oracle E-Business Suite Release 12.1.

Challenges

• Benefit from Oracle E-Business Suite’s functional and technical enhancements, such as the ability to efficiently manage subscription-based communication services’ cancellations, upgrades and downgrades as they occur during the subscription period, by upgrading to the latest release

• Ensure ongoing support for Oracle E-Business Suite Release 12.1, as the company relies heavily on its enterprise resource planning system and benefits from Oracle’s support

• Use Oracle E-Business Suite Release 12.1’s accounting customization options to provide accounting staff with enhanced flexibility

Solutions

• Performed the upgrade from Oracle E-Business Suite Release 11.5.10 to Oracle E-Business Suite Release 12.1 within five months and three months ahead of schedule, following three, thoroughly-documented test upgrades—with only one internal ERP specialist and assistance from My Oracle Support and without any downtime for production instances during working hours
• Improved reporting and analysis capabilities with Oracle Business Intelligence Discoverer 11g, which underlies most reporting functions of Oracle E-Business Suite Release 12.1, by enabling 25 users to export reports that, for examples, focus on supplier aging or customer transactions, into spreadsheets for further processing, as opposed to text exports, which rarely provide instant intelligence and are more difficult to process.

• Enabled the company to generate reports in an easy-to-use, spreadsheet format, minimizing reliance on IT personnel for report generation and substantially enhancing managers’ abilities to make informed decisions quickly.

• Enabled accounting staff to gain access to books, across multiple organizations, with a single set of responsibilities instead of configuring distinct access codes for each accountant to each book—a new feature in Oracle E-Business Suite Release 12.1 which saves valuable time for the company’s accountants.

• Provided accounting staff with optimized subledger accounting, giving them more flexibility on how to define general ledger entries from payables, receivables, inventory, purchasing, and more.

• Enabled purchasing staff to work faster by giving them access to their purchase order templates directly after log-in, shortening the system response time for purchase orders, and ensuring that authorized users receive their notifications immediately after login.

• Increased overall system performance by an estimated 20% for the 25 users of Oracle E-Business Suite Release 12.1 through faster, concurrent processing, improved user interface, and ease of use of Oracle E-Business Suite.

• Enabled efficient management of subscription-based communication services with cancellations, upgrades and downgrades happening during the subscription period, based on upgraded accounting rules in Oracle Financials.

Why Oracle

“Oracle E-Business Suite has always provided the required solutions to address our business needs, especially our accounting requirements, so it was the clear choice for our upgrade. With the outstanding services provided by My Oracle Support, we can run Oracle E-Business Suite with very limited manpower and financial resources,” said Shabbir Hussain Bohra, group senior ERP specialist, United Networks Co. K.S.C.

Implementation Process

Working with one internal ERP specialist and assistance from My Oracle Support, United Networks completed the upgrade from Oracle E-Business Suite 11.5.10 to Oracle E-Business Suite 12.1 in just five months—three months ahead of schedule, without any downtime interruptions during work hours.

The team ensured seamless entry into service by operating Oracle E-Business Suite Release 11.5.10 and Release 12.1 in parallel for three months, comparing results between both applications and working with My Oracle Support to fix technical issues, such as different table structures in subledger accounting, as needed.
United States Distilled Products Company
Streamlines Financials and Establishes a Foundation for Future Efficiency Achievements

United States Distilled Products Company (USDP) began as a small bottling operation in 1981 and has grown into an industry leader. USDP produces its own brands of alcoholic products and distributes them throughout the United States. It also does contract bottling on behalf of other spirits companies.

Challenges

- Based on the growth of the organization and outgrowing a legacy system USDP decided to deploy Oracle Financials 12.1 due to the application’s proven flexibility and reliability with options for future enhancements throughout the organization.
- With Oracle, USDP is able to more accurately manage financial data for both the main company and a subsidiary.

Solutions

- Based on its success with Oracle Financials, USDP decided to deploy the entire Oracle EBS Suite of applications, including Oracle Process Manufacturing and Order Management to achieve significant efficiencies in Inventory Management, Cost Management and Taxation, Manufacturing and Order Delivery.
- For example, the integration will help USDP manage its batching and mixing processes to monitor efficiencies and become more productive in maximizing batch sizes.
- In addition, the streamlined order management process will make it easier for USDP to manage orders that it takes on behalf of other companies for contract bottling.
USANA Health Sciences, Inc. Improves Manufacturing Efficiency with Oracle E-Business Suite Release 12.1

“We have already achieved significant improvements in our manufacturing and financial processes with the move to Oracle E-Business Suite Release 12.1. This positions us well to move toward a fully integrated enterprise resource planning (ERP) system in the future.”
— Gary Carter, Enterprise Resource Planning Director, USANA Health Sciences, Inc.

USANA Health Sciences, Inc. develops and manufactures high-quality nutritionals, personal care, energy, and weight management products that are sold directly to preferred customers and associates in nearly 15 countries worldwide.

Challenges
- Support continuous improvement in operational efficiency across the health sciences company’s business operations which span nearly 15 countries
- Unify discrete and process manufacturing inventories to enable complete visibility of inventory enterprise-wide
- Facilitate voluntary compliance with U.S. Food and Drug Administration (FDA) and Australia Therapeutic Goods Administration (TGA) guidelines on nutritional supplements

Solutions
- Upgraded to Oracle E-Business Suite Release 12.1 to support the multinational company’s efficient operation with an advanced, flexible enterprise resource planning (ERP) system
- Improved inventory control by simplifying integration into warehouse management and creating a single inventory record
- United discrete and process manufacturing processes—simplifying reporting, improving configuration of items and master items, improving cycle counting, and creating a baseline for future products and enhancements
- Improved demand visibility, enabling USANA to more closely match supply to demand, ultimately, carrying less inventory while ensuring the right products are available to fill orders
- Reduced the cost of managing manufacturing processes
- Leveraged Oracle’s Agile modules to manage documentation, and quality events and actions through electronic signoff and versioning to ensure compliance with FDA and TGA guidelines, which are important for maintaining consumer trust in the company’s nutrition products
- Avoided significant problems with the yearly financial close after upgrading to the latest version of Oracle Financials
- Worked with Oracle Support to resolve issues, helping the company complete the upgrade in less than five months
- Leveraged Oracle Tutor to monitor user training and Agile Product Lifecycle Management to document the implementation for audit purposes
Virgin Media Transforms Supply Chain to Support Profitability and Growth

“Our deployment of Oracle E-Business Suite’s Oracle Inventory Management and Oracle Service Parts Planning provided a single source of truth and visibility into the supply chain. We have a large catalogue of more than 25,000 SKUs, and the solutions seamlessly meet the demands of increased complexity, while providing the agility needed to recognize and manage unique requirements for fast-moving and slow-moving stock.”

— Maurice Daw, Executive Director, Access, Virgin Media

Virgin Media was launched in 2007, following the merger between the United Kingdom’s two largest cable companies, NTL and Telewest, and the subsequent takeover of the world’s first virtual mobile operator, Virgin Mobile. It began life as UK’s first quad-play communications provider, offering fiber-optic broadband, digital TV, fixed-line, and mobile telephony services.

Having inherited a complex and fragmented supply chain of the multiple companies from which it was formed, Virgin Media initiated an ambitious program to overhaul its entire supply chain infrastructure. This entailed consolidating its warehouse and distribution operations and introducing a new, integrated management and planning system for inventory, warehouse, and network spares.

Two core elements of this supply chain transformation were the integration of Oracle Inventory Management with a new warehouse management system to achieve full and up to date inventory visibility across the distribution network, and the introduction of Oracle Service Parts Planning to enable the company to put faulty network equipment back into the supply chain once repaired.

The supply chain transformation program delivered a multimillion dollar cost savings within 18 months, outweighing the initial investment in the new logistics network and its associated management systems.

Challenges

• Reduce the operational cost of managing a complex supply chain, and help to achieve profitability by replacing a siloed, legacy network with a single, streamlined distribution infrastructure capable of responding to all service offerings, including cable TV, fixed and mobile telephony, and broadband internet

• Gain increased visibility and control of inventory to reduce stock shrinkage and ensure the most efficient movement of inventory through the network

• Decrease inventory costs by enabling the company to repair and reuse faulty network equipment—including routers, switches, and cable—rather than ordering a new replacement for every returned unit

• Replace inefficient manual processes for TV, internet, and phone service demand planning and asset tracking with an industry-leading automated system
Virgin Media had an existing deployment of Oracle E-Business Suite, but wanted to extend its value by using more of the solution’s functionality. The company integrated the Oracle Inventory Management module with its new, outsourced warehouse management system—to achieve precise, up-to-date visibility and inventory control, and it added the Oracle Service Parts Planning module to enable better management and reuse of network equipment, having seen the value the solution had delivered to global electronics manufacturer Philips.

Why Oracle

Virgin Media had an existing deployment of Oracle E-Business Suite, but wanted to extend its value by using more of the solution’s functionality. The company integrated the Oracle Inventory Management module with its new, outsourced warehouse management system to achieve precise, up-to-date visibility and inventory control, and it added the Oracle Service Parts Planning module to enable better management and reuse of network equipment, having seen the value the solution had delivered to global electronics manufacturer Philips.

Partner

The project was a collaborative effort between Virgin Media, Oracle for the E-Business Suite element, Oracle partner Accenture for systems integration between Oracle Inventory Management and the third-party warehouse management system, and Kuehne & Nagel for warehouse and distribution outsourcing.

“This was a thoroughly collaborative approach with all four parties throughout the project working to ensure maximum efficiency and effectiveness for our company,” said Maurice Daw, executive director, access, Virgin Media. “When we were looking at areas, like process design or how the systems would interface with each other, we worked on the issues together, rather than following a traditional customer/supplier relationship where the company demanded to have things done a certain way. And that approach worked very well.”
Vodafone Hutchison Australia Upgrades to Oracle E-Business Suite 12.1 To Enhance Business Processes and Financial Reporting

“We wanted to upgrade to Oracle E-Business Suite Release 12.1, which also gave us the opportunity to transform our IT systems. The project was a significant undertaking for us. We included the version upgrade with a complete infrastructure re-platform onto Oracle servers and storage for high availability and scale. The re-platform strategy also required a complex data migration exercise. This added further complexity for the project to manage.”
— David Dixon, Finance and Billing Program Manager (BSS&IT), Vodafone Hutchison Australia

News Facts

- Vodafone Hutchison Australia (VHA), Australia’s third largest mobile telecommunications provider with AUD$4.6 billion in annual revenue and a 24 per cent market share, has completed its upgrade to the latest version of Oracle E-Business Suite helps to streamline and enhance finance, HR and Supply Chain business processes
- The upgrade was also supported by a platform migration to Oracle Solaris on Oracle’s SPARC T4 servers, and the implementation of Oracle Real Application Clusters (RAC) to support the high availability requirements of the business
- By deploying Oracle E-Business Suite 12.1 on Oracle Solaris and Oracle’s SPARC T-Series servers, VHA has been able to utilise the performance and flexibility of the Oracle T-Series platform and have the potential to scale to meet future requirements
- The upgrade has also helped VHA reduce previous system customisations and assisted the company to ensure that financial reports are closed on time every month
- VHA engaged Burgess Systems Consulting (BSC), a Gold level member of Oracle PartnerNetwork (OPN), to plan and execute the multifaceted Oracle E-Business Suite upgrade, which was completed as planned to meet year-end Payroll processing and financial reporting requirements, despite some challenging time constraints
- BSC has since been engaged to undertake ongoing Oracle E-Business Suite support for VHA, as the company moves to expand its Oracle E-Business Suite footprint over the coming 18 months, particularly in the Order Management, Human Resources, and Performance Management modules
- VHA uses a broad scope of Oracle E-Business Suite modules across Finance, Human Resources, Procurement and Projects to help it streamline its business practices

Supporting Quotes

- “With the implementation complete and systems fully integrated into the VHA IT platform, we are experiencing significant benefits such as reduced customisations, faster and simplified reporting, and more efficient business processes. For example, key tasks such as month-end reporting and monthly payroll processing are showing marked improvements,” Dixon continued
• “The support from BSC was critical during the Oracle E-Business Suite upgrade. Of key note was the cut over, which was seen as a key measure of success for the project. Due to strict deployment timing constraints enforced by the business and expectations of end-state quality, the cut over was a complex task. The event however went smoothly and as a result the project deemed a success, meeting or exceeding all business expectations,” concluded Dixon

• “By upgrading to the latest version of the Oracle E-Business Suite, VHA can now take advantage of the new functionality, best practice and the support provided by the latest edition of our ERP product,” said Ian White, Senior Vice President and Managing Director, Oracle ANZ. “In addition, by choosing to power its enterprise application with Oracle’s SPARC T4 enterprise servers, which are engineered to work with Oracle’s complete software stack, and Oracle Solaris, VHA has chosen a solid platform on which to consolidate, reduce system complexity and improve utilisation rates as well as to increase availability and performance. In combination, it will provide VHA with a scalable solution that can adapt as its business evolves.”
Wells Enterprises, Inc. Supports Goal to Become the Largest Ice Cream Manufacturer in America with Applications Upgrade

“When the biggest complaint the first week following the upgrade was about new screen colors, we knew the upgrade was successful. Of course we quickly changed the color back to the original scheme. The new Oracle E-Business Suite Release 12.1.3 environment provides the scalability and breadth of functionality we need to run our current operation and provides a solid platform on which we plan to add enhanced capabilities as the business grows.”

— Bill Baumbach, Chief Information Officer, Wells Enterprises, Inc.

Wells Enterprises, Inc. is the largest family-owned and operated ice cream manufacturer in the United States. Headquartered in the Le Mars, Iowa-declared by the Iowa legislature as the “Ice Cream Capital of the World”—Wells produces more than 120 million gallons of ice cream annually, 70 flavors of Blue Bunny ice cream, and more than 500 packaged ice cream, frozen novelties, and specialty frozen desserts.

Blue Bunny branded items are distributed across the nation via grocery, convenience, and club stores as well as through mobile vending trucks and in-food service settings, such as educational institutions, hospitals, and restaurants. With its state-of-the-art production facilities, the company is cited by many industry experts as one of the most technically advanced manufacturers in the industry.

Wells extends its commitment to industry-leading technology throughout the enterprise, including its enterprise applications. To help advance its goal of doubling revenue over the next decade and becoming the nation’s largest ice cream manufacturer, Wells upgraded to Oracle E-Business Suite Release 12.1.3. The applications provide Wells with scalability to support rapid growth. The expanded functionality enables it to continuously improve financial, supply chain, manufacturing, and distribution processes and quickly bring new facilities online.

Challenges

• Advance the company’s goal of doubling revenue over the next decade and becoming the nation’s largest ice cream manufacturer

• Create an IT infrastructure that can continue to support the company as it grows through acquisition, ice cream product innovation, and expanded retail channels and sales territories

• Ensure that the company remains current on its Oracle E-Business Suite applications, on which it runs its growing business

• Reduce customizations and simplify the company’s enterprise application environment following divesture of its milk business

Solutions

• Upgraded to Oracle E-Business Suite Release 12.1.3 and gained a more flexible and robust IT infrastructure that enables Wells to bring new facilities online quickly and supports changes in the product mix necessary to optimize market opportunities
Wells completed its upgrade to Oracle E-Business Suite Release 12.1.3 in-house, using the support of only a few independent consultants at various points in the process. Much of the initiative’s success can be tied to the combination of a strong technology team as well as a significant commitment of key functional business users.

Implementation Process

- Simplified organizational structures that enabled the company to add new plants into the Oracle E-Business Suite environment in just days—a process that previously took weeks
- Accelerated inventory reconciliation and simplified accounting with the ability to manage process manufacturing and discrete inventory in a single inventory
- Merged vendor and customer tables into a single partner table to simplify master data maintenance
- Took advantage of Oracle Subledger Accounting which allowed removal of reclasses and mapping to the line level, greatly reducing account complexity and administration
- Completed a more complex than normal year-end close on time, shortly after going live on Oracle E-Business Suite 12.1.3
- Eliminated 30% of the company’s Oracle E-Business Suite customizations—simplifying application management and streamlining future upgrades, as well as the rollout of Oracle Business Intelligence Applications
- Positioned the company to optimize its value chain, which is critical for an organization that relies on commodity-based dairy products as key ingredients in its production process
- Ensured continued support for the enterprise application environment, reduced IT complexity, and positioned to begin leveraging new functionality provided in Oracle E-Business Suite Release 12.1.3
- Used Oracle Product Information Management Data Hub as a centralized location for ice cream product information, enabling the company to rapidly respond to customer and internal requests for product information
- Improved integration reliability between the shipping execution and transportation systems by changing the underlying Java technologies
- Improved the ability to generate, capture, and resolve unplanned maintenance activities through the use of express work orders
- Established the latest Oracle Warehouse Management System baseline, which would enable future efficiency and accuracy improvements, such as: strict pick unit of measure, opportunistic cycle counts, labor management, and dock-door integration
- Accelerated a recent product rebranding initiative through centralized product information update functionality
- Used Oracle User Productivity Kit during the upgrade for documentation, as well as for training to support rapid adoption and foster user confidence
In early 2011, Wells implemented Oracle Enterprise Asset Management, and then it moved forward with a number of projects, including the Oracle E-Business Suite upgrade. Wells also migrated its Oracle Database with Real Application Cluster environment to Release 11g on a new virtualized Linux platform that enabled greater scalability and high availability.

By summer 2011, Wells worked to build essential customizations, primarily custom forms and reports, back into its ERP environment. It executed multiple practice go-live runs that fostered high confidence in quality and a clear understanding of the time constraints for the actual go-live. The company completed the upgrade in just 11 months.
**Oracle Customer:**

**Xceed**  
Cairo, Egypt  
[www.xceedcc.com](http://www.xceedcc.com)

**Industry:**  
Professional Services

**Annual Revenue:**  
Under US$100 Million

**Employees:**  
4,000

**Oracle Products & Services:**
- Oracle E-Business Suite R12.1.3
- Oracle Financials
- Oracle Human Resources Management System
- Oracle Payroll

**Oracle Partner:**

**Qemmah Consulting & Information Technology**  
[www.qemmah.com](http://www.qemmah.com)

---

**Xceed Improves Strategic Decisions and Increases Performance with Upgraded, Integrated Financial and Human Resource Management Applications**

“Oracle has more comprehensive and lower cost solutions than SAP, has more local partners and resources in Egypt, delivers more rapid implementations, offers more valuable service-level agreement guarantees, and provides more useful online resources as well as post-implementation support.”  
— Adel Ibrahim, ERP Supervisor, Xceed

Xceed is a high-quality provider of multilingual contact centers and business process outsourcing (BPO) services. The company manages outsourcing programs for global commercial and government clients through 2,000 Web-enabled multichannels. Its core objective is to deliver superior quality services and value to its clients in every aspect of the customer relationship cycle by delivering quality human resources, customized end-to-end solutions, and state-of-the-art infrastructure at highly competitive prices, while sustaining the local communities in which it operates.

Xceed had previously replaced several in-house developed applications that handled some accounting and human resources processes, but had no integration between systems and used different databases and individual user interfaces. The deployment of Oracle E-Business Suite, and the upgrade to Oracle E-Business Suite Release 12.1.3 ensured genuine interaction and integration between departments, such as human resources and finance, improved operational efficiency through increased automation, and enabled informed decision-making with accurate and insightful business reporting. With the integrated system, Xceed can better understand factors driving costs, revenues, and profitability, so it can improve operational efficiencies, control expenses, and maximize cash flow, while remaining current with Oracle’s latest technology developments and support services.

**Challenges**

- Upgrade integrated suite of financial and human resources applications on time, within budget, and with minimal downtime to ensure business continuity and centralize the provision BPO services, such as human resource and call center functions
- Maintain and reformat legacy financial and human resources data to enable data administrators to spend less time compiling and consolidating data and more time analyzing data to inform business decisions
- Enable more sophisticated monitoring and reporting to drive increased performance and the board’s more strategic decision-making, based upon actual financial positioning figures collated centrally and reported in real-time
- Automate manual business processes, such as monthly financial report generation and salary alterations, to reduce cycle times and increase accuracy
- Ensure alignment with current Oracle technology and services to set the foundation for adding new applications and features that meet the needs of the contact center provider

**Solutions**

- Reduced human resources payroll cycle from two weeks to just five days, through leaner monthly change updates and expanded self-service
• Upgraded to Oracle E-Business Suite Release 12.1.3 in just three months and with only nine days downtime, minimizing business disruption, maximizing productivity, and continuing Oracle technology alignment

• Migrated and upgraded eight years of historical financial data with complete breakdowns of transactional records, enabling the company to make fiscal year data comparisons to improve decision-making capabilities

• Used Oracle Human Resources Management System to build internal recruiters’ skills and refine recruitment processes, resulting in better applicant screening for high-attrition call-center roles, improved candidate tracking, and shorter recruitment cycles

• Reallocated staff dedicated to manual payroll and human resources administration, enabling a greater focus on skilled functions, including data analysis and planning

• Planned a rich future application roadmap to include Oracle Performance Management, Oracle Learning Management and Oracle Human Resources Analytics

Why Oracle

“Our parent company Telecom Egypt has had an excellent experience with Oracle and Oracle E-Business Suite, which influenced our decision to choose the Oracle solution. Oracle offers the most powerful and flexible product portfolio for our customers. The finance and accounting functions demonstrate the strength we demanded. Implementation was rapid and cost-effective, and the ease of integration was unrivalled,” said Adel Ibrahim, ERP Supervisor, Xceed.

Implementation Process

Xceed upgraded its Oracle E-Business Suite footprint from Release 11.5.10.2 to Release 12.1.3. The upgrade project consisted of five subprojects: operating system migration from Windows 2000 to Windows 2003 R2; upgraded database tier from Oracle Database 9i to Oracle Database 10g; upgraded application tier from Release 11.5.10.2 to Release 12.1.1; further upgraded database tier from Oracle Database 10g to Oracle Database 11g; and a final upgraded application tier from Release 12.1.1 to Release 12.1.3. Xceed completed the implementation in three months with limited downtime, ensuring business continuity.

The implementation partner, Qemmah Consulting & Information Technology, developed best practices to ensure efficiency during the upgrade process and maximize business benefits—reducing the costs and risks associated with the upgrade process, while engaging stakeholders, building project teams, optimizing training processes, and securing buy-in from users.

Internal applications specialists worked to understand the functional changes for users following the upgrade, verified upgraded transactional data, and determined how to upgrade historical data, over time.
Internal database administrators prepared for the upgrade by auditing installed components, system-sizing information, native language support considerations, and customization management. All upgrades were run on a clone environment prior to the production environment.

Partner

Oracle specialized partner Qemmah Consulting & Information Technology, a specialist in sourcing and customizing Oracle E-Business Suite solutions in the Middle East region, worked with Xceed in a technical consulting role while upgrading Oracle Database and Oracle E-Business Suite. Xceed selected Qemmah after a technical and functional evaluation, identifying the organization as the best partner, based upon its successful experiences with similar Oracle E-Business Suite deployments and upgrades in the region. Xceed was particularly impressed by the partner’s assurances of a rapid project time frame, cost effective services, and a robust plan that embraced Oracle’s Application Implementation Methodology project management and implementation strategy, providing a high-level of flexible support.
Zawya Uses Oracle Retail Solutions to Launch New Convenience Stores in Dubai

“Our target was to develop and launch the Zawya concept within seven months. Investing in Oracle’s proven world-class systems, we have not only created a retail platform in this timescale, but have enabled the business to respond quickly to market opportunities and developed a strategic relationship to drive long-term benefits”
— Anil Verma, Chief Executive Officer, Zawya

News Facts

- Zawya, Dubai’s newest supermarket and convenience store chain, has implemented an extensive footprint of Oracle Applications in only four months to support its growing business in the United Arab Emirates
- The Oracle offerings are part of an overall strategy to design and launch a new Zawya supermarket and convenience store format that aims to capitalize on the growing popularity of smaller stores and ‘Make life a little easier for everyone
- The first Zawya convenience store opened at International City in Dubai in late 2010, followed by a second flagship supermarket store during February. Having recently opened its third store earlier this month, Zawya plans a further 20 stores across the UAE by the end of this year
- To date, Zawya has completed two phases of a three-phase program and is using Oracle Retail merchandising and stores applications, Oracle E-Business Suite Financials 12.1 and Oracle Database 11g to establish an integrated, flexible infrastructure that will grow with the business, make operations more agile and help maintain a lower total cost of ownership
- The retailer is using the Oracle applications to ensure high levels of customer service by delivering consistent pricing and promotions throughout its store and home delivery network and by enabling the retailer to localize assortments based on customer demand
- The final project phase is scheduled to deliver Oracle Retail Store Inventory Management, Oracle Retail Warehouse Management System, Oracle Human Resources Management System and Oracle Siebel Loyalty
- Zawya selected Oracle after evaluating competing solutions because it offered a single, integrated technology foundation to support a broad range of business activities, including merchandising, supply chain, loyalty and back office functions
- Zawya chose to implement the Oracle footprint with minimal changes to reduce complexity, benefit from retail best practices that are inherent within the systems and speed implementation
- Versant Technologies, a Gold level member of the Oracle PartnerNetwork (OPN), supported the implementation

Supporting Quotes

- “Zawya’s aggressive growth plans presented an exciting challenge for all involved in the implementation and we are delighted to have supported the launch of this dynamic new retail concept,” said Will O’Brien, Vice President EMEA, Oracle Retail
• "We are pleased to have been selected as Zawya’s implementation partner. The fact that Zawya went live with its first store in just four months reflects our demonstrated ability and absolute assurance to deliver a world-class Oracle Retail solution that meets expectations and aggressive growth plan," said Bhoopal Reddy, Retail Practice Head, Versant Technologies
Zebra Technologies Corporation Upgrades to E-Business Suite Release 12.1 for Process Efficiency

“Oracle E-Business Suite Release 12.1 is the backbone to all other modules that we are deploying. It’s home for global financials, the core for our CRM, and it is where all of our order fulfillment takes place. Oracle has delivered what it promised.”

— Don O’Shea, Chief Information Officer, Zebra Technologies Corporation

Zebra Technologies Corporation provides products and solutions to identify, track, and manage assets for improved business efficiency. The company sells printers, state-of-the-art software, and hardware solutions and enables improvements in sourcing, visibility, security, and accuracy to help its customers to put the right asset in the right place at the right time.

Challenges

- Solve IT challenges from rapid growth that resulted in having a number of applications that didn’t communicate with each other
- Enable offshore supply chain and order-to-cash processes, so product assembly could take place in Asia
- Deploy a mature, robust, solid enterprise resource planning (ERP) solution as the backbone to other modules being deployed
- Increase competitive advantage through process efficiency
- Upgrade to Oracle Database 11g and Oracle E-Business Suite Release 12.1 at the same time, so users would have one major change period

Solutions

- Upgraded to Oracle E-Business Suite Release 12.1 to help execute a currency conversation project and take advantage of expanded functionality in the new release
- Implemented global ERP solution in Europe, North America, Latin America and Asia, running on a single instance and enabling processes to support offshore assembly
- Achieved credibility from more than 2,500 users by being able to deliver upgrades in a rapid manner that are seamless and transparent to the business
- Used Oracle E-Business Suite Release 12.1 as a multi-organizational access control where there is a shared service opportunity to save a significant amount of money
- Improved tax reporting in nine different countries
- Gained advantages with integrated banking reconciliation as well as a number of other workflow-based transaction solutions
- Lowered support costs and upgraded quickly by leveraging Oracle Application Integration Architecture
- Integrated Siebel and E-Business Suite Release 12.1 to be able to pass data successfully back and forth to meet business needs
- Anticipated a 100% return on investment in three to five years
CUSTOMER SUCCESS STORIES
ORACLE E-BUSINESS SUITE RELEASE 12
Action Construction Equipment Limited

Increases Sales by 30%, Closes Monthly Reports in Three Hours

“Oracle E-Business Suite has enabled us to integrate sales, manufacturing, and financial data from our offices and dealerships so we can now produce accurate financial reports, manage our inventory more effectively, and upload information to the government in a timely manner.”

— Karan Singh, Head of IT, Action Construction Equipment Limited

Action Construction Equipment Limited (ACE) is an Indian manufacturing company specializing in cranes, materials handling, construction, and earth moving equipment. The company manufactures mobile cranes, including pick and carry, truck-mounted, rough terrain, and lorry loader models, as well as tractors, tower cranes, loaders, vibratory rollers, truck-mounted cranes, crawler cranes, forklifts, and other construction equipment.

ACE has around 9,000 customers throughout the engineering, construction, mining, defense, and infrastructure industries in India. The company has its headquarters and manufacturing plant in Faridabad, northern India, and more than 60 area, regional, and sales and service offices, and dealerships across the country. It employs 400 staff.

For the last five years, ACE had grown about 70% per year and had opened seven new sales offices in the past two years alone. With plans to open two additional offices in the second half of 2011, it needed a new enterprise resource planning (ERP) system to support this growth. In June 2009, it engaged Oracle Partner Chain-Sys to implement Oracle E-Business Suite Release 12 (R12) modules, including Oracle Financials, Oracle Inventory Management, Oracle Purchasing, Oracle Order Management, and Oracle Discrete Manufacturing. The modules were implemented using the Oracle Business Accelerators methodology.

“We had been using the same internally designed software for five or six years, and it was no longer supporting our business needs,” explained Karan Singh, head of IT, ACE. “The system worked fine when we only had two or three locations, but as the company grew, the database was unable to cope with the increase in data, especially financial and inventory information, and we were unable to extend the system to new locations.

“Oracle E-Business Suite is a scalable ERP application that will support our growth,” said Singh. “We have been able to integrate sales, manufacturing, and financial data from across our offices and dealerships, and can now produce accurate financial reports, manage our inventory more effectively, and upload information to the government in a timely manner.”

Reduced Month-End Reporting Times

ACE is using Oracle Financials to integrate its financial data from more than 60 area, regional, and sales offices. This has enabled the company to produce monthly and quarterly financial reports faster and upload the necessary accounts information to the government more effectively.

“We have to submit accounting information to the government every quarter,” said Sanjay Girotee, financial applications team leader, IT, ACE.
It now takes us a week to close the books, complete the reports, and upload them to the correct authorities. Previously, that process would take us up to 24 days.

“We can also complete our month-end reports in two or three hours, whereas previously it would take two or three days.”

The company also uses Oracle Financials to produce a number of customized reports to confirm stock availability or review the customer’s account balance, which has improved customer relationships and satisfaction.

“We are also able to generate sales invoices more quickly and deliver our products on time,” said Girotee. “We are now meeting our customer delivery requirements 90% of the time, which is a definite improvement.”

By integrating sales, purchasing, and financial information in Oracle E-Business Suite, ACE is able to monitor its dealers more effectively, keeping better track of sales within a set period of time so that the dealers receive the correct commission. This integration also means payments to freight companies can be handled more efficiently.

Previously, ACE was generating purchase orders and keeping track of payments in a separate system.

Now that these payments are handled through Oracle Financials, the company is able to better utilize its staff, by giving employees who were working on the freight payments other tasks.

**Preproduction Activities Completed Faster**

ACE has cut its preproduction activity, such as checking inventory and generating a bill of materials, from five days to two days by using Oracle Inventory Management.

Previously, many items were manufactured against a customer order, so numerous components needed to make the cranes weren’t kept in stock and had to be requested once a customer order was received. The company assembles cranes to order after a customer has chosen components from various available options. It was hard to complete customer orders on time, as it took up to five days to finish this preproduction process before production could begin.

“Now we can configure all our products based on their values, we can easily generate a bill of materials and quickly re-order the necessary stock to manufacture a customer’s order,” said Girotee. “We can complete our production on time and manage our inventory better.”

**Manufacturing Processes Streamlined**

ACE is using Oracle Discrete Manufacturing to streamline its manufacturing process even further, and is now manufacturing customer orders for cranes and other construction equipment 60% to 70% faster.
“We are using an assemble-to-order system, so we generate a bill of materials, then order the stock and pre-assemble the crane components before we get the next customer order,” explained InderPreet Singh, assistant manager, IT, ACE.

“Once we have the customer’s exact requirements we can put together their machine much faster, which has improved our customer relationships and increased sales by 30%.”

Orders Captured Faster
By using Oracle Order Management to capture customer order information, such as product specifications and account details on a single integrated system, ACE sales staff has been able to complete the order entry process almost twice as fast.

“Our legacy system involved recording order information in different channels, such as direct sales, dealer management, and distributing systems,” said Singh. “The process took so long we were falling behind on our delivery requirements, but now the system is integrated we are completing our orders and shipping them on time.”

More Efficient Purchase Ordering
Each crane ACE makes comprises thousands of components. Oracle Purchasing has enabled the company to streamline its purchase order processing and more effectively integrate order information such as the number and type of components ordered and the supplier used.

“We had a very unorganized purchase ordering process,” said Singh. “Our different locations had separate names and codes for the same components, which made it very difficult to re-order stock efficiently or to maintain our inventory. Now the product information is integrated, we all use the same names and codes so our inventory has stabilized and the ordering process is less chaotic.”

Rollout Completed Faster with Proven Methodologies
During the deployment, ACE used Oracle Business Accelerators, a set of deployment tools and methodologies, developed by Oracle and its partners, to help cut implementation time.

Oracle Business Accelerators enabled the company to automatically configure the Oracle E-Business Suite modules using best-practice business flows.

“This ensured the deployment met our business requirements and we could complete the rollout in six months,” said Singh. “It would have taken us 12 months to finish if we didn’t have access to these tools.”

Why Oracle?
ACE needed an ERP application that would support the company’s growth and integrate its many regional and sales offices. After working with Oracle on a previous project, ACE was impressed with its products and services and felt Oracle E-Business Suite was the only solution that would meet its needs.
Oracle Partner Chain-Sys gave ACE a brief presentation on the benefits of Oracle E-Business Suite R12 and managers quickly decided that the application met the company’s requirements.

Implementation Process

Chain-Sys spent about 15 days working within ACE to get a better understanding of the company, before beginning the implementation with Oracle Purchasing. Once ACE employees had worked with this module for a week or so, the company rolled out the other four modules at ACE’s main office locations.

Chain-Sys provided ACE with training and support for several months. Chain-Sys also trained separate members of the IT team to offer specialized assistance for each application. ACE went live with Oracle E-Business Suite R12 in April 2010; however, with so many area, regional, and sales offices across India, the rollout will continue throughout 2011. The company is also planning to implement Oracle Fixed Assets and Oracle CRM On Demand in mid-2011.

*Action Construction Equipment Ltd (ACE) is an Indian-based manufacturing company specializing in cranes, material handling, and construction equipment. It has more than 60 area, regional, and sales and service offices and dealerships across the country, employs 400 and caters for around 9,000 customers.*
Al-Abbas Sugar Mills Limited Reduces Inventory Costs by 15%, Cuts Reporting Time with Oracle E-Business Suite R12

“Oracle E-Business Suite R12 provided us with a complete set of tools to improve customer service, manage the production and distribution lifecycle, and ensure prompt debt collection. We have more control over our operations, which has resulted in greater efficiency, lower costs, and improved corporate governance.” — Khurshid Anwer, Director Finance, Al-Abbas Sugar Mills Limited

Founded in 1991, Al-Abbas Sugar Mills Limited manufactures sugar and industrial alcohol. The company operates a sugar plant and industrial alcohol distillery in Mirpur Khas, a province in south-eastern Pakistan known for its agricultural produce. Al-Abbas Sugar Mills is listed on the Karachi Stock Exchange.

Challenges

- Replace ageing accounting system with a more advanced platform to increase visibility into payables and receivables
- Automate procure-to-pay process and improve supply chain management
- Implement a system to track requisitions and approvals and ensure a transparent audit trail
- Reduce costs and ensure compliance with company policies

Solutions

- Engaged Oracle Certified Partner Sapphire Consulting Services to implement a financial, inventory, procurement, and order management system based on Oracle E-Business Suite R12
- Completed month-end reports in five days, compared with two to three weeks in the past
- Reduced business reporting time from five days to three days
- Cut inventory costs by 15% by enabling staff to monitor and maximize resource use and ensuring that the right amount of stock is ordered at the appropriate times
- Shortened the purchasing lead time from 15 days to 5 days by streamlining the order management and approval process
- Lowered system maintenance costs by 40% by replacing disparate applications with an integrated platform
- Gained a flexible and scalable system that can be easily modified to support the changing requirements of a rapidly growing business
- Improved corporate governance by creating a transparent audit trail to track the lifecycle of transactions

“Oracle E-Business Suite Release 12 is a great foundation that will help take us where we want to go in the next 5 to 10 years. We now have a solution that we can scale and adapt to as our business evolves.”

— Lora Platt, Team Leader for the Project Management Office of IT, American Transmission Co.

American Transmission Co. (ATC) started business in 2001 as the first multi-state, transmission-only utility in the United States. Its transmission system of 9,350 miles of transmission lines and 500 substations allows energy producers to transport power from where it is generated to where it is needed in portions of Wisconsin, Michigan, Minnesota, and Illinois.

Challenges

• Provide a scalable and stable solution to manage business processes and eliminate existing paper-based processes
• Provide support for operational financial controls, audit traceability, security profiles, transaction attachments, and external document imaging capabilities
• Implement an end-to-end compliance and integration solution

Solutions

• Worked with O2Works LLC to implement Oracle E-Business Suite Release 12 to automate previously paper-based processes and provide a foundation for future growth
• Reduced accounts payable close process by two days
• Provided greater visibility into contract management, ensuring that staff members purchase goods and services from approved vendors
• Streamlined purchasing, ensuring that employees with the proper authority are making approvals and eliminating various administrative functions
• Improved visibility into the audit trail to streamline regulatory compliance
• Enabled outsourced engineers to submit all bills of materials in great detail into a requisition—allowing ATC to track on-time deliveries
• Improved efficiency, freeing staff to work on other priority projects
• Provided the scalability and flexibility the company needs as it continues to grow
Amway Corp. to Leverage Oracle E-Business Suite Release 12 and Oracle AIA as Part of Technology Foundation to Support 100% Growth by 2012

“We needed an ERP Application along with a technology infrastructure that offered the scalability and flexibility to support our business needs as we grow. Oracle Application Integration Architecture and Oracle E-Business Suite Release 12 provide the out-of-the-box functionality and integration capabilities to provide a solid foundation.”

— Tina Abdoo, Manager, Enterprise Development, Amway Corp.

Amway Corp. is a global corporation offering products; business opportunities; and manufacturing and logistics services in more than 60 countries and territories worldwide. Amway helps more than 3 million people own and operate their own independent businesses. Its companies focus on nutrition, wellness, beauty, and home products. Alticor is the parent company of Amway Corp., Amway Global, Access Business Group LLC, and Alticor Corporate Enterprises.

Challenges

• Double the size of business by 2012 and support this growth with a solid technology infrastructure
• Replace front-end of e-commerce system to better serve customers
• Integrate front-end e-commerce system with back-end enterprise resource planning (ERP) applications for better insight into business data

Solutions

• Implemented Oracle E-Business Suite Release 12 in three flagship countries—Australia, South Africa, and New Zealand—to provide the foundation for Amway’s Project ATLAS initiative—which will streamline and standardize back-office transaction processes worldwide, while improving reporting and analytics to support better decision making
• Replaced multiple legacy and custom-built systems—enabling Amway to take advantage of packaged, integrated business applications
• Prepared to use Oracle Application Integration Architecture and Oracle SOA Suite to standardize integrations across a front-end ‘Global Web’ e-commerce system with the back-end Oracle E-Business Suite R12 applications, as well as numerous third-party legacy systems
• Reduced risk and cost involved in this comprehensive technology initiative, while creating a re-usable foundation for future integration needs
• Leveraged Oracle SOA Suite to put common methodologies and processes in place that will enable Amway to roll out technology changes quickly to all 60 countries in which it operates
• Examined and standardized the company’s top ten business processes globally to reduce technology costs
• Consolidated and streamlined functions, enabling users to see all the data they need on one screen and reduce training requirements
Apricorn, Inc. Upgrades to E-Business Suite Release 12 and Improves Order Processing Times by 30% to 35%

“Upgrading to Oracle E-Business Suite Release 12 increased our efficiency and improved our overall ability to remain competitive and pursue aggressive growth goals in the challenging technology market.”
— Robin Shirley, Vice President of Finance, Apricorn, Inc.

Apricorn, Inc. is a leader in the design and manufacture of notebook storage products, utilities, and accessories. Founded in 1983, Apricorn began as a supplier of Apple interface products and has since expanded its product line to include third-party memory modules, as well as a family of portable computing peripheral solutions.

Challenges

- Ensure system stability and performance to facilitate projected company growth
- Streamline financial processes and increase functionality to meet the changing needs of the growing enterprise
- Accommodate the company’s simultaneous transition to a more cost-effective Linux environment
- Streamline the manufacturing process to ensure the output of quality products, while minimizing costs

Solutions

- Upgraded to Oracle E-Business Suite Release 12 to streamline financial and manufacturing processes and facilitate growth
- Reduce the time needed for return-material authorization by 25% to 30% through improved order management processes
- Improved order processing times by 30% to 35% and accelerated the timeline for sending shipments from the warehouse by 30% to 40%
- Reduced the time needed to close monthly financial books by one-half day
- Streamlined tax calculation with upgraded applications, facilitating order and invoicing processes
- Improved inventory management by providing global visibility into the company’s previously segmented stock
- Facilitated swift user adoption of upgraded applications by providing users an improved interface and more efficient processes within the upgraded modules
- Worked with Oracle Partner C3 Business Solutions to complete the enterprise-wide upgrade within three months
- Provided a compatible solution to facilitate the company’s simultaneous migration to a Linux operating system
Asian Alliance Insurance PLC Cuts Claims Processing from Three Days to Five Hours, Improves Customer Retention and Satisfaction

“Oracle E-Business Suite Release 12 has helped us satisfy customer expectations in our general and life insurance segments, while providing timely, relevant, management information to fulfill regulatory reporting requirements.”
— Saliya Wickramasinghe, General Manager Finance, Asian Alliance Insurance PLC

Headquartered in Colombo, Sri Lanka, Asian Alliance Insurance PLC provides life and general insurance services to about 45,000 policyholders. After starting operations in 1999, the company had grown to 35 branches, more than 1,050 employees and agents, and US$20 million in annual revenues as of early 2011.

In its early years, Asian Alliance Insurance relied on a patchwork, nonintegrated system to manage customer interactions, internal management, and reporting. The lack of integration forced the insurance company to manually enter any data captured by its in-house-developed life insurance and general insurance application (based on iSYS products), and its Sybase system. IT and business functions also had to use spreadsheets to analyze the performance of individual branches, salespeople, and insurance classes, delaying critical business reports and hampering the company’s ability to innovate and respond quickly to changing market conditions.

Due to its continuous growth, in 2009, the company determined requirements for a replacement ERP system and invited vendors and partners to submit proposals. Following a comprehensive review, Asian Alliance Insurance selected Oracle E-Business Suite Release 12 and engaged Oracle Partner DMS Software Technologies (Pvt) Ltd to implement it. DMS Software Technologies started deploying Oracle Financials Release 12, Oracle Inventory Management Release 12, and Oracle Purchasing Release 12 in February 2010.

By implementing Oracle E-Business Suite Release 12, Asian Alliance Insurance has improved general insurance customer retention by 12%, and first-year life insurance customer retention by 10%. The company has also reduced the staff required to manually input and process data from 25 to 18, with further cuts planned. It has lowered month-end financial reporting times by 10 days; and gained the ability to monitor costs more closely and take corrective action when spikes occur.

Heavy Reliance on Manual Processes

To operate in the general insurance market in Sri Lanka, Asian Alliance Insurance typically had to extend more than 60 days’ credit to policyholders—rising to 90 days for clients that paid in installments.

“The Sybase system did not have a module that could monitor and control debt collection,” said Saliya Wickramasinghe, general manager finance, Asian Alliance Insurance. “We had absolutely no automated credit control system.

“To support our insurance clients and their policies, we had more than 25 employees undertaking data processing, analysis, reporting, collection, and banking control, all using a range of spreadsheets.”
With the steady rise in customer numbers, by 2011, Asian Alliance Insurance had about 30,000 life insurance policyholders and 15,000 nonlife insurance policyholders, and this created a major strain on the manual system’s ability to properly support company growth.

As the company offered a number of payment channels to policyholders to settle premiums, receipting premiums and performing bank reconciliation was a challenge. "Using our legacy system there were delays of up to two or three days in processing claims, which affected our business,” said Wickramasinghe. These delays threatened customer retention, particularly in lines of business, such as auto insurance, where claims needed to be settled quickly. It also affected the life insurance business because many Asian Alliance Insurance customers held both general and life insurance policies.

Difficulties caused by the manual system were not limited to customer service, satisfaction, and retention. Asian Alliance Insurance provided monthly reporting to its senior management and board of directors by the 15th day of the following month. This was several days later than the company required to identify and act on problems or opportunities.

The content of the board’s reports was also limited, as it could only view the performance of the two main segments. By not being able to properly analyze its underwriting performance by branch, line of business, insurance class and subclass, and individual sales executives, Asian Alliance Insurance was unable to identify strengths and weaknesses and make timely decisions about how to improve its performance.

The business needed to increase collection targets by decreasing the debtor period for improved investment income. By moving to Oracle E-Business Suite Release 12, it was able to bring down the debtor period to around 60 days.

New Financial Rules Prompt Needs for New Functionality

Manual reporting also impeded the organization’s ability to fulfill reporting requirements to the industry regulator, the Insurance Board of Sri Lanka (IBS). All insurance companies must provide quarterly returns to the IBS, including statements of solvency, investment details, and reserves, for examples. Asian Alliance Insurance typically completed this report just inside the allowed 30-day timeline.

Asian Alliance Insurance also needed to improve its financial reporting systems to comply with Sri Lankan accounting regulations, which are based on the International Financial Reporting Standards (IFRS). Introduced in 2012, these regulations require Sri Lankan organizations to align how they treat assets and liabilities with IFRS global accounting rules.

“We monitored our investments through spreadsheets, and with IFRS rules starting, we needed an investment model to support our investment base,” said Wickramasinghe. "Our investment base had grown to almost US$40 million, so we needed an automated system to manage the investments efficiently and optimize returns.”
Deploying Oracle Financials Release 12 has enabled Asian Alliance Insurance to improve the integration between the legacy life insurance and general insurance application and its back-end data processing and management systems. It also consolidated information from its life and nonlife insurance business units.

The company can now complete comprehensive monthly reports across the life and general insurance businesses, including reports by insurance class, such as fire, marine, motor vehicles and miscellaneous, five days after month-end. These reports also detail breakdowns of branch performance, expenses, and detailed analyses of audits extended beyond 60 days. In addition, they encompass cost management measures, such as analyzing budgeted versus actual costs, and the performance of individual salespeople.

These improvements have prompted the organization to reduce its data processing and analyst team numbers from 25 to 18 within a year of the project signoff in late 2010. It does not plan to stop there.

“I believe we can bring the number of people down further as we are continuing to improve productivity and efficiencies,” said Wickramasinghe.

Oracle Deployment Meets Business Objectives
Deploying Oracle Financials Release 12 has enabled Asian Alliance Insurance to improve the integration between the legacy life insurance and general insurance application and its back-end data processing and management systems. It also consolidated information from its life and nonlife insurance business units.

The company can now complete comprehensive monthly reports across the life and general insurance businesses, including reports by insurance class, such as fire, marine, motor vehicles and miscellaneous, five days after month-end. These reports also detail breakdowns of branch performance, expenses, and detailed analyses of audits extended beyond 60 days. In addition, they encompass cost management measures, such as analyzing budgeted versus actual costs, and the performance of individual salespeople.

These improvements have prompted the organization to reduce its data processing and analyst team numbers from 25 to 18 within a year of the project signoff in late 2010. It does not plan to stop there.

“I believe we can bring the number of people down further as we are continuing to improve productivity and efficiencies,” said Wickramasinghe.

Real-Time Reports Help Drive Customer Retention
Thanks to Oracle Financials Release 12, Asian Alliance Insurance can now settle most insurance claims in less than five hours, down from two to three days, and it can call up real-time reports as required.

“With the implementation of the Oracle ERP system, we complete receipting and bank reconciliation on a daily basis, which also provides a control mechanism for the collection and banking system,” said Wickramasinghe. “We can review the performance of each branch, line of business, and salesperson and take corrective action with regard to our product mix, distribution network, and customer base.”

These faster, more informed decisions and faster claims settlements are paying off; Asian Alliance Insurance is boosting its customer retention. Insurance customers now renew their policies at a rate of 75% after the first year, up from 72%, while 54% now renew for the second year—up from 51%. For the third year, 50% renew their policies, up from 46%.

In general insurance, the improvement is even better—first-year renewal has risen from about 55% to about 70%.

Reduced Debtor Period Improves Cash Management
The ability to obtain real-time insight into the status of the customers to whom the company has extended credit has also paid off: the company has improved its cash flows by reducing the average debtor period from 90 days to less than 60 days.
Implementing Release 12 for Oracle Purchasing Release and Oracle Inventory Management improved Asian Alliance Insurance’s standing with its suppliers. “Our manual purchase order and settlement processes were making procurement processes complex,” said Wickramasinghe. “We are now settling creditors within the agreed credit period, which improves the credibility and image of the company.”

Asian Alliance Insurance can now complete its quarterly and annual compliance reporting accurately by the due dates. The ERP modules have helped the company provide solvency computation and other quarterly reports to the IBS in around 20 days, rather than 30 days.

**Expected Return on Investment in Only Three Years**

Complementing the cost reduction measures, the introduction of Oracle Financials Release 12 has helped drive a cost-conscious culture throughout the organization.

“We monitor our costs more closely now,” said Wickramasinghe. “If there are any cost escalations, we drill down to the ‘each cost’ element to find out why. Our employees are more aware that they have to manage the costs within their division or their department budget, as a monitoring mechanism is in place. This is particularly important as we continue to expand our business.”

Cost control has also proven to be a feature of Asian Alliance Insurance’s investment in Oracle: the company expects to achieve a full return on its outlay in just three years’ time. This calculation incorporates efficiencies derived from higher rates of customer satisfaction and retention; the planned headcount reduction; and the ability to access management information in timely manner.

To derive further value from its Oracle investment, Asian Alliance Insurance plans to send three of its trained staff to Oracle University in late 2012. The team members will receive training in Oracle Financials Release 12 and associated technical areas.

**Challenges**

- Replace time-consuming, manual processes that relied on spreadsheets to capture and analyze data from front-end insurance systems, and improve cash flow
- Accelerate the accounts payment process that threatened customer retention and the company’s market competitiveness
- Produce timely and accurate management reports and enable real-time business analysis of class, subclass, branch, and subbranch performance
- Improve the accuracy and timeliness of quarterly returns required by the Insurance Board of Sri Lanka (IBS) and other regulatory reports
Solutions

- Cut the time required to complete month-end financial reports for management from 15 days to 5 days
- Provided real-time insight into the performance of insurance class, subclass, branches, and salespeople
- Reduced the number of staff required to undertake business data analysis and processing from 25 to 18, with further cuts anticipated to improve productivity
- Completed claims settlements in less than five hours rather than in two to three days, by carrying out receipting and bank reconciliation on a daily basis
- Improved first-year retention of general insurance customers by 12%, and life insurance customers by 10%
- Provided quarterly reports, including solvency computations, to the IBS in around 20 days, rather than 30 days
- Boosted cash management by reducing average debtor periods from 90 days to less than 60 days
- Improved standing with suppliers by ensuring payments are made within the terms offered to the company
- Implemented a cost-conscious culture throughout the organization by improving staff awareness and implementing monitoring mechanisms to manage costs
- Established a process to achieve return on investment in Oracle in three years

Why Oracle

To help it find and implement a replacement system, Asian Alliance Insurance engaged Ernst & Young. The consultants evaluated the ability of the legacy applications and back-end systems to meet the insurance company’s five-year requirements. After identifying these needs, Ernst & Young helped Asian Alliance Insurance match these requirements with the solutions available in the market.

“We conducted an intensive review process with the guidance of Ernst & Young and determined that Oracle E-Business Suite Release 12 met more than 80% of the requirements, whereas other systems fell short of that mark,” explained Wickramasinghe. “We also felt that Oracle was used significantly in the insurance industry, and its vertical models may benefit us in future if we decide to replace our home-grown system.”

Oracle E-Business Suite Release 12 exceeded the capabilities of its rivals in enabling Asian Alliance Insurance to manage its financial requirements.

“The ability of the other solutions to manage our financial processes was not very clear to us,” said Wickramasinghe.
Implementation Process
Asian Alliance Insurance started implementing Oracle E-Business Suite Release 12 in April 2010, and it went live in September 2010. DMS Software Technologies provided solution design and implementation services, trained Asian Alliance Insurance staff in using the system, and supported the company’s efforts to build knowledge of the Oracle products. The insurance company also engaged DMS Software Technologies for postimplementation support, and signed off on the project towards the end of 2011.

Advice from Asian Alliance Insurance
Automating financial processes using Oracle E-Business Suite Release 12 will help insurance businesses in Sri Lanka meet their expected growth potentials and take advantage of the proposed statutory and the regulatory changes.

Partner
Asian Alliance Insurance selected DMS Software Technologies to undertake the implementation, due to the Oracle partner’s strong history of implementing Oracle Financials in Sri Lanka.

“We felt DMS Software Technologies had the capacity, capability, and track record to meet our expectations,” said Wickramasinghe.

To supplement its own capabilities, DMS Software Technologies seconded an expert from KPMG India to analyze the Asian Alliance Insurance business solution and tailor it to the customer’s individual requirements.
Qatar's Aspire Zone Foundation (AZF) (formerly known as Sports City Project) has grown significantly since its inception as an international sport destination in 2003. Rising to international prominence through its successful staging of the 2006 Asian Games, AZF boasts some of the world’s finest sports venues, offering a unique sports, sports medicine, research, and education destination. AZF provides highly versatile capabilities-hosting major sports events, runners’ training, and precompetition camps, orchestrating conferences, and conducting research, as well as providing injury diagnosis, treatment, and rehabilitation services. The organization also provides venue and event management services.

Following a decision made by the Qatari Government to merge and integrate national sports operations under a single umbrella, AZF deployed Oracle E-Business Suite Release 12 to provide consistent enterprise resource planning (ERP) functionality across three distinct businesses: the internationally renowned Aspire Academy, offering a comprehensive sports education program and unprecedented facilities of international caliber; the Aspetar Qatar Sports Medicine and Orthopaedic Hospital, a Fédération Internationale de Football Association (FIFA) accredited Medical Centre of Excellence; and Aspire LOGISTICS, which manages world-class sporting venues.

With Oracle E-Business Suite applications, AZF has realized new levels of efficiency across its operations and built a sense of organizational unity and cohesion. Previously, AZF’s three business units had no cohesive ERP functionality, with one site running without ERP software and another using an end-of-life, ERP third-party application. By standardizing AZF’s new united business on Oracle E-Business Suite Release 12, the organization improved productivity by providing, for example, the same analytics and reporting capabilities for its consolidated human resources (HR) department via universal dashboards that provide consistency across the three previously disconnected business units.

Challenges

- Consolidate operations of three distinct business units—sports academy, sports hospital, and sports logistics—and achieve organizational visibility and cohesion, such as ensuring that new enterprisewide departments monitor performance indicators and operational metrics, including workforce data, using one consistent and transparent dashboard view
- Roll out standardized and consistent business processes across the newly consolidated AZF within seven months
- Provide a scalable ERP environment to ensure the organization can deliver according to its future technology roadmap for business intelligence and enterprise project portfolio management

“Oracle E-Business Suite Release 12 implementation enabled us to seamlessly integrate three distinct business units into Aspire Zone Foundation, and provided us with genuine, enterprisewide, resource planning capabilities. With Oracle, we can build a single, scalable platform that benefits AZF today and will support our technology roadmap into the future.”

— Niyas Abdulrahiman, Chief IT Advisor, Aspire Zone Foundation
• Replace manual, paper-based procurement processes with a consistent, highly-visible automated system that eliminates inaccuracies and accelerates workflows

Solutions

• Worked with Oracle Platinum Partner, Mahindra Satyam to unify three business units by standardizing on Oracle Database, Enterprise Edition and Oracle E-Business Suite Release 12 in just seven months—delivering consistent ERP functionality and enterprise-wide visibility to all senior executives and employees across AZF, while facilitating cultural change management, such as standardized policies for employee remittance, benefits, leave, and personal development

• Provided ERP functionality to many business areas for the first time, ensuring, for example, consistent and automated procurement and purchasing processes for every department, plus transparent employee information regarding benefits, remuneration and skillsets, enhancing human resource management across the business

• Eliminated the need to implement ERP applications at three separate business units, reducing implementation and maintenance costs by 33%

• Consolidated three HR departments using Oracle Human Resources and standardized HR processes across the organization, including leave applications and benefits fulfillment

• Enabled employees to use and update personal information via a browser-based portal from anywhere at any time, thanks to Oracle Self-Service Human Resources

• Reduced the time required to complete payroll from two weeks per month to two days per month, and enabled employees to process leave applications in a single day rather than taking a minimum of a week

• Delivered coherent, integrated financial processes to many business areas for the first time with Oracle Financials and replaced as many as 20 separate ad hoc Microsoft Excel spreadsheets

• Standardized accrual-based accounting across AZF, ensuring that every employee is allocated to a specific cost center and tracked regardless of location or role to provide a clearer view of overall costs

• Automated, streamlined, and standardized procurement using Oracle supply chain management applications—replacing a paper-based system that required employees to take a paper form to numerous managers’ desks

• Increased procurement accountability and reduced procurement approval cycle from two to three weeks to just two to three days, depending on purchase value

Why Oracle

AZF knew that a crucial step in consolidating its business units was to select a single technology vendor, rather than attempt to integrate disparate legacy systems.
“Oracle was the clear choice, as it is a single vendor capable of providing consistent integrated technology across our organization during our Oracle E-Business Suite Release 12 implementation and into the future with its integrated technology stack. With Oracle, we can build a single, scalable platform that is benefitting AZF today and will support our technology roadmap into the future,” said Niyas Abdulrahiman, chief IT advisor, Aspire Zone Foundation.

Implementation Process
AZF's internal IT teams worked with Oracle partner Mahindra Satyam to ensure that Oracle E-Business Suite Release 12 was entirely functional in seven months, coming in on time and on budget.

AZF viewed the implementation as much more than a technology improvement. It saw the initiative as a driver for cultural and organizational change and a fundamental tool for unifying its three major business units. On August 1, 2011, 1,700 employees went live with Oracle E-Business Suite Release 12, and at the same moment became unified under the AZF umbrella.

Partner
AZF has a long-standing relationship with Mahindra Satyam, which it has recruited as a technology integration partner for various initiatives, including its Oracle E-Business Suite Release 12 implementation. Mahindra Satyam is an Oracle Specialized Partner at the Platinum level, and has achieved specialization across all Oracle product categories and industries.

“We selected Mahindra Satyam on the basis of price, capabilities, its history, and its Oracle ERP expertise. It is also one of a very few technology integrators that has a specific sports vertical practice,” Abdulrahiman said.
**AT&T Inc. Upgrades to Oracle E-Business Suite Release 12 to Centralize Accounting Processes**

“We upgraded to Oracle E-Business Suite Release 12 and Oracle Financial Accounting Hub to achieve greater efficiency and effectiveness globally in the wake of our recent acquisitions and our plan to centralize accounting for all of our worldwide operating companies. Oracle helped us to achieve that goal on time and on budget.”

— Roxanne Shelton, Executive Director, Financial Applications, AT&T Inc.

AT&T Inc. is a communications holding company. Its subsidiaries and affiliates, AT&T operating companies, are the providers of AT&T services in the United States and around the world. With powerful network resources that include one of the nation’s fastest 3G networks, AT&T is a leading provider of wireless, Wi-Fi, high speed internet, and voice services.

**Challenges**

- Upgrade the company’s existing Oracle enterprise resource planning (ERP) system to accommodate recent communications industry acquisitions and more easily incorporate international operating companies
- Support centralization of business operations to achieve greater consistency, data reliability, and global visibility

**Solutions**

- Worked with Oracle Consulting to upgrade to Oracle E-Business Suite Release 12 to accommodate the company’s recent acquisitions as well as its international companies, operating in 85 countries with more than 70 currencies
- Enabled users to perform multiple tasks—including entering and paying invoices—across operating units
- Enabled users to get financial results more quickly and get up-to-date data into the hands of decision makers, ultimately accelerating the monthly financial close by nearly 25%
- Standardized accounting rules, reducing the chart of accounts by one-third and reducing other values, such as expenditure items, journal category, and journal sources, by two-thirds
- Streamlined accounting processes, including the use of Oracle Financial Accounting Hub, reducing journal categories—including accruals, payments, and receipts—from 600 to approximately 200, and reducing the number of lines in the general ledger by about 60%
- Ensured Sarbanes-Oxley compliance by consolidating all financial data into one central repository
- Streamlined processing of more than 1.2 million invoices per month, of which 98% are generated outside of the Oracle ERP
- Improved asset tracking efficiency and capital utilization by pinpointing specific items in the pipeline
Atlas Battery Limited Selects Oracle E-Business Suite Release 12 to Streamline Business Processes and Increase Efficiency

“Our selection of Oracle Applications was based on a thorough evaluation of ERP solutions available in the market. We have found Oracle to be a natural choice in the areas of planning and manufacturing for our organization. The Oracle E-Business Suite Release 12 will give us a holistic view of information across all our business functions, and enable us to have real-time access to critical data through a reliable and highly available platform, helping us to develop strong relations with the businesses and individuals we serve.”

— Qasim Imran, Manager, Information Technology, Atlas Battery Limited

News Facts

- Atlas Battery Limited, the pioneer of battery manufacturing in Pakistan, has selected the Oracle E-Business Suite Release 12 to streamline business processes across the organization and enhance productivity and operational efficiency. This will help the company reduce the overall cost of its business processes.

- Atlas Battery Limited was previously managing its information through an enterprise resource planning system developed by a local supplier. An expanded IT infrastructure is needed to scale the capacity and meet growing business demands, as well as optimize its operations to align with international standards.

- Using the Oracle E-Business Suite Release 12, the company aims to consolidate, integrate and present to top management critical business information in real-time. The modules being implemented will enable the organization to integrate its financials, better manage its assets, reduce the inventory levels and manage the orders better through improved coordination and better production planning with customers and suppliers.

- Oracle Discrete Manufacturing will also enable Atlas Battery Limited to manage its entire product lifecycle from initial design and engineering through work-in-process to cost and quality management. This will minimize costs and cycle times while supporting efficient mass customization.


- 3CS a Gold member of the Oracle PartnerNetwork Specialized has been selected by Atlas Battery Limited to implement the solution.

Supporting Quote

- “The Oracle E-Business Suite Release 12 will provide Atlas Battery Limited with an end-to-end view of its entire business to drive its performance with consistent and timely financial as well as operational information. We are pleased that Atlas Battery Limited has chosen the Oracle E-Business Suite which is the most comprehensive suite of integrated, global business applications that help organisations achieve optimum efficiencies as they grow, said Syed Rizwan Munawar, Country Head, Application Business, Pakistan and South West Asia.”
Australian Hearing is an Australian Government agency that provides hearing services and assisted listening devices to children, young adults up to the age of 26, and eligible senior citizens over the age of 65. The agency has 115 permanent hearing centers and offers hearing services from an additional 380 sites, such as doctor surgeries and social security centers, one or two days per week. The agency’s clinicians see around 4,500 patients per day, helping them manage their hearing impairments and achieve a better quality of life.

Australian Hearing wanted to improve the reliability, performance, and integration of its enterprise resource planning (ERP), customer relationship management (CRM), appointment scheduling, payroll, and employee performance systems. In 2011, the agency implemented Oracle Exadata Database Machine, Oracle SOA Suite, Oracle Access Manager, Oracle Identity Management, and Oracle Enterprise Manager. It also upgraded to Oracle E-Business Suite Release 12.

The Oracle products have reduced the time taken to process month-end financial data by 92%, saved US$495,000 a year on IT maintenance and administration costs, and significantly improved patient and staff satisfaction.

“We considered other vendors but could see Oracle Exadata and Oracle middleware products would offer the highest performing and most cost-effective solution. We have reduced month-end financial data processing time by 92%, saved US$495,000 a year on IT maintenance and administration costs, and significantly improved patient and staff satisfaction.”

— Peter Gasparovic, CIO, Australian Hearing

The Need for Stable, Integrated Applications

Australian Hearing was operating a number of disparate business management systems, including an Oracle E-Business Suite ERP application, a CRM application, a bespoke appointment scheduling application, and payroll and employee performance applications hosted in a public cloud from Affinity. The agency was running its ERP, CRM, and appointment scheduling system on an unstable server infrastructure that had reached end-of-life.

The lack of system integration and poor system performance were significantly affecting Australian Hearing’s operational efficiency, as well as patient and staff morale. The agency experienced up to four system outages per week, which lasted at least several hours each time. Without access to its appointment scheduling and CRM applications, clinicians couldn’t attend to patients, who then had to wait up to three months for another appointment. On occasions when the system was out for an entire day, Australian Hearing would lose up to US$1 million in revenue.

The poor system performance meant it could take up to five minutes for clinicians to enter patient data. They often had to write information on paper to enter into the system later or to store manually.
The lack of integration also meant human resource (HR) staff had to enter employee information separately into the ERP system and payroll application. It took 19 hours to generate month-end reports, and daily sales and other operational reports had to be batch processed overnight.

“We had so many system problems that administrative staff and clinicians completely lost faith in the IT department,” said Peter Gasparovic, CIO, Australian Hearing. “Clinicians were embarrassed in front of patients, and admin staff wasted time on manual processes. We were also running out of space for filing cabinets! And despite outsourcing our IT management, system maintenance was so arduous we also required 28 full-time equivalent (FTE) IT staff in-house.”

System Response Times Improved by an Average of 250%

By replacing 12 ageing servers with Oracle Exadata Database Machine, Australian Hearing dramatically improved the system performance of its CRM and appointment scheduling applications, and its upgraded Oracle E-Business Suite.

“We tested the performance of Oracle E-Business Suite running on Oracle Exadata during one of busiest times—the first two hours of the business day,” said Gasparovic. “The results showed a 250% average improvement in data throughput on Oracle Exadata at 6.2 terabytes per second (TPS), compared to our legacy IT infrastructure processing 2.5 TPS.”

Oracle Exadata has also improved average user I/O speeds by 200%, with the average wait time going down from 2 milliseconds (MS) to 0 MS.

“If we drill down even further on the individual disk I/O times, we can see Oracle Exadata is actually around three times faster than the old hardware,” he said.

Month-End Financial Data Processed 92% Faster

By improving system performance, Oracle Exadata reduced the time taken to process month-end financial data from up to 19 hours to between 1.5 and 2 hours.

“In the past, financial staff would leave month-end reports running when they went home on Friday and deal with any issues or errors on Monday morning,” said Gasparovic. “Now, they finish the data processing and reporting before close of business, and don’t need to worry about it over the weekend.”

Staff can also easily generate daily and ad hoc financial, sales, and operational reports themselves, rather than waiting 24 hours for the IT staff to create them.

“We produce a number of daily sales reports showing how many hearing services and devices we have provided, and how many patients have requested additional devices not covered by the government’s voucher scheme,” said Gasparovic. “These are important as they show the expenses, profit, and loss of each hearing center and provide clinicians with a clearer view of our patients’ requirements.”
"In the past, it would take a day or more for the IT department to consolidate information from different hearing centers and distribute these reports. Now, it takes five minutes every morning for center managers to generate their own reports, which show up-to-date information about the center’s performance. This helps them make better informed decisions.”

100% System Availability Eliminates Revenue Loss, Improves Patient Satisfaction

Since implementing Oracle Exadata, Australian Hearing has experienced 100% system availability and eliminated data bottlenecks. Clinicians no longer have to reschedule patient appointments as the appointment scheduling application is always available, and they can now enter and process patient details in seconds, compared to taking up to five minutes previously.

By minimizing system downtime, Australian Hearing also avoids losing millions of dollars in revenue.

“Clinicians are delighted by the huge performance improvements, as they are no longer face the embarrassment of explaining to patients that the system is slow or unavailable,” said Gasparovic. “Patient satisfaction has also significantly improved, as we’ve reduced the length of appointments and no longer have to reschedule them, with a delay of up to three months’ time because the system is down.”

Application Integration Time Reduced by More Than 90%

Australian Hearing is using Oracle SOA Suite to integrate its Oracle E-Business Suite and CRM systems, custom appointment scheduling application, and cloud-based payroll and employee performance applications. Oracle SOA Suite has replaced 180 complex, point-to-point integration links and enabled IT staff to reuse services and portions of code when integrating applications. This has reduced the time required for integration activities and minimized the risk of lengthy system downtime associated with big integration projects.

Using Oracle SOA Suite, Australian Hearing integrated its cloud-based payroll application with its other business systems in just 2 days, compared to the 30 days it estimated it would take using point-to-point integration.

“In addition, 18 months ago, the government requested we extend the age range of patients we provide services to from 25 to 26 years old,” said Gasparovic. “It sounds straightforward, but, using the point-to-point integration, it took six months to update all 180 links and test the applications to ensure the change was consistent throughout. After implementing Oracle SOA Suite, we tested the same change and completed the whole project in just 15 days.”

Payrolls Prepared 50% Faster

By integrating the cloud-based payroll application with Oracle E-Business Suite and other business systems, Oracle SOA Suite has reduced the time taken for HR staff to update payroll information by 50%.
“HR staff now only has to enter data once when preparing the company payroll, and it automatically flows through into the payroll application,” said Gasparovic. “We’ve also reduced the time taken to set up IT network access for new employees and can keep more accurate records of significant changes made to employee details for future reference.

“Overall, we have freed up three people, who previously worked on HR data entry, to complete more valuable tasks, such as business analysis,” he said. In addition, Australian Hearing has improved data integrity by reducing the risk of human error and enabling staff to better monitor and manage any data inconsistency issues.

“HR staff was amazed by the change in the quality of the newly integrated data, and happy the user interface remained very similar,” said Gasparovic. “All the complexity is in the back-end applications, which meant we didn’t need to retrain staff.”

Increased Staff and Clinician Productivity
Using Oracle SOA Suite, Australian Hearing has reduced the amount of paper documents clinicians need to carry to the 380 additional sites at which they offer hearing services. By integrating the CRM application with the appointment scheduling system and the content management system, clinicians now automatically see patient files containing contact, diagnosis, and previous appointment information on their laptops.

“Clinicians previously carried up to six bags containing patient files to offsite appointments, which would take about a day for admin staff to prepare in advance, and then refile once they had been updated,” said Gasparovic. “By integrating the systems we have laid the foundation for a paperless office, and significantly improved staff and clinician efficiency.”

Service Desk Calls Reduced by 20%
Australian Hearing has now deployed single sign-on across its integrated business systems. Staff members can more easily remember their own passwords, and this has reduced calls to the service desk by 20%.

“Previously, our IT service desk was inundated with calls during the first week of every month from staff requiring multiple password changes,” said Gasparovic. “Now that employees only have one password to remember and update—and no longer need to report problems with system performance—we have reduced our service desk from nine to three FTE employees, freeing up other IT staff to complete more valuable, technical tasks.”

Single sign-on has also improved data security, as employees no longer keep multiple notes containing passwords on their desks, which could previously be seen by patients and other members of staff.

Saved US$495,000 per Year on IT Administration Costs
By implementing Oracle Identity Manager, Oracle Access Manager, and Oracle Enterprise Single Sign-On Suite Plus, Australian Hearing has saved US$495,000 per year on IT administration costs.
By implementing Oracle Identity Manager, Oracle Access Manager, and Oracle Enterprise Single Sign-On Suite Plus, Australian Hearing has saved US$495,000 per year on IT administration costs.

“We’ve reduced the IT staff’s workload by more than six thousand hours per year, by eliminating the need for them to complete manual tasks such as resetting passwords, creating and disabling accounts, and granting application access to employees,” said Gasparovic.

Australian Hearing has also saved significantly on licensing costs for Oracle SOA Suite and Oracle Identity Manager projects.

“Oracle Exadata allows guest machines to be pinned to CPUs, so we only need to license a portion of a physical machine,” said Gasparovic. “In addition, by allowing us to reuse services and application codes, Oracle SOA Suite saves system development time and costs.”

**IT Staff Engagement Increased to 82%**

By improving system performance and implementing Oracle Enterprise Manager to better monitor any performance issues, Australian hearing has also significantly improved IT staff productivity and morale.

“Each year we conduct an employee engagement survey, and IT staff used to record an engagement level of about 17%,” said Gasparovic. “After we began making changes to the IT infrastructure, that figure rose to 54%. Then, after implementing Oracle Exadata, Oracle Enterprise Manager, and Oracle SOA Suite, it increased to 82%.

“Admin staff and clinicians now have more confidence in the IT staff’s abilities,” he said. “The IT department has won numerous internal awards, including Department of the Year.”

**Challenges**

- Integrate Oracle E-Business Suite, a CRM system, a bespoke appointment scheduling application, and payroll and employee performance applications hosted in a cloud
- Replace unstable servers that had reached end-of-life and crashed up to four times a week, for hours at a time, resulting in approximately US$1 million revenue loss for each day they were down
- Ensure clinicians can enter and process patient data immediately, and don’t have to reschedule appointments due to system downtime
- Improve patient satisfaction and staff morale, and restore confidence in the IT department
- Reduce manual data entry requirements and the time taken to generate daily and monthly sales and financial reports
- Minimize IT costs by reducing inefficient maintenance tasks and the number of IT and service desk staff required
Solutions

- Improved average data throughput rates by an average of 250%, increasing transactions per second from 2.5 TPS to 6.2 TPS
- Accelerated average user I/O speeds by 200%, and individual disk I/O speeds by 3x
- Reduced the time to process month-end financial data by 92%—from up to 19 hours to between 1.5 and 2 hours
- Saved US$495,000 per year on IT costs, and reduced workload by more than six thousand work hours per year, by eliminating manual administration tasks such as resetting passwords or creating new user accounts
- Enabled clinicians to process patient details in seconds, rather than taking up to five minutes previously by ensuring 100% system availability
- Allowed HR staff to update payroll information 50% faster, by ensuring they only have to enter data once, and freeing up as many as three staff for more valuable tasks
- Enabled hearing center managers to make better informed decisions by allowing them to generate accurate, daily sales reports in five minutes rather than waiting 24 hours for IT staff to create them
- Improved data security and reduced staff calls to the IT service desk requesting password changes by 20%, by providing a single sign-on
- Lowered the number to three service desk staff required, freeing the remaining six staff members to complete more valuable, technical tasks
- Integrated Oracle E-Business Suite and a cloud-based payroll application with the other business systems in just 2 days, compared to an estimated 30 days
- Completed a change to patient age-range data in 15 days during tests, compared to taking six months previously
- Enhanced patient satisfaction by reducing the length of appointments and eliminating the need to reschedule them up to three months in advance
- Improved IT staff productivity and morale, increasing employee engagement from 17% to 82% in annual surveys
- Saved development time and licensing costs by reusing services and application codes, and minimized the risk of lengthy system downtime
- Reduced the time taken to set up IT network access for new employees and kept more accurate records of significant changes made to employee details for future reference
- Provided clinicians with a clear view of patient files on a laptop, rather than carrying six bags of paper documents—which required up to a day to prepare—to offsite appointments
- Laid the foundation for a paperless office and significantly improved staff and clinician efficiency
• Enabled financial staff to finish month-end data processing and reporting before close of business each week, rather than leaving it running over the weekend

• Improved data integrity by reducing the risk of human error and enabling staff to better monitor and manage any data inconsistency issues

• Eliminated the need to retrain staff by maintaining a similar user interface and ensuring front-end applications remain easy to use

• Restored employee and clinician confidence in IT staff, prompting the IT department to win numerous internal awards, including Department of the Year

Why Oracle
Australian Hearing was already running Oracle E-Business Suite and wanted to enhance the application’s functionality—as well as improve the integration and performance of its bespoke appointment scheduling application—by standardizing on Oracle infrastructure and middleware products.

The organization did consider other vendors but felt that Oracle Exadata and Oracle Fusion Middleware would offer the highest performing and most cost-effective solution.

“We could see the combination of Oracle SOA Suite and Oracle Exadata would enable us to achieve the full benefits of upgrading to Oracle E-Business Suite Release 12, and significantly improve the functionality, performance, and integration of our internal and cloud-based systems,” said Gasparovic. “We have been so impressed we’re also hoping to integrate two clinical hearing test systems in the future.”

Implementation Process

It then deployed Oracle Exadata and Oracle Enterprise Manager in July 2011, and upgraded to Oracle E-Business Suite Release 12 in September 2012.

Partner
Australian Hearing engaged Oracle partner Professional Continuity to implement Oracle SOA Suite, Oracle Identity Manager, and Oracle Access Manager. The agency then worked with Oracle Advanced Customer Support Services for the Oracle Exadata and Oracle Enterprise Manager implementations.

“Professional Continuity was sensational,” said Gasparovic. “It provided excellent implementation services and honored our fixed-price agreement despite the project running over time. We were so impressed, we are now using its sister company to host our disaster recovery solution.

“We were also very pleased with the professional implementation and administration services provided by Oracle Advanced Customer Support Services,” he said.
Engaged Oracle Diamond Partner Capgemini Consulting to implement a business management system based on Oracle E-Business Suite Release 12

Developed 195 templates covering pharmaceutical inventory, sales tracking, and cost and financial accounting, to provide senior managers with more accurate and timely financial data and enable better business decisions to increase sales, reduce costs, and expand market share

Reduced the time required to enter financial receipts from 90% to 20%, by processing financial data from multiple subsidiaries in real time, enabling the company to produce monthly financial statements for the whole group in 2 days, compared to 14 days previously

Established in 1997, Beijing Double Crane Pharmaceuticals researches and develops new pharmaceutical products and manufactures medical equipment. It was the first pharmaceutical manufacturer in China to achieve the Good Manufacturing Practice (GMP) certification.

During the past 10 years, the company’s product line has been expanding, and it is now China’s leading producer of synthetic antibiotics. Beijing Double Crane Pharmaceuticals is also a leader in developing treatments for cerebrovascular disease of the heart and hormonal secretion. Its brand name products include Hypotensive No.0 tablet, Ofloxacin, Levofloxacin, Wen Wei Shu and Yang Wei Shu granules, and Beijing Royal Jelly. Beijing Double Crane Pharmaceuticals is listed on the Shanghai Stock Exchange.

Challenges

- Standardize business data, such as pharmaceutical inventory, and enable this information to be shared between subsidiaries in China
- Reduce the number of manual processes required to complete financial transactions, such as accounts receivable, while ensuring data accuracy and improving operational efficiency
- Streamline supply chain management, quality control, and sales monitoring processes, to ensure medicine and medical equipment are manufactured on time and are high quality
- Enforce strict control over production costs by refining manufacturing procedures to ensure pharmaceuticals are produced in a cost-effective manner

Solutions

- Engaged Oracle Diamond Partner Capgemini Consulting to implement a business management system based on Oracle E-Business Suite Release 12
- Developed 195 templates covering pharmaceutical inventory, sales tracking, and cost and financial accounting, to provide senior managers with more accurate and timely financial data and enable better business decisions to increase sales, reduce costs, and expand market share
- Reduced the time required to enter financial receipts from 90% to 20%, by processing financial data from multiple subsidiaries in real time, enabling the company to produce monthly financial statements for the whole group in 2 days, compared to 14 days previously
• Improved inventory management accuracy by creating a standard materials coding system, which includes 23 digits in each material code, with each digit representing details of a specific product, location, or production batch

• Cut inventory management costs by 10% and shortened the turnover period of materials used to develop pharmaceuticals and medical equipment by 15 days

• Created a database with detailed information about 4,322 customers and 820 sales personnel, which reduced the average time required to process accounts receivable data from 60 days to 30 days

• Provided a centralized system to store and manage quality control data, allowing the company to run queries and trace the source of any problematic pharmaceutical batches

• Automated testing processes for 20,873 test cases, enabling the development of testing standards for 4,237 items

• Reduced the need to manually record quality control details—such as results of product batch testing—and made it easier for staff to share, query, and track this information to ensure adherence to pharmaceutical manufacturing standards

• Achieved effective manufacturing cost control by recording the labor and materials costs at each stage of the production process

• Reduced the time taken to calculate labor and materials costs in manufacturing drugs and medical equipment, from five days to two days; and achieved detailed accounting by calculating costs based on actual consumption of raw materials, rather than using a flat rate and including half-finished products as well as finished products
Founded in 1999, Beijing Guohua Electric Power and its divisions invest in, construct, and operate electric power plants and serve as consultants for new energy projects. The company is a subsidiary of Shenhua Group Corporation Limited, a state-owned enterprise with businesses in coal, electricity and thermal power, railways, and ports.

Guohua Power owns or has interests in 33 enterprises with operations spanning northern China, the Pearl River Delta, and the Yangtze River Delta. The company has an installed capacity of close to 19 million kilowatts and is aiming to increase this output to 30 million kilowatts by 2010 and 50 million kilowatts by 2020.

To ensure it could keep control of its expanding business, Guohua Power implemented financial management and human resources systems based on Oracle E-Business Suite 11.5.9 in August 2003. These two integrated systems were installed at the company’s head office, holding companies, and power plants. In 2007, Guohua Power upgraded to Oracle E-Business Suite Release 12 and added a supply chain management system to the existing financial and HR systems.

To ensure it could keep control of its expanding business, Guohua Power implemented financial management and human resources systems based on Oracle E-Business Suite 11.5.9 in August 2003. These two integrated systems were installed at the company’s head office, holding companies, and power plants. In 2007, Guohua Power upgraded to Oracle E-Business Suite Release 12 and added a supply chain management system to the existing financial and HR systems.

The systems are now in use at 18 Guohua Power subsidiaries, providing the company with a single, integrated platform to manage its sprawling business. This has enabled Guohua Power to streamline processes for greater efficiency, cut procurement costs, reduce inventory holdings, improve HR management, and simplify financial reporting. The system can also scale to support international expansion plans.

Integrated Systems Enhances Management

From 2002 to 2007, Guohua Power constructed 20 new generators with a combined capacity of more than 11 million kilowatts.

The power plants were scattered across 10 provinces, cities, and autonomous regions. To ensure stringent management over these assets, the company implemented Oracle Financials and Oracle Human Resources modules to oversee finance and HR activities. In 2007, Guohua Power upgraded to the latest release of Oracle E-Business Suite. In addition to new features, the software offered easy integration with third party systems, ensuring the company did not have to spend time and money building interfaces.

The new platform enhanced business management by standardizing processes across the group, delivering integrated information in real time to senior managers, and providing the company with a detailed audit trail.
With its network expanding into surrounding provinces, Guohua Power has gone from a regional to a nationwide power supplier with more than 30 subsidiaries under its supervision. While the subsidiaries mostly operate autonomously, Guohua Power sets the strategic framework and has ultimate financial control.

Its multi-level, multi-organization business required a comprehensive financial system that was easy to use yet delivered the detailed information required for informed management. The Oracle financial system is used by 18 subsidiaries and provides head office managers with accurate, real-time access to accounting, human resources, inventory, logistics, procurement, and other business data. This ensures Guohua Power can keep a close eye on costs at these subsidiaries.

Maintaining financial control is critical as Guohua Power expands overseas. The company is currently constructing a power plant in Indonesia and must ensure that it complies with financial regulations in the country. The Oracle system enables Guohua Power to establish standardized accounting rules that adhere to company policy while meeting local country rules.

Financial analysis and auditing is also easier with the Oracle system. Because financial information is stored in a single database, reports can be generated without the need to manually consolidate data from disparate sources. Reports can also be set up to deliver information required by local regulations, saving valuable time and driving down management costs.

The Oracle supply chain management system comprises a purchasing and inventory management system and a collaborative planning portal. It encompasses the entire supply chain, from demand planning and purchase order to delivery and invoicing, allowing Guohua Power to monitor procurement costs and identify any inefficiencies in the supply process.

Establishing a centralized procurement system to regulate purchasing decisions has helped lower procurement costs. The company has set up a list of preferred suppliers in the provinces in which it operates; ensuring subsidiaries are doing business with the most price-competitive supplier. While subsidiaries are free to select from this list, there are some items that must be purchased from a particular supplier. These items and the appropriate procurement agreements are preset in the Oracle system to alert staff to the protocol.

The inventory management system provides staff with real-time updates on inventory levels. This helps them ensure there is always enough stock on hand to meet current and projected demand while preventing overstocking. As a result, Guohua Power has cut inventory costs by more than 20%.

The supply chain management system is integrated with the financial system, enabling staff to monitor procurement and inventory costs and drill down to the original purchase order to check any irregularities.
By upgrading the HR system to Oracle E-Business Suite Release 12, Guohua Power has introduced a range of new features that will improve the management of the company’s 7,400 employees.

The system enables Guohua Power to oversee the employee lifecycle, from recruitment and training to performance evaluation, salary reviews, and professional development. This has helped improve HR management efficiency. For example, pay raises and bonuses are directly linked to performance; if a staff member meets all the criteria for a pay increase, this is noted in the system and the information sent to their manager.

Oracle Payroll enabled Guohua Power to standardize salary rates across the group to ensure employees received fair payment for their level of experience and responsibilities.

Ensuring Fair and Efficient HR Management

By upgrading the HR system to Oracle E-Business Suite Release 12, Guohua Power has introduced a range of new features that will improve the management of the company’s 7,400 employees.

The system enables Guohua Power to oversee the employee lifecycle, from recruitment and training to performance evaluation, salary reviews, and professional development. This has helped improve HR management efficiency. For example, pay raises and bonuses are directly linked to performance; if a staff member meets all the criteria for a pay increase, this is noted in the system and the information sent to their manager.

Oracle Payroll enabled Guohua Power to standardize salary rates across the group to ensure employees received fair payment for their level of experience and responsibilities.

Why Oracle?

Oracle’s flexibility and open interfaces were highly attractive, according to Ding Tao, IT manager at the department of science and information at Guohua Power.

“We have many different applications and platforms at Guohua Power, so we were looking for a solution that would integrate easily with our existing infrastructure,” he said. “Oracle’s open architecture made it easy to integrate systems in different departments and regions.

“The Oracle suite also included built-in best practice processes that helped improve efficiency. In addition, it supported multi-region financial reporting, which was important in light of our international operations.”

Implementation Process

The first version of the Oracle system was implemented in August 2003 with assistance from Beijing Beidou Xingye Information Technology Co., Ltd and Beijing Datang Xingzhu Software Technology Co., Ltd. After a six-month development period, the system went into production at head office, a holding company, and three power plants. The system was progressively extended to 18 subsidiaries over the next four years.

In 2007, Guohua Power upgraded to Oracle E-Business Suite Release 12 with assistance from Oracle Consulting. Oracle Certified Advantage Partner IBM developed and integrated the supply chain management system with the financial and HR management systems.

Data is input into a central repository, eliminating the need for staff to re-enter the same information multiple times, resulting in improved data quality. It now takes three days to generate financial reports, compared to 10 days in 2000. Accounting records can be automatically generated, creating a detailed audit trail that ensures the company meets internal and external compliance requirements.

Beijing-based Guohua Electric Power and its divisions invest in, construct, and operate electric power plants and serve as consultants for new energy projects.
**BloomNet** Improves Quality of Customer Service with Hosted Customer Relationship Management Solution

“The depth of our customer relationships is a critical component to the success of our business. Oracle CRM On Demand provided us with centralized access to the comprehensive customer data necessary to deliver the high-quality, high-touch service our florist network members expect, while also enabling us to track and analyze service trends to continue to improve service to our customer base.”

— Mark Nance, President, BloomNet

BloomNet, a wholly owned subsidiary of 1-800 Flowers.com, is an international floral wire service provider offering products, services and resources to a select network of professional retail florists.

**Challenges**

- Provide a customer relationship management (CRM) solution that enables the company to meet the unique, business-to-business needs of its floral industry customers
- Improve service by providing customer service representatives (CSRs) with centralized access to detailed information
- Enable virtual call center capabilities that empower the company to build a highly skilled CSR team to serve the company’s unique client base

**Solutions**

- Implemented Oracle CRM On Demand to provide the company with a central repository as well as enterprise visibility for all customer information, including florist names, locations, and account and service request histories
- Provided the Web-based capabilities and online training and monitoring functionality necessary to launch a virtual call center—enabling the company to recruit highly skilled CSRs, regardless of a candidate’s geographic location
- Provided service agents with comprehensive customer data on a single screen, enabling them to provide highly personalized service and assess and resolve issues rapidly and accurately
- Automated tracking of service requests, from ticket opening through to resolution of the reported issue, to ensure agents close out service requests in a timely manner and enable analysis to improve business processes
- Optimized company resources by providing increased visibility into customer service trends, enabling BloomNet to strategically reallocate staff based on the volume and types of service requests it is receiving
- Deployed the hosted solution to 120 users in just 45 days and enabled BloomNet to scale and adapt the system as needs arise
- Integrated the system with the company’s Oracle E-Business Suite Release 12 applications to ensure consistent data
- Facilitated user adoption by providing BloomNet with comprehensive training and online training resources
Carmanah Technologies Corporation Improves Order Speed and Accuracy

“Oracle E-Business Suite Release 12 was essential to our ability to adopt a more efficient business-to-business model and to effectively leverage contract manufacturers—both strategies that help us to compete profitably on a global stage.”
— Trevor Hurst, Director of IT, Carmanah Technologies Corporation

Carmanah Technologies Corporation develops, manufactures, and distributes solar LED lighting and grid-tied solar power systems for industrial applications worldwide.

Challenges

- Support transformation of the company’s business model from a business-to-consumer model to a business-to-business model that relies on distributors around the globe
- Enable the company to effectively and efficiently work with the contractor manufacturers that produce its products
- Ensure efficient order creation and fulfillment for the company’s highly configurable solar-powered lighting systems to ensure high levels of customer satisfaction

Solutions

- Deployed a scalable and integrated enterprise resource planning system that supports the company’s contract manufacturer environment and new business-to-business model
- Gained a highly reliable, multi-language and multicurrency solution that enables the company to expand business internationally and positions it to grow significantly without a commensurate increase in staff
- Automated the sales order, configuration, and fulfillment process, end-to-end, to save time and resources, and improve accuracy
- Deployed Oracle Configurator to rapidly automate and accelerate order creation—enabling Carmanah to configure complex general illumination orders in just 16 minutes, a process that previously took up to an hour
- Cut the incidence of configuration errors and associated manufacturing errors with drop-down menus
- Cut the time required to create a purchase order (PO) from up to four hours to two hours to create all POs daily—with 90% accuracy
- Transmitted orders electronically to contract manufacturers—processing any number of orders in just 15 minutes, a process that previously took 15 minutes per order
- Worked with Oracle Partner DAZ Systems, Inc. and used Oracle Business Accelerators to speed implementation—going live in three months and saving nine months over a non-template process
Century Paper & Board Mills Limited
Reduces Monthly Financial Reporting Time from 16 Days to 5 Days

“Oracle E-Business Suite has streamlined Century Paper’s business processes. Senior managers now have the right data to make better business decisions, which enables us to provide a better service to our customers while protecting our profit margins.”

— Irfan Farooqui, Senior Manager, Supply Chain, Century Paper & Board Mills Limited

Century Paper & Board Mills Limited (Century Paper) is a Pakistan-based producer of packaging paperboard that operates an integrated pulp and paper mill with a total-rated installed capacity of 230,000 tons per annum. Century Paper manufactures writing and printing paper, poster paper, and coated and uncoated board in various sizes. The company, established in 1984, was listed on the Karachi Stock Exchange in 1990 as the flagship company of the Lakson Group.

In 2008, Century Paper initiated a plan to replace a range of separate accounting, purchasing, inventory, and production systems, which were unreliable and slowed decision-making across the organization. The company had used these inhouse-developed applications for eight years.

“The systems weren’t connected, so data was constantly being entered and re-entered by staff at offices in Karachi and Lahore and the factory in Kasur,” said Muhammad Ayaz Khurshid, head of information technology, Century Paper & Board Mills Ltd. “Data was also not always accessible because it resided in multiple systems which. This slowed down the time it took for senior managers to make business decisions.”

To rectify the situation, Century Paper engaged Oracle Certified Partner A.F. Ferguson & Co to deploy Oracle E-Business Suite Release 12.0.4 modules, including Oracle Financials, Oracle Advanced Supply Chain Planning, Oracle Purchasing, Oracle Inventory Management, Oracle Order Management, Oracle Process Manufacturing, Oracle Discrete Manufacturing, Oracle Advanced Pricing, and Oracle Enterprise Asset Management. The company also engaged Oracle Platinum Partner Techaccess to deploy Oracle Database 11g with Real Application Clusters.

The newly integrated system has made it easier and faster to transfer funds between the company’s three locations, reduced the time taken to produce monthly financial reports, provided a clearer picture of inventory, enabled the company to produce more detailed production plans, and helped to accurately calculate the depreciation of factory equipment.

“The systems weren’t connected, so data was constantly being entered and re-entered by staff at offices in Karachi and Lahore and the factory in Kasur,” said Muhammad Ayaz Khurshid, head of information technology, Century Paper & Board Mills Ltd. “Data was also not always accessible because it resided in multiple systems which. This slowed down the time it took for senior managers to make business decisions.”

Better Decisions with a Clearer Financial Picture

Oracle Financials provides Century Paper’s senior managers with a clear picture of accounts receivable and accounts payable information across the whole business. The system allows them to transfer funds between offices immediately, rather than every 24 hours as with the previous, manual system.
This means accounts staff also completes consolidated monthly financial reports within five
days rather than 16 days previously. They have the ability to create around 120 different
types of reports that range from accounts receivable and accounts payable, to costing,
inventory, and stock reports.

“The CEO and top managers can now view our financial position every day,” said
Muhammad Ayaz Khurshid. “They use this information to make adjustments in certain
areas of our business that ensure we can maintain and protect our profit margins.”

More Production Cycles, Better Planning

Oracle Inventory Management provides Century Paper with clear and up-to-date inventory
data. It enables staff to easily view quantities of paper, pulp, raw material, mechanical parts,
and other stock at its four storage facilities to eliminate the risk of over-ordering.

“Our inventory is centralized, which has improved our turnover ratio,” said Irfan Farooqui.
“This year, we are making 5.13 production cycles from our inventory, compared to 4.14 in
2008, meaning that we can now produce more products with the same amount of inventory.”

Oracle Purchasing and Oracle Order Management provide the company’s purchasing staff
with complete visibility into production plan changes and gives them the correct
information to react to those changes.

“Purchasing staff can look at our inventory, such as pulp and paper, and know exactly what
they need to purchase and match that to our production plan,” said Irfan Farooqui. “This
eliminates waste and ultimately saves the company money.”

Oracle Advanced Supply Chain Planning combines inventory data from Oracle Inventory
Optimization with data from Oracle Process Manufacturing to generate a production plan.
It calculates the exact amount of material required to complete each production run.

“This leads to better planning because we are no longer ordering too much or too little
material,” said Farooqui. “Before we had this system, our machines would occasionally stop
during the production run because there wasn’t any material available. We don’t have this
problem anymore. Everything runs smoothly and customer orders are always fulfilled on
time.”

Better Control over Purchasing and Machine Costs

Century Paper’s managers use Oracle Process Manufacturing to view production figures after
each daily batch, which helps them calculate the exact cost of the production process.

“They can look at the variations in quantities of raw materials, such as pulp, chemicals, and
dyes used during the production process, which helps them decide where changes need to be
made to control costs,” said Irfan Farooqui.
Oracle Enterprise Asset Management enables Century Paper to calculate the depreciation of the machines used to manufacture paper products and generate electricity, and determine the mean time between failures.

“We have a lot of machines that need to be maintained, and if they were lined up side-by-side, they would stretch for about seven kilometers,” said Muhammad Ayaz Khurshid. “Oracle Enterprise Asset Management enables us to calculate the exact cost of running each piece of machinery, and how much time is left before any individual machine is due for repair, or even when a particular part is likely to fail.

“We also now have a central repository of information that indicates who repaired a machine, when it was repaired, what specific repairs were made, and the overall cost of maintenance. Previously, we didn’t have any information like this, which made it hard to accurately schedule maintenance and repairs. Ultimately, we are hoping that our equipment will last longer.”

Ensuring Equipment Lasts Longer

Oracle Enterprise Asset Management enables Century Paper to calculate the depreciation of the machines used to manufacture paper products and generate electricity, and determine the mean time between failures.

“Oracle Real Application Clusters enables us to balance the processing load on our database servers, and ensures our data is always available,” said Muhammad Ayaz Khurshid. “We no longer have to turn off the servers for six hours overnight to complete our daily backups.”

According to Muhammad Ayaz Khurshid, it now takes 10 to 15 minutes for managers to run most of the consolidated reports for financials, inventory, purchasing, and other areas, compared to 30 to 40 minutes previously.

Why Oracle?

During the initial selection process, Century Paper tested Oracle E-Business Suite and a similar offering from SAP.
According to Farooqui, the company felt that Oracle E-Business Suite was more suited to the process manufacturing industry.

“SAP was also more expensive,” said Irfan Farooqui. “We also liked that there were many Oracle technical experts in Pakistan who we could call on if we needed assistance.”

Implementation Process

In December 2007, Century Paper engaged A.F. Ferguson & Co to deploy Oracle Financials for stage one of the project. During stage two, the company rolled out Oracle Purchasing, Oracle Inventory Optimization, and Oracle Advanced Supply Chain Planning.

During stage three, it deployed Oracle Process Manufacturing, Oracle Discrete Manufacturing, for stage four Oracle Enterprise Asset Management, and finally, it rolled out Oracle Real Application Clusters.

Prior to the rollout of each module, Century Paper worked with A.F. Ferguson & Co to define its requirements, map the relevant processes, define the technical architecture, and migrate the data across to the new system. The company also conducted testing for each module and prepared user guides.

The deployment was completed in March 2008.

*Century Paper & Board Mills Limited (Century Paper) is a Pakistan-based producer of packaging paperboard and operates an integrated pulp and paper mill with a total-rated installed capacity of 230,000 tons per annum.*
As with all local councils in the United Kingdom, Cheshire Shared Services, which provides services to Cheshire West and Chester and Cheshire East Councils, is tasked with driving greater efficiency, streamlining services, and reducing costs across all departments. Much of this streamlining is taking place within back-office and administrative functions.

Having implemented Oracle E-Business Suite Release 12 to generate initial efficiencies across the council, Cheshire recognized a need to overhaul its processes for submitting pay claims and successfully accomplished this with the introduction of e-forms.

With many council employees in areas, such as social care, working variable hours, and with a manual, paper-driven process for submitting pay claims, the council handled more than 30,000 pieces of paper each month for pay claims alone. The process was slow, time-consuming, redundant, and beset with the potential for errors. Vanessa Coates, Head of HR and Finance Shared Services was keen to exploit technology to bring about improvements, savings, and customer satisfaction.

To address this problem, the Employee Service Centre (ESC) within Cheshire Shared Services developed an electronic pay-claim form that would reduce manual processes, accelerate the payroll system, and reduce errors. By leveraging Oracle E-Business Suite and Oracle Forms 10g to establish electronic pay claims, the councils reduced ESC’s monthly paper-processing volume by more than 95%, minimizing errors, and improving customer satisfaction.

“Oracle Forms has completely overhauled our pay-claim processes. We have improved accuracy, accelerated payroll processing, and greatly enhanced staff and customer Streamlines Pay Claims, Improves Accuracy, and Reduces Paper Volume by 95% with Electronic Forms.”

As with all local councils in the United Kingdom, Cheshire Shared Services, which provides services to Cheshire West and Chester and Cheshire East Councils, is tasked with driving greater efficiency, streamlining services, and reducing costs across all departments. Much of this streamlining is taking place within back-office and administrative functions.

Having implemented Oracle E-Business Suite Release 12 to generate initial efficiencies across the council, Cheshire recognized a need to overhaul its processes for submitting pay claims and successfully accomplished this with the introduction of e-forms.

With many council employees in areas, such as social care, working variable hours, and with a manual, paper-driven process for submitting pay claims, the council handled more than 30,000 pieces of paper each month for pay claims alone. The process was slow, time-consuming, redundant, and beset with the potential for errors. Vanessa Coates, Head of HR and Finance Shared Services was keen to exploit technology to bring about improvements, savings, and customer satisfaction.

To address this problem, the Employee Service Centre (ESC) within Cheshire Shared Services developed an electronic pay-claim form that would reduce manual processes, accelerate the payroll system, and reduce errors. By leveraging Oracle E-Business Suite and Oracle Forms 10g to establish electronic pay claims, the councils reduced ESC’s monthly paper-processing volume by more than 95%, minimizing errors, and improving customer satisfaction.

“The implementation of electronic pay-claim forms has been a tremendous success across the councils. Pay claims are accurately processed and customer satisfaction has improved enormously. ESC employees are now facilitators, providing quality service and support for internal customers,” said Julie Davies, client and sourcing manager, Cheshire Shared Services.

Reduced Paper Volumes by 95%

Historically, payroll and personnel support operated in separate units. In 2003, the two units were combined as part of an overall efficiency drive. Payroll and HR staff members were cross-trained to develop a team that was fully accomplished across all aspects of payroll and transactional human resources. Oracle E-Business Suite brought together the separate HR and finance systems and eliminated double-keying of data.

The new team, however, was handling an unsustainable volume of paper; therefore a prototype electronic pay-claim form was developed to vastly improve the process. Following the success of the prototype, Oracle Forms was used to develop the form, which was then successfully rolled out.
“We wanted to bring as much work as possible online,” Davies said. “Previously, the team was handling approximately 30,000 pieces of paper per month, including expense forms, overtime forms, and sick leave records. With the implementation of the electronic pay-claim form, we have reduced paper volume by 95%.”

With local government reorganization, the Cheshire West and Chester and Cheshire East Councils were created through merging seven existing councils. ESC, hosted by Cheshire West and Chester Council and located in Chester, now provides transactional HR and payroll on a shared service basis for Cheshire West and Chester Council and Cheshire East Council. Both councils fund the shared services center.

Simplified Accounting Processes

Prior to implementing the electronic pay-claim form, the manual process for payroll functions were long and drawn out, costly, error-ridden, and time-consuming, with a significantly high error rate. After deploying the new electronic pay-claim process, the error rate dropped to less than 0.25% (attributable to local input), significantly enhancing ESC’s reputation.

“Using manual processes, the deadline for pay claims was the 25th of each month, which resulted in costs being spread across two financial periods,” Davies said. “Now, with the electronic pay-claim forms in place, the deadline is the 5th or 6th of each month, and pay claims run from the 1st to 31st. Not only do administrators have an extra 10 days to submit the pay claims, but the finance department now deals with full-month costing and full-month claiming to simplify the month-end close and enhance financial reporting efficiency.”

Empowered Staff

Payroll employees previously spent a significant amount of time verifying, validating, and interpreting the manual pay-claim forms before making payments. Variable pay rates were complex for temporary teachers and for council staff claiming overtime work after 10:00 p.m. or overnight rates. The validation process was time consuming and prone to errors.

“Pay-claim entries are now validated at the source,” said Mike Lally, system support and development manager, HR and Finance Shared Services, Cheshire Shared Services. “Because the pay-claim form integrates directly with Oracle Payroll, the system processes checks and flags errors for front-end administrator as the data is keyed. This saves Cheshire Shared Services a tremendous amount of time validating and amending incorrect data, allowing it to meet payroll requirements quickly, and ensuring that employees are paid correctly the first time.”

“The impact on our staff has been very positive,” Davies said. “The process has enriched and empowered staff and has given individuals the opportunity to grow their own knowledge by fully training all employees in both HR and payroll processes. The team is more responsive and has a much better relationship with internal customers.”
An administrator in each school, library, social care establishment, and office is tasked with keying pay variance data onto the pay-claim form each month, as opposed to filling in paper forms and posting them to a central team for keying. That individual can only see data concerning those employed in his or her establishment, resulting in a very secure environment for uploading data. This also takes into account the nature of the council’s business, where most of the staff are front-line and customer facing and do not have direct access to business technology, for examples: teachers and social care workers.

In addition, administrators at the front end can enter pay-claim data throughout the month, whenever it is convenient with their work loads. With a later deadline to input claims, administrators have extra time to complete a particular month’s pay-claim forms, removing monthly time pressures and enabling them to work on other priority tasks.

Challenges
• Streamline pay-claim processes to improve financial and HR accuracy and efficiency
• Improve internal customer service and satisfaction to enhance employee morale
• Reduce paper volume and manual processing to enable Cheshire Shared Services to concentrate on providing improved service to its customers

Solutions
• Implemented Oracle Forms to provide bulk pay-claim data entry in an electronic format
• Leveraged the automated processes to reduce paper volume by 95%
• Enabled the finance team to conduct full-month costing, as opposed to a time span of more than two months, to enhance financial reporting efficiency
• Enhanced payroll accuracy to more than 99.75%. Improved internal customer satisfaction and enabled the finance and HR departments to acquire a reputation for providing quality service

Why Oracle
With Oracle E-Business Suite already in use across the organization, it was essential to implement a solution that would integrate easily with Oracle Payroll and allow online validation. In addition, the finance department was already using Oracle Forms for a number of functions, so Cheshire Shared Services decided to standardize its processes as much as possible.

“Oracle Forms integrates directly with Oracle Payroll to enable us to validate data at the source, accelerate processes, and reduce errors. In addition, Oracle Forms is very user friendly, and since we needed to roll out the service to a large number of administrators across Cheshire, we needed to be sure that individuals could input data easily. Oracle Forms was, therefore, the logical solution for our requirements,” Lally said.
“Oracle is integral to Cheshire West and Chester Council and Cheshire East Council’s business. We have invested heavily in Oracle E-Business Suite and have recently upgraded to Release 12, which provides us with a stable platform for delivering high-profile modules, such as Oracle iRecruitment, in the future. We have gradually rolled out more modules to our employees, especially modules that enable self-service, such as Manager and Employee Self Service,” Lally said.

“As a member of the UK Oracle HR Public Sector Customer Forum, we are working with other Forum members and Oracle Development to include volume data-entry functionality as standard within Oracle E-Business Suite. We anticipate it will take the form of a self-service framework together with approvals. All councils across the UK would benefit from using this type of solution, especially bearing in mind the efficiency gains we have achieved using E-Forms.” Lally said.

Implementation Process

The electronic pay-claim form was developed in-house using Oracle Forms. The forerunner to using Oracle forms was a trial system using a simple spreadsheet, which was tested in departments with a large number of variable inputs each month. It immediately demonstrated the benefits that could be achieved with an integrated electronic form. The process was iterative and a team developed the best solution for the organization.

The Oracle form has been subsequently standardized to accommodate the majority of needs of different departments within the council. It also led to creating a specific form for social care workers, which is pre populated with care-worker names and details, and another form developed for sickness reporting.

A small client services team was established from some of the savings to be delivered through implementation of this product, which ensured success through a phased roll-out program. Training included half-day classroom courses with groups of 10 to 12 participants. The classes were tailored to specific audiences, such as schools, social services, or libraries to ensure that participants received information pertinent to their roles.

The client services team provides an on-going support program.

Advice from Cheshire Shared Services

• Ensure top management is on board with the implementation and process, as without support from the top, the project will likely fail

• Focus on the client— Cheshire Shared Services introduced a number of client officers who invested significant time and effort to demonstrate the implementation’s business benefits

• On-going training and support is critical to ensure continued success in the months and years following implementation
China Construction Eighth Engineering Division Corp. Ltd Controls Over 847 Projects Across China with EBS R12.0.5

“Oracle E-Business Suite Release 12.0.5 gave us control over the project management lifecycle. We also standardized project management processes to create a new work model that supports our growing business.”

— Yuan Yiping, Director, Information Center, China Construction Eighth Engineering Division Corp. Ltd

China Construction Eighth Engineering Division (CCEED) is a state-owned enterprise responsible for industrial and civil construction projects across a wide range of industries. The company has projects in 27 Chinese provinces and cities. In 2008, CCEED won a US$7.5 billion (RMB 51.1 billion) contract, lifting its revenue to nearly US$4.4 billion (RMB 30 billion).

Challenges

- Implement a new enterprise resource planning (ERP) system and reengineer business processes to optimize efficiency
- Integrate project management processes, from financing to supply chain and human resources, to provide managers with tighter control over the construction lifecycle
- Strengthen cost analysis capabilities to minimize financial risk and improve project quality and delivery

Solutions

- Installed Oracle E-Business Suite Release 12.0.5 to build an integrated ERP system linking project management processes, such as finance, procurement, inventory, and human resources
- Gained control over the entire project lifecycle (initiation, planning, production management, engineering change, review and appraisal, cost control and analysis) for 847 projects
- Eliminated repetitive data entry and enabled information to be shared between departments, ensuring the management team and business units can access up-to-date project information
- Increased efficiency by removing the need to complete intermediate data summaries and auditing work
- Enhanced the timeliness and accuracy of financial reporting as all projects costs are captured in a single system
- Provided staff with easy access to pricing for project-related material and equipment, improving the company’s ability to respond to bid requests
- Enhanced customer service by storing client information in single repository, creating a complete transaction history
- Prevented overspending by enabling staff to track procurement and inventory costs throughout the life of the project
- Set up a system to manage 10,000 suppliers, enabling the company to select the best provider for a particular job
### Chipotle Mexican Grill, Inc. Upgrades Financials to Support Rapid Growth

“With Oracle E-Business Suite Release 12, we achieved greater visibility and efficiency across our financial processes. For example, we were able to close our financial books within hours of our usual timeframe right after our upgrade. We anticipate that we will further reduce our monthly close by one additional day in the near future.”
— Mike Krieger, Manager of Accounting and Tax Services, Chipotle Mexican Grill, Inc.

Chipotle Mexican Grill, Inc. was founded on the idea that food served fast did not have to be a typical fast-food experience. Chipotle offers a focused menu of burritos, tacos, burrito bowls, and salads made from fresh, high-quality, raw ingredients, prepared using classic cooking methods.

#### Challenges

- Expand automation of financial processes to help manage burgeoning transaction volumes as the company continues to grow rapidly, and expand into Canada and Europe
- Enable the company to effectively manage expenses associated with opening a large number of new restaurant stores including more than 100 new sites in the last year

#### Solutions

- Deployed Oracle E-Business Suite Release 12, ensuring robust enterprise resource planning capabilities and the scalability and flexibility required to support the company’s expansion in the United States and into new markets
- Enabled Chipotle to continue to efficiently process growing numbers of invoices—currently handling 45,000 to 55,000 invoices monthly, with 80% processed using electronic data interchange
- Provided a single, accurate view of approximately 3,000 project-related activities and automated the loading of project budgets, saving 30 minutes for each new project Used Oracle Financial’s secondary ledger capability to automate and speed reporting processes for Chipotle’s Swiss entity—which requires reporting of all transactions in Swiss francs and local accounting principles
- Gained the ability to effectively manage diverse pools of globally distributed assets—including restaurant equipment and furnishings, and leaseholds—at more than 1,000 stores
- Replaced legacy spreadsheet-based reporting tool with Oracle Discoverer for intuitive ad-hoc queries, reducing the need for IT team intervention in reporting processes
- Closed financial books on time the first month after the upgrade and expects to shave an additional day off the close process
- Worked with Oracle Partner PricewaterhouseCoopers to complete the upgrade on time and on budget, with AT&T hosting the applications
CITIC Bank International is a Hong Kong-based commercial bank offering a range of financial services, including wealth management, personal banking, and wholesale banking, as well as serving global markets and providing treasury solutions. The bank has 30 branches in Hong Kong, and a branch in Macau. It also has a wholly owned subsidiary, CITIC Bank International (China) Limited, which is headquartered in Shenzhen with branches in Shanghai and Beijing. The bank’s overseas operations include branches in New York, Los Angeles, and Singapore.

CITIC Bank International implemented Oracle Database and Oracle Financials in 2006. Between 2006 and 2010, the bank’s database, containing critical information, such as customers’ transactions, payments, and account details, expanded by around 40%. The expansion impacted on the availability and speed of the bank’s online financial transactions and reporting functions. It also increased the time it took to create daily batch reports, such as transaction figures for regulatory bodies, from one hour to two-and-a-half hours. The longer batch window posed a particular problem for the finance department during periods of heavy system activity, as it lengthened the time to generate financial reports before the start of the business day.

To address these problems and take advantage of new product features, such as improved user interfaces and form customization, in November 2010 CITIC Bank International engaged Oracle Advanced Customer Services (ACS) to provide end-to-end implementation support and guidance, we ensured the entire upgrade was completed within our tight timeframe.”

— Thomas Poon, Vice President, IT Division, CITIC Bank International

CITIC Bank International is a Hong Kong-based commercial bank offering a range of financial services, including wealth management, personal banking, and wholesale banking, as well as serving global markets and providing treasury solutions. The bank has 30 branches in Hong Kong, and a branch in Macau. It also has a wholly owned subsidiary, CITIC Bank International (China) Limited, which is headquartered in Shenzhen with branches in Shanghai and Beijing. The bank’s overseas operations include branches in New York, Los Angeles, and Singapore.

CITIC Bank International implemented Oracle Database and Oracle Financials in 2006. Between 2006 and 2010, the bank’s database, containing critical information, such as customers’ transactions, payments, and account details, expanded by around 40%. The expansion impacted on the availability and speed of the bank’s online financial transactions and reporting functions. It also increased the time it took to create daily batch reports, such as transaction figures for regulatory bodies, from one hour to two-and-a-half hours. The longer batch window posed a particular problem for the finance department during periods of heavy system activity, as it lengthened the time to generate financial reports before the start of the business day.

To address these problems and take advantage of new product features, such as improved user interfaces and form customization, in November 2010 CITIC Bank International engaged Oracle Advanced Customer Services (ACS) to assist with an upgrade to Oracle Financials Release 12 and Oracle Database 11g.

Batch Reports Completed in One Hour

Originally incorporated in 1924 as Ka Wah Savings Bank Limited, a number of mergers and acquisitions over the past 10 years contributed to CITIC Bank International’s rapid expansion. In May 2010, the bank changed its name from CITIC Ka Wah Bank to CITIC Bank International, as the final stage of CITIC Group’s restructuring strategy to align its onshore and offshore commercial banking businesses.

CITIC Bank International’s financial department runs nightly batch reports, containing accounts payable and fixed asset information, such as account bookings, currency depreciations, bill payments, and achieved savings. Many of these batch reports are sent to the bank’s parent company or are used to create reports for banking regulatory bodies, such as the Hong Kong Monetary Authority. It is therefore important that they are produced in an accurate and timely manner.

Due to the bank’s expansion, the size of its database had increased by 40%, which lengthened the time taken to complete overnight batch reports.
“Previously, to get batch reports completed by 6.30 a.m., we had to start running them at 4.00 a.m.,” said Poon. “As our database grew, the batch processing window was getting longer and longer, which put extra pressure on the financial department and our enterprise resource planning system. By upgrading to Oracle Database 11g, we have reduced the processing window by 30% and can complete our batch reports in an hour, despite the continuous increase in data. It also means we can produce and submit business and regulatory reports on time.

Faster Online Inquiry Times

CITIC Bank International’s finance department enters a significant amount of banking, accounting, and transaction information into the bank’s accounting journal every day. Some of this data has to be entered manually, and some is generated automatically. The data is often merged to generate batch or regulatory reports.

“One once the financial data is merged or uploaded to our general ledger, our staff can see any discrepancies in, for example, the ledger balance,” said Poon. “They then need to go back through the journal entries to look for errors. In the past, it took several minutes for the system to compare data entries and check for mistakes.”

Upgrading to Oracle Database 11g enabled CITIC Bank International to decrease system response times for checking accounting journal entry discrepancies. “Previously, it could take up to three minutes; now it only takes around five seconds,” said Poon. “By reducing the time taken to correct errors, financial staff has more time to focus on higher value accounting processes.”

Improved General Ledger and Invoicing Functions

Upgrading to Oracle Financials Release 12 has enabled CITIC Bank International to take advantage of new or improved functions and features.

“One of the advantages of Oracle Financials Release 12 is the ability to bring up multiple ledger books on one screen when comparing data,” said Poon. “Our finance team has commented on the improved efficiency, as they no longer have to log out from one ledger and log in to another book to review data such as banking processes, accounts payable, and subsidiary banks’ performances.”

CITIC Bank International has also used Oracle Financials to develop four new customized financial forms and update previously customized forms, such as those used by different departments for paying invoices.

Oracle ACS Ensures a Smooth Implementation

CITIC Bank International was using in-house IT resources to maintain its database and financial system. The declining performance of the expanding database prompted the bank to consider an upgrade, and at that time it also decided to seek external maintenance assistance.
The bank had a three-person team working on development and supporting the business. It engaged Oracle ACS to provide backup support and service to this team during the upgrade to Oracle Database 11g and Oracle Financials Release 12.

"At the time of the upgrade, we wanted a helping hand on the maintenance as the financial system is highly important to our business, since it handles the bank’s ledgers and a significant portion of our business and regulatory reports is dependent on the system," said Poon.

"Maintaining healthy systems requires a range of skill sets on the database and application layers," he added. "Oracle ACS had the people with the right skill sets available when we needed them it was very helpful to have people on board who were familiar with the database and the Oracle Financials application. We saw an immediate improvement in performance after we engaged Oracle ACS to retune our systems, which included indexing tables in the database."

According to Poon, the Oracle team was very responsive when the bank encountered problems during the upgrade. "They looked up the Oracle knowledge base and helped our internal team when the workload became demanding," he said. "Oracle ACS was also very attentive to our needs; they organized regular phone and face-to-face meetings to discuss the project’s progress. We really appreciated that."

The positive experience during the upgrade led CITIC Bank International to engage Oracle ACS on a permanent basis to ensure the stability of the production application. The bank has subscribed to Oracle’s Advanced Support Assistance to ensure technical guidance and support is available when needed. "This service means we can access Oracle technicians who can complete customizations and other minor projects as our business grows, as well as provide maintenance," said Poon.

Challenges

- Upgrade database to improve the speed that online transactions and batch reports are processed
- Upgrade to Oracle Financials Release 12 to take advantage of new product features, such as improved user interfaces and customized forms
- Engage an experienced implementation partner to ensure the upgrade could be completed in five months

Solutions

- Shortened the time required to produce batch reports from two and a half hours to one hour
- Ensured business and regulatory reports are submitted on time
- Shortened system response to check accounting journal entries for discrepancies from three minutes to around five seconds, freeing financial staff to focus on higher value accounting tasks
CITIC Bank International has used Oracle Database and Oracle Financials since 2006, and saw no reason to switch to another vendor’s products. “Both Oracle Database and Oracle Financials have served us well for many years,” said Poon. “Our staff is also highly familiar and satisfied with the performance of the products, so there was no logical reason to change.”

To conduct the upgrade, the bank went out to tender for a technical migration partner. “We invited a number of professional services firms to pitch for the project, which included hardware replacement,” said Poon. “In the end, we decided we were more comfortable working directly with Oracle in this case and chose Oracle ACS to assist with the implementation.

“The experience and comprehensive skill sets of Oracle ACS stood out from the other candidates,” he said. “The professionalism, product knowledge, and proactive and timely response of the team gave us confidence that the implementation would be completed on time and with minimal disruption to our business. Another important consideration was Oracle’s mature and integrated support and maintenance infrastructure, which extends from databases to applications. This was extremely crucial in case we ran into any complications during our Oracle Database and Oracle Financials upgrade.”

Why Oracle

CITIC Bank International has used Oracle Database and Oracle Financials since 2006, and saw no reason to switch to another vendor’s products. “Both Oracle Database and Oracle Financials have served us well for many years,” said Poon. “Our staff is also highly familiar and satisfied with the performance of the products, so there was no logical reason to change.”

To conduct the upgrade, the bank went out to tender for a technical migration partner. “We invited a number of professional services firms to pitch for the project, which included hardware replacement,” said Poon. “In the end, we decided we were more comfortable working directly with Oracle in this case and chose Oracle ACS to assist with the implementation.

“The experience and comprehensive skill sets of Oracle ACS stood out from the other candidates,” he said. “The professionalism, product knowledge, and proactive and timely response of the team gave us confidence that the implementation would be completed on time and with minimal disruption to our business. Another important consideration was Oracle’s mature and integrated support and maintenance infrastructure, which extends from databases to applications. This was extremely crucial in case we ran into any complications during our Oracle Database and Oracle Financials upgrade.”

Implementation Process

The Oracle upgrade began in November 2010. While the database and Oracle Financials upgrade was completed by Oracle ACS, CITIC Bank International was responsible for revising around 160 customized reports and migrating scripts. To assist the bank’s IT team in these two tasks, Oracle ACS provided technical briefings and upskilling on Oracle Database 11g and Oracle Financials Release 12. Oracle ACS was on hand throughout the development phase to provide assistance and advice.
City of Burbank Improves Visibility and Accountability across 14 Departments

“Oracle E-Business Suite Release 12.0.6 gives us the reporting capabilities with the granular detail that we need to make effective decisions and to ensure compliance with regulations.”

— Muralidhar Kadambala,  PMP, ERP Project Leader, IT Department, City of Burbank

The City of Burbank is a city in Los Angeles County, CA with an estimated population of 107,921. The city is home to many media and entertainment companies, including Warner Bros. Entertainment, Warner Music Group, NBC Universal, The Walt Disney Company, Cartoon Network, Viacom, and PBS.

Challenges

• Ease compliance with the fair labor standards Act (FLSA)

• Enable the city’s utility—Burbank Water and Power—to conform to the federal energy regulatory commission (FERC) requirements and compare its performance against other utilities

• Implement a work order and asset management system to track time, resources, and asset maintenance requirements

• Improve operations and decision-making with robust reporting

Solutions

• Implemented Oracle E-Business Suite’s HRMS modules to more easily comply with FLSA

• Upgraded to Oracle E-Business Suite Release 12.0.6 procurement, financial management, and HRMS modules across 14 departments

• Enabled the city’s budget department analysts to measure the city’s performance against the budget

• Used Oracle Human Resources and Oracle Payroll to handle complex memorandums of understanding (MOUs) across the city’s employee base—including the police and fire department—ensuring that every payroll since go-live went out on time and was accurate to the penny

• Leveraged Oracle Financials’ secondary ledgers to develop FERC reporting—enabling Burbank Water and Power to benchmark its rates and forecasts against other utilities

• Implemented Oracle Utilities Work and Asset Management to enable more proactive maintenance of utilities’ assets, leveraging compatible units functionality—to ensure inclusion of group items that are part of one asset unit—for more effective planning

• Used Oracle BPEL Process Manager to integrate Oracle Utilities Work and Asset Management with Oracle Projects to reflect actual costs and bill more accurately

• Completed the multiphase implementation, on-time and within budget
City of Las Vegas

City of Las Vegas Saves up to $1.7 Million in Consulting Costs for IT Infrastructure Upgrade

“Our experience using My Oracle Support, and its Upgrade Advisor, to facilitate our Oracle E-Business Suite Release 12 upgrade has been very positive. Thanks to Oracle, our city staff was given the confidence to handle the upgrade, and we were able to dramatically reduce consulting costs to meet our budget.”

— Patricia Dues, IT Manager, City of Las Vegas

The City of Las Vegas, founded in 1905, is a municipality consisting of more than 600,000 residents, occupying 131 square miles in southern Nevada. The city is one of the top tourist and business conference destinations in the United States, with more than 37 million annual visitors. The mission of the City of Las Vegas is to provide residents, visitors, and the business community with the highest quality municipal services in an efficient, courteous manner. The city also strives to support a world-class, affordable, progressive community where citizens feel safe, enjoy their neighborhoods, and have easy access to city government.

In the summer of 2010, the City of Las Vegas was planning to upgrade its Oracle E-Business Suite implementation to Release 12. When gathering initial quotes for consulting services to support the implementation process, the city was surprised to find the costs would range from US$600,000 to nearly US$2 million. Like many public sector entities, the city had been hit hard by the economic downturn, and the allotted budget could not support the unexpected consulting costs. To proceed with the implementation, the city chose to conduct the upgrade by leveraging internal expertise and limited outside resources, including My Oracle Support and Oracle Upgrade Advisor. The decision saved the city as much as US$1.7 million dollars in consulting costs.

Challenges

• Upgrade existing IT infrastructure to meet the city’s goal to provide its citizens the highest-quality municipal services and easy access to city government
• Reduce consulting costs related to infrastructure upgrades to meet city budget requirements
• Leverage the exiting team of developers, database administrators, and subject matter expects employed by the city to their full capacity to support the IT solution upgrades

Solutions

• Upgraded to Oracle E-Business Suite Release 12 to support city government functions
• Used My Oracle Support and Oracle Upgrade Advisor to meet budgeting requirements by educating existing city employees on how to facilitate a successful upgrade process
• Provided detailed upgrade information via Oracle Upgrade Advisor—including planning guides and white papers—to developers, database administrators, and subject matter expects employed by the city to support the solution implementation
• Identified the appropriate upgrade lifecycle advisor documents with the help of My Oracle Support for the six main phases of the Oracle E-Business Suite upgrade: evaluation, planning, configuring, testing, implementation, and acceptance
• Leveraged Oracle Upgrade Advisor to reduce professional services expenses to US$300,000—saving the city as much as US$1.7 million dollars
• Reduced the number of consultants needed to support the implementation to two
Communications and Information Technology Commission Prepares for E-Government Growth

“When our organization looked to see which technology partner was best positioned to renew infrastructure as a major step towards e-government, the only logical choice was Oracle.”

— Khaled Al Turafii, Director, Planning & Budgeting, Communications and Information Technology Commission (CITC)

The Communications and Information Technology Commission (CITC), established in 2001, is the telecom regulator in Saudi Arabia. CITC is an independent government agency with legal standing and financial and administrative independence. It regulates the telecommunications sector and promotes national IT activities for the provision of advanced, high quality, and reliable telecommunications and IT services at affordable prices throughout the country.

Challenges

- Move away from in-house systems development, paper-based communications and silos of expertise, towards integrated IT to better carry out its mission of serving the public
- Ensure CITC processes are open, transparent, and accountable
- Automate 100% of CITC human resources (HR) processes, beyond merely payroll
- Rapidly replace all financial systems

Solutions

- Deployed Oracle E-Business Suite Release 12 and used existing in-house administrators with Oracle experience to reengineer all legacy IT structure into a cohesive environment to support CITC’s plan for e-government
- Exceeded government generally accepted accounting principles (GAAP) standards for cash method accounting, while also facilitating internal accrual accounting practices, using a single Oracle Financials application platform
- Automated HR with Oracle Self-Service Human Resources, placing responsibility onto staff, reducing paperwork, administration, manual entry, and management chains
- Eliminated 30% of HR department time spent passing paper
- Automated recruitment from application to appointment
- Completed CITC payroll in two days versus one month
- Expanded from a single, central cost center to 48 cost centers, enabling tighter control of budgets, costs, and asset tracking
- Prepared for full closure of old financial systems at the end of 2010
Conpet SA Leverages New Data Solution to Gain Greater Operational Visibility and Control Costs

“Oracle’s data solutions, including Oracle E-Business Suite Release 12, provide comprehensive operational visibility for upper and middle management, as well as within each employee’s area of responsibility, to help us make optimal business decisions.”

— Flavian Podeanu, “Project Unity” Director, Conpet SA

Conpet SA provides crude oil, gasoline, and ethane transportation services via pipes and rail. Companies that benefit from its services include: SC Petrom SA, SC Rafinaria Steaua Romana Campina, SC Petrotel-Lukoil SA, and SC Rompetrol Rafinare SA. Conpet is unique in its role as a crude oil carrier via pipes in Romania.

Challenges

- Enhance operational management by strengthening decisions made regarding oil deliveries
- Reduce the company’s environmental impact
- Substitute a large number of segmented data applications with an integrated solution that gives users a unified interface
- Reduce redundancy and enhance accuracy of data used for stock and work orders

Solutions

- Implemented Oracle E-Business Suite Release 12 and Oracle Business Intelligence Enterprise Edition Plus to acquire a full range of analytical and reporting capabilities to help keep within budget and ensure operational efficiency
- Worked with Oracle Partner Romsoft Ramnicu Valcea to establish efficient and safe hardware, software, and network solutions to monitor oil inventory and customers’ deliveries
- Reduced data errors and redundancy to ensure leadership has accurate and real time strategic information on clients and suppliers, in addition to the company’s financials (accounting), product logistics, and planning
- Controlled access to data and operations, based on each user’s specific responsibilities to ensure data security
- Completed the full implementation—definition, analysis, building, transition, and production—in just two years
- Reduced printing costs through online reporting
- Accelerated monthly accounting close by five to seven days per month, compared to the previous application
- Gained accurate view of current inventory, as incoming stocks of oil and other materials are now available in real time, instead of being updated weekly

“Working with Oracle Partner Terillium, we were able to fully deploy Oracle E-Business Suite Release 12 in just 13 weeks using Oracle Business Accelerators. We immediately saw measurable business results. The enterprise functionalities of the Oracle solution help support our organization today, and also provide the flexibility we need to support our future growth.”

— Glen Mayer, Vice President and Chief Operating Offer, Control Solutions, Inc.

Control Solutions, Inc. is an electronic design and manufacturing company that focuses on the military systems, commercial controls, and medical therapy applications markets. Founded in 1989, Control Solutions designed the first microprocessor-based direct current (DC) motor controller used in the scooter industry. The Control Solutions product line consists of DC motor controllers, user interfaces, and battery chargers.

Challenges

- Replace legacy systems to improve data visibility and provide a single, accurate view of all company financial information and supply chain activity
- Provide a scalable solution capable of accommodating immediate company growth and expansion into new markets
- Facilitate the introduction of work orders, routings, and time studies on the shop floor as part of change-management
- Integrate financial systems with operational systems, such as billing and procurement, to provide a single, accurate source of data for financial reporting
- Integrate the company’s product lifecycle management system with its new enterprise resource planning system to facilitate new product development and product revisions

Solutions

- Implemented Oracle E-Business Suite Release 12 applications to streamline and standardize business processes
- Used Oracle Business Accelerators to adopt best practices across the company’s operational and financial processes
- Worked with Oracle Partner Terillium to ensure a rapid implementation—completing the deployment in just 13 weeks
- Consolidated onto a single financial system—providing a real-time picture of company performance to management for effective decision making throughout the month
- Consolidated the subcontractor supply chain onto one system—improving the efficiency of planning and inventory control
- Enabled immediate detection of inaccuracies and flawed processes from the legacy inventory control system
- Automated previously manual process to improve data visibility and increase the speed and accuracy of planning and financial reporting
Corporate Travel Services S.A. de C.V. Improves Collections by 100% through Billing Processing System

“Oracle enabled us to extend our operations with a 100% Web application. Specifically, Oracle E-Business Suite Release 12 gives us the security we need for our 40 sales outlets. It lets us integrate our business units and suppliers, automate our billing, and bill online.”

— Pablo Alonso Ramos, IT Director, Corporate Travel Services S.A. de C.V.

Corporate Travel Services S.A. de C.V. (CTS), the most highly-capitalized Mexican travel agency, focuses on the corporate sector. Additionally, CTS is a wholesale vendor of travel packages that consolidates airline tickets for more than 700 agencies throughout Mexico. It has six offices in Mexico and one in Houston, Texas.

Challenges

• Implement a robust Web platform to consolidate the company’s airline ticket and travel package sales and streamline financial operations
• Manage sales commissions from airlines, shipping companies, hotels, and car rentals more efficiently
• Process various payment types, such as credit cards and cash in Mexican pesos, U.S. dollars, and Euros

Solutions

• Worked with Oracle Partner Interem to install Oracle E-Business Suite Release 12, integrating the ticketing and back office systems, optimizing collections, and enabling online billing for all tickets
• Completed financial closings within 10 to 15 days after the end of each month—a process that previously took two months—improving visibility into financial results
• Gained the ability to rapidly process various payment types and multiple currencies to accelerate invoice reconciliation
• Provided online sales and billing operations to 40 sales outlets through a Web interface, enabling CTS to integrate with providers, such as airlines, and improve the efficiency and visibility of its offerings
• Used Oracle Cash Management to integrate corporate credit cards sales with banking systems, facilitating the management of bank reconciliations, totaling 800 transactions per day
• Automated sales, preparing 3,000 invoices daily and aligning commissions and fees according to services sold, improving revenue and inventory management
• Leveraged Oracle Accounts Receivable to provide continuous information regarding collection status reducing the number of unpaid accounts and improving collection success by 100%
• Utilized Oracle Purchasing to improve purchase processes and documentation and to allocate expenses online—increasing internal purchasing cycle efficiency by 100%
Cortina Systems, Inc. Reduces Errors and Improves Efficiency with Oracle E-Business Suite Release 12

“Oracle E-Business Suite Release 12 has significantly enhanced our financial and inventory processes, reduced errors, and improved productivity.”
— John Livingston, Vice President of Operations, Cortina Systems, Inc.

Cortina Systems, Inc. is a leading supplier of intelligent communication solutions to the core, metro, access, enterprise and digital home network market segments. Cortina, a fabless semiconductor manufacturer, delivers a suite of more than 300 different products. Since it started operations in 2001, the company has invested US$150 million in research and development, and acquired four companies to drive its product offering growth.

Challenges

- Replace financial, order management, and inventory systems to increase efficiency and enable organizational growth in the expanding, but competitive communications solutions market
- Support new complexities associated with ever-increasing high-tech product lines, suppliers, customers, and processes

Solutions

- Implemented Oracle Financials, Oracle Order Management, Oracle Purchasing, and other Oracle E-Business Suite Release 12 modules to replace the company’s legacy systems
- Supported the company’s strategic expansion in the rapidly changing communications solutions market
- Enabled increase in the number of inventory transactions to hundreds per day, and ensured inventory accuracy
- Minimized errors, helping to streamline accounts payable/accounts receivable and financial closing processes
- Reduced order management inefficiencies, helping users to quickly process 70 new orders and about half as many change orders per day, and a backlog of 2,500 to 3,000 line items
- Eliminated manual processes for order acknowledgement, decreasing consumption of planner’s day by 30% to 40%
- Reduced errors in the complex inventory tracking process and transformed order scheduling, ensuring 100% on-time delivery
- Decreased non-value added tasks, enabling employees to spend more time on strategic activities like supplier management
- Improved productivity significantly, reducing the hours worked per employee and the planning team headcount by two
- Enhanced the integrity of the company’s reporting data
Country Road began operations as a niche women’s tailored shirt business in 1974. The company swiftly expanded its Australian and international business during the 1980s and 1990s and developed the Country Road superstore, which stocked four key product areas—women’s wear, menswear, accessories, and home ware.

In 2004, Country Road was relaunched, and the company expanded further, opening concessions in two major Australian department stores and introducing children’s and babies’ clothing. Headquartered in Melbourne, Country Road is now a significant market leader in the Australian retail and fashion industry. The company has 70 retail stores and 80 concession outlets in Australia and New Zealand, 25 stores in South Africa, and more than 2,500 employees worldwide.

In 2010, Country Road implemented Oracle Financials Release 12 to support its growing business. The company can now close its month-end accounts 50% faster and complete year-end processes in half the time. It also grew its revenue by 30% in FY2010–11.

“Oracle Financials Release 12 has enabled us to wholeheartedly embrace our ambitious growth strategy and support the company as it has expanded. We now have a highly stable, flexible, and scalable financial system that has automated many of our financial processes, shortened our month-end closures by 50%, and provided us with a variety of financial information, such as profitability by clothing division or store, that we didn’t have access to before.”

— David Thomas, Executive Director and Chief Financial Officer, Country Road

Country Road began operations as a niche women’s tailored shirt business in 1974. The company swiftly expanded its Australian and international business during the 1980s and 1990s and developed the Country Road superstore, which stocked four key product areas—women’s wear, menswear, accessories, and home ware.

In 2004, Country Road was relaunched, and the company expanded further, opening concessions in two major Australian department stores and introducing children’s and babies’ clothing.

Headquartered in Melbourne, Country Road is now a significant market leader in the Australian retail and fashion industry. The company has 70 retail stores and 80 concession outlets in Australia and New Zealand, 25 stores in South Africa, and more than 2,500 employees worldwide.

In 2010, Country Road implemented Oracle Financials Release 12 to support its growing business. The company can now close its month-end accounts 50% faster and complete year-end processes in half the time. It also grew its revenue by 30% in FY2010–11.

Company Growth Requires a Robust Financial System

As part of its expansion, in 2009 Country Road launched Trenery, a subsidiary clothing line for men and women, aimed at the over 40s segment. The company initially opened six Trenery stores across Australia, with plans for an additional seven in 2010–11, and another store in New Zealand. At the same time, it opened 16 new stores selling Country Road and Trenery clothes under the Woolworths brand in South Africa. Cape Town-based Woolworths is a majority shareholder in Country Road.

To support this level of growth, Country Road needed a robust, scalable system, capable of integrating financial information, such as sales and revenue from clothing, accessories, and children’s departments, from its stores in three countries.

“We were working with an old, legacy, financial system that had reached its end-of-life,” explained David Thomas, executive director and chief financial officer, Country Road. “The system was becoming very volatile and would literally crash halfway through vital accounting processes, like completing month-end revenue reports. It needed too many fixes to scale up to support our new Trenery brand and expansion in South Africa and New Zealand.”

Country Road also faced an increasing risk of losing significant business-critical information, such as data showing profitability by department store concession or stand-alone store in addition to invoices and purchase orders for clothing and home ware stock.
It relied on manual data entry and was unable to run ad-hoc financial reports, like month-to-date sales statistics.

To address these issues, Country Road decided to implement Oracle Financials Release 12.

“Oracle Financials has enabled us to wholeheartedly embrace our ambitious growth strategy and support the company as it has expanded,” said Thomas. “We now have a highly stable, flexible, and scalable financial system that has automated many of our financial processes, shortened our month-end closure period by 50%, and provided us with a variety of financial information, such as profitability by clothing division or store, that we didn’t have access to before.”

**Faster Month-End Processes**

Country Road is using Oracle General Ledger to consolidate financial information, such as sales figures, clothing line profitability, and costs and balances. By reducing the level of manual data entry required and automatically generating reports, such as sales and profitability by country, state, city, store, and clothing line, the company is able to close its month-end accounts 50% faster.

“Our main financial books are kept by our finance department in South Africa, but we consolidate Australian financial sales and profitability information here,” said Thomas. “With our legacy system, it took four days to complete our month-end processes, which was to the credit of our previous chief financial officer, as, prior to that, it could take up to take 10 days. Now, it only takes us two days. We are able to close on a Saturday and have all our sales and profitability results wrapped up by Tuesday.

“Oracle has also improved the accuracy and integrity of the data,” Thomas continued. “As there is less manual data entry required, the risk of human error is lower. Because we can generate much more detailed reports, showing the percentage of sales attributed to menswear in each store, for example, we are able to access sales statistics and information very quickly. This helps us make decisions, such as which clothing, accessories, or homeware product lines to expand and how to focus our marketing strategies.”

According to Thomas, the biggest benefit is the stability and reduced risk to the business. “The last system was so temperamental that we were always concerned we would lose half our financial reports halfway through the month-end process,” he said. “However, since the Oracle Financials implementation we haven’t had a single issue.

“In addition, our year-end processes used to be very stressful, with people working through the night to complete the books on time, but we’ve completed our FY2010–11 accounts and the process was very clean. We closed our books in half the time it previously took, and it was a far less stressful process.”
Increased Detail Supports Growth

Being able to generate a greater variety of financial reports has also enabled Country Road to look at sales and profitability statistics in much greater detail, such as women’s-wear profits versus menswear profits, which has helped the company better understand its costs and profitability to support its annual growth.

“We now have many more ways to look at levels of profitability,” said Thomas. “When we break down profitability by division, such as women’s wear or home ware, we get a much better understanding of our costs and cost drivers. We can cut and dice the numbers and see division breakdown by store or city. We just weren’t able to easily see that kind of detail before.

“The flexibility to choose a specific profit area, like stores or clothing lines, or whether to include overheads or not in the profit total, enables us to really understand where the company’s pain points and successes are, so we can challenge assumptions when deciding to place the focus for our growth and marketing initiatives,” he continued.

This visibility and increased level of detail in Oracle Financials reports has helped Country Road to grow its revenue by 30% in FY2010–11.

“We have gone through a lot of changes in the past few years, so having greater transparency and detail available, from store and product divisions, up to countrywide and companywide sales statistics, has really helped us deliver,” said Thomas. “Being able to access that level of detail quickly and give the right information to the right people at the right time enabled us to drive the business a lot harder and was really important towards achieving that result.”

Improved Visibility

Oracle Assets has enabled Country Road to better see fixed assets, such as computers and cash registers held at each of its 70 clothing and homeware stores and 80 outlets. The company is now able to monitor when assets are bought and when they need servicing or replacing.

“Keeping track of assets, such as cash registers and printers, ensures that equipment doesn’t break down and that we’re not spending more money than we need to on new or replacement assets or losing money through faulty equipment,” said Thomas. “Greater visibility on a day-to-day basis enables us to make better business decisions about where to spend our money and what to spend it on.”

Streamlined Cash Management

Country Road is using Oracle Cash Management to improve the transparency of its cash management figures and streamline cash management processes.
“Our cash management has been much better over the last year, and our cash position has improved,” said Thomas. “We finished FY2009–10 with a US$520,000 deficit; in FY2010–11, we closed with US$12.5 million surplus cash. This is partly the result of the greater transparency the cash management module has given us. Previously, our cash management processes were mainly manual, but now we have automated everything, our cash data is integrated and we can maintain proper, consolidated cash books.”

Completed Implementation in Record Time

With the help of Oracle Diamond Partner Capgemini, Country Road rolled out Oracle Financials with a very fast, 12-week turnaround time. Due to its flexibility, Oracle Financials could be easily integrated with Country Road’s existing merchandising software, and the implementation was completed just five months after Capgemini was engaged, representing the fastest ever deployment of an Oracle E-Business Suite Release 12 module.

“We certainly don’t know of anyone who has deployed a full suite of Oracle Financial modules in such a short period of time,” said Thomas. “Thanks to Capgemini, the implementation was on time and on budget, which was absolutely beyond my expectations.”

Challenges

• Implement a robust, scalable financial system capable of supporting rapid international growth and the launch of a new clothing line
• Integrate financial information, such as sales and revenue from clothing, accessories, and children’s departments, from stores in three countries
• Provide a highly stable, secure financial system that won’t crash part-way through financial processes, such as month-end reporting
• Replace manual data entry with automated financial processes, such as cash management, and improve the transparency of financial information
• Enable the finance team to produce ad-hoc financial reports, such as month-to-date statistics

Solutions

• Closed month-end accounts 50% faster by reducing the level of manual work and automatically generating reports, such as sales and profitability by country, state, city, store, and clothing line
• Helped the company grow its revenue 30% in FY2010–11 by providing management with detailed financial data that assisted with informed decision-making, such as which product lines to expand or how to focus marketing strategies
• Increased the company’s cash position from a deficit of US$520,000 in FY2009–10, to a cash surplus of US$12.5 million in FY2010–11 by improving the transparency of cash figures, maintaining consolidated cash books, and streamlining cash management
• Concluded year-end processes in half the time, without needing to work through the night
• Completed multiple closure periods without issue by increasing the financial system’s
  stability and reducing the risk of losing business-critical data, such as month-end financial
  reports
• Consolidated financial information, such as sales figures, clothing line profitability, and
  costs and balance data, in a single, integrated general ledger module
• Enhanced data accuracy and integrity by reducing manual data entry requirements and
  cutting the risk of human error
• Improved fixed assets management, so that equipment, such as computers and cash registers,
  is properly maintained without spending extra money on new or replacement assets
• Implemented Oracle Financials in just five months, representing the fastest ever
  deployment of an Oracle E-Business Suite Release 12 module

Why Oracle

After considering several other enterprise resource planning financial systems, Country Road
selected Oracle Financials Release 12 because it could easily integrate with the company’s
existing Oracle Retail Merchandising System. Country Road’s majority shareholder,
Woolworths South Africa, was also in the process of implementing the module, so Oracle
Financials would enable the two companies to easily share reports and consolidate financial
information.

“We wanted a financial module that would integrate easily with our existing merchandising
software and provide a scalable, integrated database for our sales and revenue information,”
said Thomas. “We were impressed by Oracle Financials’ flexible and robust nature and how
easy it was to integrate with our Oracle Retail Merchandising System and Oracle
Merchandise Financial Planning applications.

“In the end, the decision to implement Oracle Financials was an easy one.”

Implementation Process

Country Road and Capgemini began working together in March 2010 to define the project
scope and implementation roadmap, and adopt a phased approach to implementing Oracle
Financials Release 12. The rollout’s structured approach was created through Capgemini’s
DELIVER methodology, which combines iterative, agile, and waterfall techniques tailored
to Oracle implementations, and enables organizations to quickly realize deployment benefits
without compromising implementation quality.

“By placing four, full-time Oracle implementation specialists onsite, Capgemini fused its
depth sector, consulting, and technology expertise with Country Road’s in-house business and
finance skills,” said Dominic Del Giudice, sales director, Capgemini.
“We established a joint reporting structure that saw Country Road’s program manager and Capgemini’s project manager working hand-in-hand to achieve shared delivery timelines and work commitments.”

Capgemini began the implementation by leveraging its Accelerated Solutions Environment to fast-track delivery in time for the start of the new financial year in July. The implementation was then completed in three phases. Capgemini first deployed base financial processes, general ledger, accounts payable and receivable, cash management, and fixed assets modules. It then rolled out corporate reporting, budgeting and forecasting, payroll, and HR management, before finally deploying property management, recruitment, and training.

Capgemini also used its Rightshore® global delivery model to provide the expert skills required to deliver the ambitious project in the tight timeframe required. By combining on- and offshore consultants, Capgemini provided the technical object development, instance configuration, and testing and temporary hosting portions of the implementation offsite.

“We had a very aggressive implementation timeframe, but we were able to work with Capgemini to complete the implementation in record time,” said Thomas. “The whole implementation process has been absolutely stunning.”

The Oracle Financials implementation was completed on July 1, 2010. Country Road’s balances from the past three years were then transitioned from its legacy system into Oracle Financials Release 12, along with its current suppliers, customers, and fixed assets.

Partner

After a consultation period, Country Road selected Capgemini Australia as an innovative and collaborative partner to assist with the project. The company was impressed by Capgemini’s proven expertise working with large retail brands, as well as the local team’s willingness to work collaboratively with Country Road’s in-house IT and finance teams.

“Capgemini was happy to enter into a low-cost, fixed price contract with us, which helped limit the risk of working with such a tight implementation timeframe,” said Thomas. “Working on a fixed priced contract was so much more attractive because I could provide the CEO with a committed cost and manage the project based on the outcomes we set out in the tender document. I really liked the way Capgemini laid out the implementation process for us and was prepared to work offshore and overnight to get things done.”
Crescent Steel and Allied Products Ltd
Improves Decision-Making with Oracle E-Business Suite Release 12

“Oracle E-Business Suite Release 12 has provided senior managers, including our CEO, with real-time access to critical business information rather than reports compiled laboriously from two or more systems based on outdated information. — Muhammad Saad Thaniana, Chief Financial Officer, Crescent Steel and Allied Products Ltd

Based in Pakistan, Crescent Steel and Allied Products Ltd operates three business lines: steel pipe manufacturing and coating, cotton manufacturing, and investment and infrastructure development. Following the commencement of commercial production in 1987, the organization has grown to support 1,100 workers, including contractors, and is listed on all stock exchanges in Pakistan.

With multiple in-house and proprietary applications operating separately on several platforms, Crescent Steel staff had to pull data together manually from a variety of sources to produce reports. The time required to complete these reports often meant senior management had to make critical decisions based on outdated or varying information.

In February 2008, following a review of systems integration partners, Crescent Steel engaged PricewaterhouseCoopers to implement an enterprise resource planning system based on Oracle E-Business Suite Release 12 modules.

“We have integrated our various systems, improved information flows, given ourselves real-time access to crucial business information and started reducing the time required to produce month-end reports,” said Muhammad Saad Thaniana, chief financial officer at Crescent Steel.

Disparate Systems Multiply Workload

Over the years since its inception, Crescent Steel had developed several applications in-house and purchased a number of proprietary applications from vendors. With little or no integration between these systems, workers had to manually gather data from several sources to prepare reports to support management’s decision-making. This laborious process could take up to 12 days after the end of the month, compromising the timeliness of key decisions and seeing opportunities missed.

“As managers and staff, we were responsible for delivering sustainable growth through productive, strategic management,” said Thaniana. “We needed to be proactive rather than use our energies to generate reports based on information so old we could not make the right decision at the right time.”

In 2007, with market research completed, Crescent Steel used a business case to set out a range of objectives for a new system. These included: achieving full integration of disparate systems and databases, reducing costs through centralization, improving the flow of information, implementing online reporting, and cutting the time required to prepare month-end reports to five days.
Crescent Steel went live with Oracle Financials in July 2008 and has integrated its receivables, payables, cash management, fixed assets, and general ledger systems to enable senior managers to obtain a real-time, online view of the company’s financial status. “Previously, we prepared these reports weekly by extracting data from two different systems and invested a lot of time to get these done,” said Thaniana. “As well as better supporting management decision-making, we have improved our environmental performance by reducing the amount of paper used in reporting.

“We now have a single source of the truth from which all decisions can be made, rather than multiple versions in disparate systems.”

The organization then went live with the supply chain component of its implementation in November 2008, improving visibility of inventory and enabling it to reduce inventory holdings across the business. It is also able to monitor the performance of its buying department to see whether key processes such as management of purchasing requisitions can be made more efficient.

“Previously, we had no way of seeing how this department was operating,” said Thaniana. “Now, as we grow in confidence in our use of the system, we can devise key performance indicators that require the department to address any areas of inefficiency.”

With a new manufacturing system based on Oracle Discrete Manufacturing live from April 2009 and Oracle Projects deployed the following June, Crescent Steel can now achieve visibility into the status of jobs underway to meet customer orders. “We expect Oracle Order Management to further improve the visibility of every order,” said Thaniana.

“We can also now review our inventory of raw materials and integrate the results with supply chain planning and discrete manufacturing,” he added. “This provides additional planning tools to the manufacturing team that enable them to identify how much raw material is required to support customer demands and place a purchasing requisition in time to support rapid production and delivery.”

With Oracle Enterprise Asset Management implemented only in August 2009, Crescent Steel is still coming to grips with the efficiencies it can deliver. However, it expects to use the product to reduce the complexity and optimize the performance of its sizeable Oracle implementation. The organization is also planning to implement Oracle Discoverer as well as additional Oracle business intelligence modules to provide further dashboards and reporting.

Key Benefits:

- Enabled senior executives to access current financial information immediately online rather than wait for weekly reports compiled from two or more systems, which improved decision-making
- Removed the need to re-enter data one or more times into disparate systems
- Delivered a single version of the truth across the organization
- Ensured close monitoring of departments such as purchasing to identify inefficiencies and bottlenecks and adjust key performance indicators accordingly

Web-Based View of Financial Status

Crescent Steel went live with Oracle Financials in July 2008 and has integrated its receivables, payables, cash management, fixed assets, and general ledger systems to enable senior managers to obtain a real-time, online view of the company’s financial status. "Previously, we prepared these reports weekly by extracting data from two different systems and invested a lot of time to get these done," said Thaniana. "As well as better supporting management decision-making, we have improved our environmental performance by reducing the amount of paper used in reporting.

“We now have a single source of the truth from which all decisions can be made, rather than multiple versions in disparate systems.”

The organization then went live with the supply chain component of its implementation in November 2008, improving visibility of inventory and enabling it to reduce inventory holdings across the business. It is also able to monitor the performance of its buying department to see whether key processes such as management of purchasing requisitions can be made more efficient.

“Previously, we had no way of seeing how this department was operating,” said Thaniana. “Now, as we grow in confidence in our use of the system, we can devise key performance indicators that require the department to address any areas of inefficiency.”

With a new manufacturing system based on Oracle Discrete Manufacturing live from April 2009 and Oracle Projects deployed the following June, Crescent Steel can now achieve visibility into the status of jobs underway to meet customer orders. “We expect Oracle Order Management to further improve the visibility of every order,” said Thaniana.

“We can also now review our inventory of raw materials and integrate the results with supply chain planning and discrete manufacturing,” he added. “This provides additional planning tools to the manufacturing team that enable them to identify how much raw material is required to support customer demands and place a purchasing requisition in time to support rapid production and delivery.”

With Oracle Enterprise Asset Management implemented only in August 2009, Crescent Steel is still coming to grips with the efficiencies it can deliver. However, it expects to use the product to reduce the complexity and optimize the performance of its sizeable Oracle implementation. The organization is also planning to implement Oracle Discoverer as well as additional Oracle business intelligence modules to provide further dashboards and reporting.
Why Oracle?

An existing user of Oracle Database since the early 1990s, Crescent Steel already had a level of confidence that the vendor’s products could meet its business needs. When reviewing its options, the organization considered an SAP system as well as Oracle Applications.

“We based our final decision on several factors: the availability of technical support and qualified partners in Pakistan, a track record of successful implementations in the manufacturing sector in Pakistan, and the overall cost of the solution,” said Thaniana.

“Our assessment based on these criteria found that Oracle was superior to the alternative.”

Crescent Steel also applied strict criteria when selecting its implementation partner as it was well aware that the project’s success hinged on making the right decision.

These included: the partners’ professionalism and ability to operate in harmony with the Crescent Steel corporate culture; the number, skills and experience of consultants that would be assigned to the project and their understanding of its issues and challenges; and the quality of the consultants’ training in Oracle manufacturing and advanced supply chain systems.

Crescent Steel also wanted a partner that would train the organization’s staff in use of the products and systems.

“We looked at other implementers and we found that, overall, PricewaterhouseCoopers had more experience in delivering this type of project,” said Thaniana.

Implementation Process

Implementation of the Oracle system commenced in February 2008 and was completed in August 2009.

PricewaterhouseCoopers undertook an extensive process of determining and documenting user requirements and ensuring they were reflected in the system customization. A gap analysis project helped guarantee that nothing was omitted. A rigorous testing program made sure the system would operate smoothly during production, with the PricewaterhouseCoopers consultants’ expertise ensuring troubleshooting was performed quickly and efficiently.

PricewaterhouseCoopers also delivered an extensive program to transfer the skills of its consulting team in Oracle products across to Crescent Steel staff. “This included training sessions, handouts, and on-the-job training,” said Thaniana. “They were very good at taking our people along with them throughout the process, and overall, their implementation and processes were best-in-class.”

Based in Pakistan, Crescent Steel and Allied Products Ltd operates three business lines: steel pipe manufacturing and coating, cotton manufacturing, and investment and infrastructure development.
Cummins Power Generation Inc. Cuts Cycle Time by 58% with Warehouse Management System

“Working with Infosys, we were able to deliver the project on time and on budget. This was a very significant accomplishment considering the size and complexity of the project. We are well on our way to achieve our goals as Oracle Warehouse Management helps us to increase the velocity of our supply chain and manage growth.”

— Mark Rangitch, Director of Operations and Project Sponsor, Cummins Power Generation Inc.

As a worldwide provider of electrical generators and power generation systems, components and services in standby power, distributed power generation, as well as auxiliary power in mobile applications, Cummins Power Generation is focused on ensuring operational efficiency within each area of its business to offset shrinking margins and improve profitability and productivity.

Serving customers in approximately 190 countries and territories through a network of more than 500 company-owned and independent distributors and approximately 5,200 dealers, Cummins Power Generation aimed for significant profitable growth by leveraging its leadership position, global capabilities, and expansion into adjacent markets. It was imperative, however, that the company continue to enhance operational performance at its existing facilities across various geographies.

In light of these challenges, Cummins Power Generation deployed Oracle Warehouse Management, as part of its Oracle E-Business Suite Release 12 implementation to increase the velocity of its internal supply chain, manage growth, and consolidate local manufacturing systems across regions including China, Singapore, the United Kingdom, and the United States.

Scalable Warehouse Management Solution

Logistics and Manufacturing—which consists of more than 600 end users—represents a significant part of Cummins Power Generation’s workforce. As such, the company knew that if it could reduce costs, improve productivity, and streamline processes in this business area, it would realize a quick return on investment (ROI). Oracle Warehouse Management, therefore, became a crucial component of the company’s enterprise application initiative.

Cummins Power Generation needed a scalable warehouse management system (WMS) to maximize its labor utilization, space, and equipment investments. After evaluating another vendor’s solution, Cummins Power Generation decided to deploy Oracle Warehouse Management with the help of Infosys because the product integrated seamlessly with Cummins’ inventory, manufacturing, and shipping systems (Oracle E-Business Suite Release 12)—presenting a single source of truth across the entire supply chain.

Increased Inventory Accuracy

Cummins Power Generation uses Oracle Warehouse Management to help guide stockers through an optimum travel path and eliminate multiple trips through the warehouse. As a result, Cummins has reduced its receive-to-stock cycle significantly.
In addition, the company has started to process transactions at point of delivery as well as transactions at point of source. By doing so, Cummins was able to improve the tracking of material and inventory. Previously, Cummins’ assembly lines had diverse replenishment methods, making these processes very person-dependent and inconsistent across the enterprise. With Oracle E-Business Suite Release 12 and Oracle Warehouse Management, Cummins Power Generation was able to leverage industry best practices and reduce the number of unique replenishment processes from thirteen to six, resulting in faster order execution. In addition, the company found it challenging to efficiently trace small packages in large containers or pallets. With the Oracle solution, Cummins streamlined its shipping process and can now effectively and quickly track every small box and holding container.

Automated Capture and Exchange of Information

Cummins Power Generation outsourced its transportation planning and management to a third-party logistics provider (3PL) company. Prior to the Oracle E-Business Suite Release 12 implementation, integration with 3PL was not completely automated. Aligning itself to Cummins Power Generation’s vision of implementing automated paperless processes, Infosys helped implement Oracle Warehouse Management to capture key information, such as dimensions and weight information of gensets, radiators, and accessories, at the appropriate transactional points.

By automating data capture with Oracle Warehouse Management, Cummins has seamlessly interfaced the information required for 3PL, such as item, quantity, dimensions, ship date, and address. This complete and accurate data enables 3PL to effectively execute load planning. Importantly, Cummins has integrated 3PL’s consolidated and optimized shipment plans back to Oracle E-Business Suite Release 12 so it can efficiently create deliveries and trips per the shipment plan.

The solution—with its integration to 3PL helped in reducing its carbon footprint by utilizing full truck loads more often than previously utilized.

Challenges

- Ensure operational efficiency in each area of the business to offset shrinking margins in the power generation sector and improve productivity. Increase velocity of internal supply chain
- Consolidate local manufacturing systems across various regions, including China, Singapore, the United Kingdom, and the United States

Solutions

- Reduction in receive-to-stock cycle
- Reduced outbound order travel time, resulting in additional savings
- Increased inventory accuracy
Why Oracle

When it began its Oracle E-Business Suite Release 12 implementation, Cummins Power Generation was strongly inclined toward implementing a competing product as its primary warehouse management system.

Cummins Power Generation had the competing solution in a few of its other facilities, so the company had a large internal knowledge base and comfort level with the product. A similar integration solution was being considered for integration with Oracle E-Business Suite Release 12. However, Cummins reconsidered the solution after a workshop enabled the company to evaluate both Oracle Warehouse Management and the competing solution for its short-listed critical requirements. After learning more in the course of the workshop, Cummins was convinced that the Oracle solution would meet its needs.

Cummins Power Generation chose Oracle Warehouse Management for several reasons, including its truly integrated architecture. The Oracle solution offers highly flexible directed picking and put-away rules and integrates pull-based Kanban lean manufacturing processes to material planning. It also enables Cummins to cross-dock opportunities for back-ordered sales and replenishments.

Implementation Process

Cummins Power Generation engaged Infosys to implement an end-to-end warehouse management system, providing process improvements based on a package implementation approach and industry best practices. The company selected Infosys as the implementation partner to help analyze, design, and implement the Oracle solution to meet its business objectives.

Working with Cummins’ seven-person team and dedicated business users, Infosys completed the implementation on time and on budget in 13 months for the largest Cummins Power Generation plant in Fridley, Minnesota.

_Cummins Power Generation Inc. is a worldwide provider of electrical generators and power generation systems, components, and services in standby power, distributed power generation, as well as auxiliary power in mobile applications to meet the needs of a diversified customer base._
Daleel Petroleum Company LLC Achieves Substantial Efficiency Gains with Integrated Enterprise Resource Planning

“Oracle E-Business Suite Release 12 has enabled us to integrate and standardize our business processes. It has supported true business innovation and enabled us to strengthen Daleel Petroleum Company’s position in the global oil and gas marketplace.

— Atif Al-Siyabi, Project Manager, Daleel Petroleum Company LLC

Daleel Petroleum Company LLC, founded in 2002, is a joint venture company between Mazoon Petrogas SAOC and Mazoon Petrogas that is focused on hydrocarbon reserve exploration and production in concession area Block-5 which is located onshore in the Sultanate of Oman approximately 450 km southwest of Muscat.

After several years of using scattered information systems and numerous manual processes that were inefficient and error-prone, Daleel Petroleum Company wanted to automate, standardize, and align core business processes, including finance, purchasing, inventory, and human resources, with a comprehensive enterprise resource planning (ERP) system. Furthermore, the company needed to increase data security and data integrity.

Daleel Petroleum Company deployed Oracle E-Business Suite Release 12 to automate core business processes, introduce best practices, and reduce the time required to enter and process data. For example, managers now have fast and accurate online access to monthly management reports to enhance decision-making capabilities, and the system has automated material and service requisition approvals and supplier notifications to reduce manual errors. Further, the company can now easily meet audit requirements with enhanced drilled-down data access and paperless audit processes.

With Oracle E-Business Suite Release 12, Daleel Petroleum Company has substantially increased business performance and growth, and achieved a stronger position in the global oil and gas market.

Challenges

- Manage all functional areas including finance, purchasing, inventory, and human resources with a comprehensive ERP application that offers an industry-standard data model to effectively manage oilfield operations and overcome inefficient and error-prone manual processes linked to legacy applications
- Increase data security and integrity by applying roles and authorizations to more than 250 system users
- Automate and accelerate material and service requisition approval, including notification of concerned suppliers—such as drilling services or well construction—to save time and expenses and mitigate risks of delays in oil field exploration
- Integrate payroll and accounting processes, automate employee reimbursements, and make HR core functions such as leave applications, business trip requests, and claims forms available online
- Improve data traceability to streamline audit processes
Solutions

- Deployed Oracle E-Business Suite Release 12 to replace all legacy applications, integrating and streamlining business processes—such as reducing the time required for closing books by 10 days—eliminating redundant processes, achieving substantial efficiency gains across departments, and empowering the company to manage oilfield operations using integrated technical, operational, and financial data

- Automated and standardized core business processes according to oil and gas industry best practices, reducing the time required to enter and process data by an estimated 50% to support business growth

- Achieved end-to-end data security with Oracle’s role and function-based security model

- Enabled the company to rapidly produce accurate monthly management reports—such as budget versus actual, trial balances, operational cost performance against hydrocarbon production volumes, warehouse summary, and supplier aging—and made them available online to managers to strengthen their decision-making capabilities

- Saved time and reduced costs by automating material and service requisition approvals, such as drilling waste management and pipeline commissioning, as well as notifying relevant suppliers—based on events which match predefined rules—without human intervention while mitigating the risk of delays in oil field exploration

- Established full control of suppliers’ invoices by automatically matching all invoice positions with receipts for goods and services, significantly reducing invoicing errors and achieving faster supplier invoice processing

- Automated HR core functions with Oracle Human Resources—such as approving or denying leave requests based on business needs—making reimbursements, appraisals, business trips, and other claims available online, which provides employees with convenient and easy to use self-service tools, and increases HR management efficiency

- Made it easy to comply with audits, since full data drill down is available from the general ledger to the sub-ledger source, and achieved a paperless audit process

- Leveraged Oracle Payroll’s integration with Oracle Financials to automate overtime calculations and employee reimbursements, freeing accounting staff for analytical tasks—such as contract performance management and supplier management

- Resolved technical issues—such as patches, fixes, and updates—immediately with 24/7 support from My Oracle Support

Why Oracle

“We evaluated local ERP solutions, but chose Oracle E-Business Suite Release 12 because of its user-friendliness and well known capacity to standardize and integrate business processes to make them more efficient. Further Oracle EBS’s strength in financials has helped us substantially accelerate period-end closing and easily configure any customized report.”
The role- and function-based security model has provided us with the highest data security ever, and we appreciate the great support service which is available 24/7,” said Atif Al-Siyabi, project manager, Daleel Petroleum Company LLC.

Partner

“Oracle partner Wipro Limited successfully implemented Oracle E-Business Suite Release 12 in September 2010. The project took about six months, and the partner ensured it was completed on time and within the scheduled budget. It was a pleasure to work with Wipro,” said Atif Al-Siyabi, project manager, Daleel Petroleum Company LLC.
Depa Ltd. Standardizes Human Resources across 19 Business Units around the Globe

“Standardizing human resource management across many international locations with Oracle E-Business Suite Release 12 Human Resources helps us invest in our employees, giving a distinct competitive advantage in the luxury furnishings market and strengthening our preparations for economic recovery.”
— Mr. Ali Katkhada, Group IT Director, Depa Ltd.

Depa Ltd. specializes in the turnkey preparation and furnishing of five-to-seven-star luxury hotels, yachts, apartments, and other private and public facilities in Dubai and around the globe. The business has grown throughout Europe, Africa, Asia, and the Middle East, building associations with international suppliers and manufacturers as well as using its own in-house manufacturing facilities. Depa’s key values include investment in employees through training and development, business education, and encouragement of personal and professional growth.

Challenges

- Replace an assortment of country-specific, spreadsheet-based human resources (HR) systems with a standardized system to support the global business
- Establish a standard set of policies to drive HR functionality
- Streamline and standardize management of furnishings and manufacturing workforce dispersed across three continents
- Provide consistent global visibility of staff for senior managers
- Improve recruitment cycle, reduce churn, identify and reward valued staff with relevant training for career advancement
- Reduce staff overhead and printing costs
- Streamline administration of retirement process

Solutions

- Deployed Oracle Human Resources Release 12 in 19 countries to manage a total of 31 payrolls for the company’s branches and subsidiaries
- Standardized HR in line with company employee investment philosophy by utilizing the localization features in Oracle ensuring complete, open and integrated HR in every region
- Initiated self-service HR in remote areas to complete 100% of timesheets, reducing printing costs
- Automated retirement final assessment with Oracle Self-Service Human Resources
- Built solid HR foundation for future deployment of Oracle E-Business Suite applications in new acquisitions
- Achieved a smooth implementation using Oracle Partner Wipro Technologies’ global delivery platform
Digital Cinema Media Cuts Implementation Time 75% and Configuration Costs 33%; Set for ROI in 18 Months

“Using Oracle Business Accelerators decreased system delivery time, cut implementation and support costs, accelerated user adoption, and delivered immediate value. It is a fantastic suite of tools that should be considered by any business engaged in implementing or re-implementing Oracle applications.”
— Andrew Tolmie, Business Systems Analyst, Digital Cinema Media

Digital Cinema Media (DCM), a 50-50 joint venture between Cine world Group and Odeon Cinemas, is the market leader in UK cinema advertising. DCM enjoys a majority share of all the cinema screens in the United Kingdom, including 3-D.

Challenges

• Replace legacy Oracle E-Business Suite applications inherited from Carlton Screen Advertising with Release 12 to benefit from streamlined, best-practice financial and purchasing processes and meet advertising and media industry-specific requirements
• Pre-configure applications and business flows to DCM’s specific needs and integrate with third-party tools to ensure rapid time to value and reduced IT support overhead
• Complete implementation and go live in 30 days to reduce business disruption and risk and to minimize capital outlay

Solutions

• Chose Oracle Business Accelerators for Oracle E-Business Suite, a set of easy-to-use, rapid implementation tools with automated, customizable, set-up and configuration capabilities, delivered by Oracle Platinum Partner Capgemini
• Used Oracle’s specialized fact-finding and requirements gathering questionnaires to relate and map cinema industry processes, to standard Oracle E-Business Suite functionality
• Reduced configuration time and process flow set up by an estimated 33% using Oracle’s videos and demo scripts
• Implemented Oracle E-Business Suite in 30 days instead of the 120 to 180 days normally required for a project of this scope
• Built a streamlined, simplified business model with end-to-end integrated processes to support DCM’s current and future needs
• Benefited from Oracle’s comprehensive system documentation and user manuals to be self-sufficient in support and training
• Used advanced functionality in Oracle E-Business Suite Release 12 to simplify month-end reconciliation and reporting
• Used auto-invoicing capabilities in Release 12 to interface with client systems, cut collection times, and improve cash flow
• Gained immediate value from the upgrade and is tracking to achieve 100% return on investment in 18 months
Dongjin Semichem Co., Ltd Saves More Than US$850,000 in Operating Costs, Gains Integrated, Global Platform for Business Expansion

“Oracle E-Business Suite Release 12 is an integrated, cost-effective, and flexible system that will support our plan to become a global leader in the fine chemical industry.”
— Bae Byung-Gon, Executive Managing Director, President Office, Dongjin Semichem Co., Ltd

Established in 1967, Dongjin Semichem Co., Ltd manufactures semiconductors, foaming agents, and electronic materials for flat panel displays. Dongjin Semichem is the only company in Korea that specializes in manufacturing electronic materials and is a leader in the global industry due to its technical expertise. The company has strengthened Korea’s competitiveness by localizing core technologies in the field of electronics and exporting goods to the rest of the world.

Dongjin Semichem plans to expand into new areas by developing materials for alternative energy sources, such as fuel cells and solar batteries. As a result, it realized a need to upgrade to Oracle E-Business Suite Release 12 to meet International Financial Reporting Standards (IFRS) and to consolidate various applications on a single global instance across the organization.

Challenges

- Integrate financial transaction data generated by four offices and three manufacturing plants in Korea and overseas facilities in China, Indonesia, and Taiwan to comply with new IFRS
- Deploy an enterprise resource planning (ERP) system to support plans to develop alternative energy products, such as fuel cells and solar batteries, to increase revenue
- Fulfill the company’s vision to speed up business processes and strengthen its overseas operations
- Provide a single, global ERP system, so users in local and overseas manufacturing plants can compile and monitor financial, purchasing, manufacturing, and shipment data in real time, rather than collecting information from separate systems
- Reduce monthly accounting work by eliminating manual entry of purchase and sales orders, also lowering the risk of human error
- Remove the need for supervisors to manually check and stamp each electronic financial statement, reducing the risk that statements will be lost during the delivery from branch offices to headquarters
- Eliminate staff having to compile branches’ financial data, so this information can be accessed quickly for executive decision-making

Solutions

- Saved US$879,434 (KRW1 billion) in annual operating costs, such as for maintaining hardware and software, by providing a single global information management system that enables staff to access financial and business data in real time
• Reduced the time to settle monthly accounts for the whole group from 14 days to 7 days using an electronic statement system

• Encouraged account transactions to be settled faster by requiring receipt of payment to be issued within three days

• Complied with IFRS for Korea by designing an integrated chart of accounts, ensuring logbooks conform with requirements and establishing a consolidated disclosure system that enabled releasing timely financial statements

• Expected to increase total annual revenue to more than US$879 million (KRW 1 trillion) by 2013

• Allowed executives to access data, such as production and sales in real time, using a global executive information system, which enhanced the decision-making process by facilitating faster responses to the changing business environment

• Improved job satisfaction for plant staff in China, Indonesia, and Taiwan by providing a globally integrated ERP system that supports multiple languages

• Enabled headquarters to check overseas plants’ financial data in real time, without additional processing or reporting, by automatically converting purchasing and sales-related data from a foreign currency to South Korean won

• Improved business processes by automatically linking a purchase order with a sales order from each branch and providing indicators for daily account settlements

• Saved time by implementing an electronic approval system that makes it easier for executives to authorize purchases, such as raw materials

• Reduced the time for receiving statements from each branch and the risk of data errors caused by loss of financial statements that occurred with the previous manual process

• Increased profitability and improved cost management by more accurately calculating the differences between standard and actual costs of raw materials

• Improved customer satisfaction by upgrading manufacturing execution, quality control, and barcode systems to create an integrated quality management platform that monitors purchase, production, and shipment processes in real time

Why Oracle

Dongjin Semichem began using Oracle E-Business Suite at its Seoul headquarters in 2001. It has since rolled out the system to its offices and plants in China, Indonesia, and Taiwan.

“Oracle E-Business Suite is an integrated system with an intuitive and flexible interface, so we didn’t hesitate to upgrade to the latest version to meet new regulations and prepare for further growth,” said Bae Byung-Gon, executive managing director, president office, Dongjin Semichem Co., Ltd.
In 2009, Dongjin Semichem decided to upgrade the system to Oracle E-Business Suite Release 12, following analysis of the company’s existing business environment, challenges, and requirements.

The company initially deployed Oracle E-Business Suite Release 12 at its Seoul headquarters in October 2010. The system was then rolled out at the Dongjin Display Material division and plants in China and Taiwan.

Oracle E-Business Suite Release 12 will be implemented at plants in China and Indonesia by August 2012.

Advice from Dongjin Semichem

- Analyze the existing business environment, challenges, and requirements before implementing the system to drive the project plan, and maximize the benefits gained from the solution
- Set a corporate vision and mid- to long-term goals, which can be incorporated into the implementation process, so the system reflects business values
Founded in 1999, Doosan Engine specializes in manufacturing large diesel engines for power plants and the marine industry. The company is headquartered in Seoul and has more than 20 sales and after-sales offices and sites, worldwide. It is currently the second-largest manufacturer of marine engines in the world.

To ensure global competitiveness for quality, price, and on-time delivery, and enable the company to diversify its business portfolio, Doosan Engine implemented an integrated enterprise resource planning (ERP) system, which it called “DOOPIA”. Based on Oracle E-Business Suite Release 12 and Oracle’s Siebel Customer Relationship Management (Siebel CRM), DOOPIA integrated processes and systems from eight operational areas, establishing a market intelligence framework and management system that helps the company respond quickly to changes in the marine-engine marketplace.

The ERP system has improved the visibility of the entire diesel engine manufacturing process; enhanced management decision-making; reduced the time to aggregate sales revenue, costs, and total finance by three days; and it has strengthened the company’s competitiveness in a challenging diesel-engine market.

“We chose Oracle E-Business Suite Release 12 and Oracle’s Siebel CRM as they were more flexible and compatible than the other products we reviewed. We have reduced the time to complete sales settlement tasks by three days, and improved the efficiency and transparency of our ERP data and processes to enhance our cost competitiveness in the global, marine-engine market.”

— Park Seek-won, Managing Director, Strategic Innovation Division, Doosan Engine

Competitive Market Requires ERP Improvement

To secure global competitiveness in the extremely challenging marine-engine market, Doosan Engine wanted to develop strategic partnerships with offshore ship owners and shipyards, and to significantly increase its presence in the emerging markets of Brazil and Russia. It also wanted to diversify its business portfolio by undertaking new projects.

“To respond successfully to changes in the marine-engine market and ensure company growth, we needed a comprehensive management system to track our confirmed and unconfirmed projects,” said Park Seok-won, managing director, strategic innovation division, Doosan Engine. “We wanted to monitor the accuracy of customer order and sales processes for each potential project being supervised by the sales department, assess the attractiveness of the company as a supplier, and manage the manufacturing risks of contract changes to confirmed projects.”

Doosan Engine wanted to achieve its corporate vision for world-class competitiveness in quality, price, and on-time delivery. To do this, the company had to strengthen its cost competitiveness by establishing business strategies based on prices requested by clients, market prices, and manufacturing costs. It also wanted to record and analyze information on its clients, competitors, and the marine-engine sector, so it could better assess market fluctuations, maintain its current client base, and attract new customers.
In addition, to meet delivery schedules and achieve its target profit ratio for each engine manufacturing project, Doosan Engine needed to record basic information about its production activities and staff, monitor the project’s progress, and establish project cash flow plans.

“We wanted to generate data about raw costs so we could set our profit and loss targets, establish new investment plans, support the executive decision-making process for new projects, and identify any risks arising from the company's financial situation in advance,” said Park.

**Increased Visibility Enables Real-Time Response to Market Changes**

Using integrated modules from Oracle E-Business Suite Release 12 and Siebel CRM to develop its DOOPIA ERP system, Doosan Engine combined processes and systems from eight operational areas, including business management, customer orders and sales, procurement and materials, manufacturing, technology, raw costs, quality control, and finance.

The company has increased the visibility of its entire sales and manufacturing workflow—from bidding for customer orders and sales, purchasing raw materials, manufacturing diesel engines, and delivering the completed product to the customer. Its staff can now more easily identify the required steps and status of each sales and manufacturing task, and what they need to do next.

DOOPIA has also enhanced its marketing abilities, as staff can now decide which marketing activities will be most beneficial, based on the status of each identified sales and manufacturing task.

“The integrated Oracle E-Business Suite and Siebel CRM system has provided us with a market intelligence framework that will enable us to respond to changes in the diesel-engine market in real time and maximize the value of our business by improving interaction with our customers,” said Park.

**Reduced Time to Verify Statements and Calculate Final Settlements by up to 3 days**

The Oracle-based DOOPIA system has increased the efficiency of Doosan Engine’s accounting tasks by enabling it to automatically generate financial statements and supporting documents, such as sales and deposit statements (which enable staff to see the date, purpose, and use of each financial entry).

The accounting team now expects to complete these statement verification tasks two days after a completed delivery.

The team can also use the ERP system to aggregate project expenses one day after a sale and calculate sales revenue, sales cost, and final individual settlements two days after a delivery, rather than taking five days.
This enhances probability management of account settlement tasks, enabling managers to calculate amounts for expected payables and receivables, and improving their understanding of the company's financial situation.

In addition, the Oracle-based DOOPIA system enables senior managers to check budget-management information in real time, such as manufacturing costs for a new ship building materials. This helps the company to make more accurate decisions by determining if the new project is making a profit, or if it needs to be further modified to prevent losses.

The system also prevents mixing up various accounting tasks by accurately identifying items that should be treated as assets or expenditures.

**Improved Data Visibility and Accuracy in Analyzing Company Profit**

The Oracle-based DOOPIA ERP system has increased the accuracy of the company's sales, customer order, and manufacturing processes. The company has improved the visibility of potential diesel-engine production projects supervised by the sales department, and can now assess its attractiveness as a supplier. It can also manage the risks of contract changes to confirmed projects.

“We have established a systematic, order-management framework that divides each project into six phases, depending on the features of each phase,” said Park. “This allows us to objectively evaluate internal and external factors affecting the probability of winning a particular order, and determine the profit the company will achieve if we win it.”

The company can also more easily share important changes to its customer contracts—such as changes to the delivery date or contract cancellations—with senior managers and relevant manufacturing and production departments. This helps managers respond quickly and efficiently to delays or errors that may hinder the process of receiving, fulfilling, and delivering orders.

**Standardizing Engine Parts Ensures Accurate Bills of Materials**

In August 2009, Doosan Engine began standardizing information about approximately 480,000 engine parts to ensure its manufacturing bills of materials (BOM) were accurate, enterprisewide.

Using the Oracle-based DOOPIA system, the company now maintains a one-code-per-item policy. This ensures the unit price and raw costs of each part are consistent across departments by removing redundant items in similar categories.

“Staff in each department, including departments that handle quotations and production planning, purchase orders, production runs, deliveries, and profitability analyses can now share item information, based on uniform standards,” said Park. “Our BOM system also uses computer-aided design data to create new BOMs automatically from the engine blueprints. Staff can modify designs, and therefore new blueprints and BOMs, using engineering change request and engineering change-order functions.”
“By sharing engine design, blueprints, and BOM data, enterprisewide, we have enhanced data compatibility, eliminated errors, increased accuracy, and unified design and production tasks,” he said.

The DOOPIA system has also enabled Doosan Engine to generate two separate operational BOMs: E-BOM for product design and P-BOM for production, purchasing, and cost management. This has increased compatibility between the two BOMs’ disparate structures; enabled staff to generate accurate E-BOMs, based on international standards, available materials, and components required for each project; and ensured costs standards, structure, and process information is properly managed.

Simplified and Transparent Purchasing Processes
Doosan Engine used Oracle Inventory Management and Oracle Purchasing to establish a purchasing framework and support system that simplifies purchasing tasks.

“The framework has simplified some of our key, engine-production-purchasing processes, including purchasing request acceptances (which enable staff to decide which engine best meets a customer’s needs), annual blanket purchase agreement registrations (contract process, where customers determine the quantity and price of engines), ordering, warehousing, issuance, and associated account payables issuing tasks,” said Park.

“We also now provide onsite production staff with access to online product catalogs to encourage them to choose materials they need personally and send the order directly to the purchasing team.”

Doosan Engine has improved the transparency of its purchasing processes by using the Oracle-based DOOPIA system to analyze quotes and bids from various raw material suppliers, rather than completing them manually.

Purchase orders are also now automatically issued and sent to suppliers, and this has further simplified purchasing tasks and enabled Doosan Engine to receive orders and record the items in its warehouse and inventory lists on the same day it requests them.

In addition, Doosan Engine has standardized its purchasing costs by setting standard costs, budgeted costs, and forecasted costs across the company.

“We have standardized the management of our unit purchase price information, which is used to calculate material costs when issuing purchase orders,” said Park. “We can now better budget costs and forecast profit and loss, and respond appropriately to changes in the market or fluctuations of raw material costs. We have also reduced the amount of manual work for purchasing staff and lowered the risk of human error.”

Analyzed Historical Data to Attract New Clients
In the midst of a global recession that caused a rapid decline in the shipbuilding market and extremely high competition between engine manufacturers, Doosan Engine had to ensure it maintained its existing customers and attracted new ones.
The company is using Siebel CRM to systematically register, manage, and analyze historical information about its customers, competitors, and the market.

The new system also allows its staff to screen appropriate and useful business information, such as the profitability of new ship building materials, and analyzes the collected data to formulate corporate strategies and to attract new clients.

Siebel Quality Management is used to link e-mail accounts with the ERP system, which automatically saves all claim-related e-mails in the ERP system the moment they are sent or received, such as a customer requesting a replacement item. The claims-handling process can be checked at a glance even when supervisors are absent, allowing the company to quickly and accurately assess the claim and respond to the customer in a timely manner. This has increased customer satisfaction.

Challenges

* Secure competitiveness in the marine-engine market, by developing strategic partnerships with offshore ship owners and shipyards in markets like Brazil and Russia
* Diversify portfolio by undertaking new business projects
* Strengthen cost competitiveness by establishing business strategies and plans based on prices requested by clients, the market price, and manufacturing costs
* Systematically record and analyze historical information about the marine engine sector, clients, and competitors, to accurately assess the market and attract new customers
* Ensure delivery dates agreed with clients are met and the target profit ratio for each project is achieved
* Better manage sales settlement tasks in each department to ensure settlement is completed within the specified timeframe
* Improve the transparency and reliability of financial information, to meet IFRS regulations
* Address inefficiencies in purchasing processes to ensure stock is verified in real-time and not purchased multiple times

Solutions

* Aggregated project expenses in one day after a sale and calculated sales revenues, costs, and final settlements as expected, in two days after a delivery, rather than five days
* Completed statement verification tasks two days after a completed delivery
* Enhanced the probability management of account settlement tasks, improving managers’ understanding of expected payables and receivables and the company’s financial position
* Enhanced customer satisfaction by enabling staff to quickly and accurately assess customer claims for a replacement product rather than waiting for supervision
• Helped managers to respond quickly and efficiently to delays or errors that may hinder order processes and delivery times by sharing important changes to customer contracts with relevant manufacturing and production departments
• Improved estimates of cost calculations and forecasts for profit and loss by standardizing the management of unit purchase price information for calculating material costs
• Increased visibility of the entire sales and manufacturing workflow, enabling staff to more easily identify the required steps and status of each task and what they need to do next
• Enhanced marketing abilities by enabling staff to decide which marketing activities will be most beneficial based on the identified status of sales and manufacturing tasks
• Enabled staff to objectively evaluate internal and external factors affecting the probability of winning a particular order and determine the profit the company will achieve if it succeeds
• Developed a market intelligence framework that quickly screens appropriate and useful information, and analyzes the collected data to formulate corporate strategies and to attract new clients
• Responded to changes in the market and fluctuations of raw material costs in real time to help ensure competitiveness and win new customers
• Ensured the unit price and raw costs of about 480,000 engine parts are consistent across departments by implementing one-code per item policy and removing redundant items in similar categories
• Enhanced BOM data compatibility and the accuracy of design and production tasks, by sharing engine design, blueprints, and BOM data, enterprisewide
• Enabled staff to generate accurate E-BOMs based on international standards, available materials, and components needed for each project, and ensured cost standards and process information is properly managed
• Improved the transparency of purchasing processes by checking quotes and bids from various suppliers online, rather than completing them manually
• Received and warehoused ordered items on the same day they were requested, by automatically issuing and sending purchase orders to suppliers

Why Oracle
Doosan Engine reviewed a number of ERP solutions with a view to enhancing the visibility and transparency of the company’s raw material costs and finances, and advancing its operational capabilities.

The company considered the various applications’ flexibility and compatibility with its existing systems. It chose Oracle E-Business Suite and Oracle Siebel CRM, as it felt the products were more flexible and open to customization than the others it considered.
Implementation Process

Doosan Engine decided to implement a new, integrated ERP system in June 2009. After forming a master plan and standardizing information about approximately 480,000 engine parts, the company purchased Oracle E-Business Suite Release 12 and Oracle Siebel CRM in September 2009.

Doosan Engine analyzed its existing IT environment’s ability to carry out key tasks and established enterprisewide operating standards. It then began implementing its Oracle-based DOOPIA ERP system in March 2011. Throughout the project, the company held user training sessions for employees from across the company and collaborating firms to ensure a stable go-live. It also distributed enterprise operational standards and user manuals during the implementation.

The ERP system went live in January 2012.

Advice from Doosan Engine

• To build a system that will achieve your business values and improve your corporate competitiveness, you will need a carefully-planned project with clearly-defined key tasks and detailed implementation plans for individual components

• By providing staff and partners with continuous system education training sessions, you will be able to modernize processes across the entire organization

Partner

Doosan Engine engaged Oracle partner A.T. Kearney in 2009 to support its ERP system implementation. A.T. Kearney helped Doosan Engine set targets and establish detailed implementation plans for individual challenges.

“A.T. Kearney’s team successfully supported our ERP system implementation project, growing alongside us and gaining valuable experience and our trust in the process,” said Park.
**Oracle Customer:**
**DP World Asia Ltd**
Hong Kong
www.dpworld.com

**Industry:**
Travel and Transportation

**Annual Revenue:**
US$2.8 Billion

**Employees:**
30,000

**Oracle Products & Services:**
- Oracle E-Business Suite R12
- Oracle Advanced Customer Services
- Oracle Financials
- Oracle Inventory Management
- Oracle Purchasing
- Oracle Essbase
- Oracle Discoverer
- Oracle Database

---

**DP World Asia Ltd Enables Key System Upgrade On Time and Within Budget**

“We are happy with the service provided by Oracle Advanced Customer Services—they were very professional and worked together with DPW as one team.”

— Hannah Hung, Senior Project Manager, Information Technology, Asia-Pacific Region, DP World Asia Ltd

DP World is one of the world’s largest marine terminal operators, with 49 terminals and 12 new developments across 31 countries. In 2009, the organization handled more than 25.6 million twenty-foot equivalent units (TEU) from the Americas to Asia. Over the next 10 years, DP World expects to grow its annual capacity to 95 million TEUs. In Hong Kong, DP World Asia Ltd. is providing shared services to support Oracle financial systems at the corporate level and at other DP World locations.

**Challenges**

- Upgrade to Oracle E-Business Suite R12 to ensure continued support and take advantage of new features
- Minimize interference to the company’s 24-hour cargo transportation business during the upgrade
- Consolidate financial data across multiple regions for reporting

**Solutions**

- Completed the upgrade on time and on budget by engaging Oracle Advanced Customer Services to automate the consolidation of financial data from several sources globally, transfer support and management skills to DP World’s in-house IT team, manage currency translations, and undertake data cleansing
- Gained an individual set of books for each subsidiary to facilitate faster month-end reporting in local currency
- Gained the ability to patch systems and undertake database cloning, backup, and restoration in the upgraded Oracle Database 10g without calling on external technical help
- Transferred the latest technical skills to DP World’s IT team
- Resolved technical queries—such as consolidation and translation of financial data—quickly and to the satisfaction of DP World
- Cleansed outdated and legacy data such as old account codes and redundant business units
Dubai Bank Investment in Automation Pays Dividends with Optimized HR, Payroll, and Payment Processing

“Although the bank wasn’t specifically targeting ROI with this Oracle E-Business Suite implementation, these applications have boosted the productivity and morale of staff through greater efficiency and the welcome automation of cumbersome financial reporting.”
— Faizal Eledath, Chief Information Officer, Dubai Bank

Since September 2002, Dubai Bank’s aim has been to deliver “Islamic Banking for the 21st Century”. It challenges traditional banking practices by placing service, transparency, and convenience at the forefront of its operations. The bank offers modern, relevant banking products that meet current demands while fitting comfortably with the Islamic way of life. It introduced new products and services to the market, becoming a Shari’a-compliant ethical financial institution in 2007.

Challenges

• Find a human resources (HR) solution tried and tested in the Middle East region, capable of close integration with Shari’a compliant financial products suited to a banking environment
• Improve the productivity of the HR team through automation
• Make HR processes a more pleasant experience for bank staff
• Reorganize finance structures and provide greater visibility and control through more timely accounting processes
• Distribute burden of financial workflows across the whole bank, eliminating paperwork and burden on staff. Streamline payroll and alleviate burden on finance department

Solutions

• Partnered with IT solutions specialist Inatech to deploy Oracle E-Business Suite to ensure tight integration between HR, finance, payroll and recruitment, delivering strategic business value through uniform adoption across bank departments, reduced IT costs and increased productivity
• Used Oracle Self-Service Human Resources to boost HR team productivity, enabling just six staff members to manage 600 employees across a Shari’a-compliant financial institution
• Eliminated manually intensive HR paper-trail, streamlining workflows and saving time for department heads and managers
• Implemented Oracle Financials to automate financial processes and improve accounting team productivity, enabling a staff of four to manage operations to meet ethical banking standards
• Deployed Oracle iRecruitment to manage every phase of hiring professionals skilled appropriately for Middle East banking
• Reduced turnaround time of purchase orders by 50% by decentralizing and automating workflows, relieving bottlenecks
• Changed financial policies with Oracle Payroll, replacing an arduous three-day task with tightly controlled, automatic payroll and self-service salary statements
Dubai World Gains Business Agility, Mitigates Risks, and Reduces Costs with Eco-Friendly, Semivirtual Data Centers

“It costs less to migrate to a new system than to maintain end-of-life hardware. Upgrading our Oracle stack on commodity servers using Oracle VM and Oracle Linux provided us with a cost-effective infrastructure that will increase productivity, mitigate risks, and reduce total cost of ownership. And remarkably, we did the entire upgrade and migration without interrupting business at any time or making changes to existing setups and configurations.”

— Premjit Nair, Principal Infrastructure Architect, Dubai World

Dubai World is the investment holding company of the Government of Dubai, a key contributor to the economic future of the Emirate of Dubai. The company focuses on strategic growth areas, such as industrial parks and special economic zones, dry dock shipyards and marine terminal operations, urban development projects, and diversified investments.

Challenges

- Reduce floor space, power consumption, and cooling requirements and introduce site-level switching capabilities for selected applications—a key requirement, as some important projects had to be postponed due to insufficient data center space and system capacities
- Reduce high support costs for out-of-warranty PA-RISC/EPIC-based HP systems, distributed across two geographically separated data centers by establishing an eco-friendly setup, based on commodity servers
- Establish cost-effective hosting with the capacity for new business projects in Dubai World’s data centers to support the creation of industrial parks and special economic zones, without exceeding the 10 racks already installed or increasing the data centers’ operational costs
- Leverage superior functionality from Dubai World’s Oracle software stack and ensure continued support level for business-critical applications by upgrading to Oracle E-Business Suite Release 12 and Oracle Database, Enterprise Edition 11g

Solutions

- Upgraded three instances of Oracle E-Business Suite Release 12—including the associated Oracle Database, Enterprise Edition; Oracle Discoverer; and Oracle Access Manager infrastructure—on Intel-based commodity servers, distributed across two sites, without affecting the existing setup
- Reduced hardware footprint, total cost of ownership, and risks by migrating approximately 100 PA-RISC/EPIC-based HP servers to 70 Intel-based commodity servers running Oracle Enterprise Linux—of which around 45 are virtual servers on Oracle VM
- Ensured much better performance and massive scalability by upgrading to an Oracle-certified software infrastructure with Oracle Premier Support
• Established eco-friendly data centers equipped with Intel-based commodity servers running on Oracle Linux and Oracle VM 3.1, occupying only one rack in each data center instead of the previous 10 racks—which reduces power consumption and cooling requirements by an estimated 50% and releases floor space and power capacity for other business projects without new investments

• Used Oracle Data Guard to optimize disaster recovery and ensure high availability for applications that monitor the emirate’s investments in industrial parks, marine terminal operations, and urban development projects

• Used the latest out-of-the-box performance and security features available in Oracle E-Business Suite Release 12 to avoid the need for customizations, such as for general ledger reconciliation reports, which took significant time and budget to build and maintain

• Added several processor cores to the infrastructure without increasing Oracle licensing costs, as Intel multicore processors come with an Oracle licensing processor factor of 0.5 instead of the Oracle licensing processor factor of 0.75, which is applied to older RISC/EPIC-based processors

• Eliminated customizations that addressed issues cited in previous audit reports with expanded Oracle E-Business Suite Release 12 functionality, such as export of Extensible Markup Language reports from Oracle EBS to Microsoft Excel or portable document format

• Ensured, with a reasonable investment, that Dubai World’s hardware and software infrastructure is on the latest technology and fully supported for the next three years, with a lower total cost of ownership than the previous HP-based solution and with substantially fewer risks

Why Oracle

“We adopted Oracle Linux and Oracle’s virtualization solution as a strategic choice to achieve the vision of bringing our applications, databases, operating systems, and virtualization technologies onto a proven and certified technology stack to enhance Dubai World’s operational excellence,” said Tareq Lootah, head of solution delivery and architecture, Dubai World. “The upgrades of our basic Oracle applications enabled us to deploy cost-effective Intel X86 servers and ensure stable margins.”

“Our migration to Oracle Linux and Oracle VM on Intel X86 platforms brought performance improvements and financial gains. It also ensured excellent support from a single vendor for quicker issue resolutions. We were able to increase the number of processor cores to meet additional processing power requirements without incurring more license costs,” said Srinivas Kalyan, senior infrastructure architect, Dubai World.
**Eaton Corporation** Increases Efficiency, Improves Management of Third-Party Manufacturing Suppliers

“By migrating our new business acquisition to Oracle E-Business Suite, we have greater visibility into the usage of the system for better inventory management. Moreover, we can now leverage the Eaton support and change management processes to further deploy best practices.”

— Balaji Ganesan, IT Manager, Vehicle Group Asia, Eaton Corporation

Eaton Corporation is a diversified power management company with customers in more than 150 countries. The company is a global leader in electrical components and systems for power quality, distribution, and control; hydraulics components, systems, and services for industrial and mobile equipment; aerospace fuel, hydraulics, and pneumatic systems for commercial and military use; and truck and automotive drivetrain and power train systems. In August 2008, Eaton acquired the engine valve business of a leading engine manufacturer in India.

**Challenges**

- Convert acquired system processes into Eaton’s standard procedures rapidly, with minimal impact on everyday business
- Ensure continuity of financial transactions and reporting during the migration to Eaton’s environment
- Make it easier for staff to track manufacturing work outsourced to third-party suppliers
- Minimize manual inventory and order management workload on staff to improve efficiency
- Take the opportunity to de customize components into standard Oracle functionality

**Solutions**

- Engaged Oracle Platinum Partner Tata Consultancy Services to implement a new financial and business management system based on Oracle E-Business Suite R12
- Improved efficiency by adopting standard Oracle workflows, simplifying purchasing and order management
- Allowed staff to trace all raw and semi finished goods, such as engine valves sent out to third-party suppliers for finishing
- Ensured compliance by enabling staff to track third-party jobs that exceed 180 days and pay the necessary duties
- Migrated acquired business to the Eaton global chart of accounts, ensuring ease of financial reporting
- Migrated customized financial reports from the acquired system to the Eaton system to ensure business continuity
Edifer Deploys New Enterprise Systems in Just 10 Weeks

Edifer is one of the largest Portuguese construction groups, with a technical reputation for engineering and construction quality. Leaning on its international experience and global mobility capability, Edifer has successfully completed numerous projects in several foreign markets.

Challenges

- Edifer selected Oracle E-Business Suite Release 12 to support its international growth and streamline back office operations across its four lines of business
- With 35 group companies to deploy in four countries and the large number of data, the challenge was to secure and speed up data entry to optimize project productivity and keep the implementation costs down

Solutions

- Using Oracle Business Accelerators and the knowledge and experience of Oracle Partner Timestamp, Edifer’s 35 companies went live in just 10 weeks
- To speed up the configuration and manage the large number of data, Timestamp leveraged the full potential of Oracle Business Accelerators. This resulted in a quicker transition to user acceptance testing and training
- Further, this approach enabled Timestamp consultants to spend more time on additional value-added activities and ultimately increased the return on investment for Edifer
Embry-Riddle Aeronautical University Expands Oracle Content Management Deployment

“Transitioning to Oracle Imaging and Process Management was a strategic decision driven by a desire to reduce costs, simplify processes and improve our IT infrastructure.”
— Cindy Bixler, Chief Information Officer, Embry-Riddle Aeronautical University

News Facts

• To simplify invoice and expense processing for more than 130 campuses across North America, Europe and the Middle East, Embry-Riddle Aeronautical University, the world’s largest, fully accredited university specializing in aviation and aerospace, has replaced a competitive product from 170 Systems with Oracle Imaging and Process Management.

• By switching to Oracle Imaging and Process Management, Embry-Riddle Aeronautical University consolidated multiple steps in its accounts payable process and eliminated several customizations that restricted the flexibility of the previous platform.

• The implementation also tightened integration with the Oracle E-Business Suite Release 12, enabling users to easily manage expenses, invoices and discrepancy reports within familiar Oracle E-Business Suite interfaces.

• With Oracle Imaging and Process Management, the university is also able to reduce its total cost of ownership as it can maintain the Oracle E-Business Suite integration during upgrades without expensive and time-consuming hard coding and custom processes previously required with the 170 Systems product.

• The new deployment within its accounts payable department expands Embry-Riddle Aeronautical University’s existing Oracle Content Management implementation, which has already delivered a significant return on investment, helping reduce the university’s annual paper usage from 140 tons to 70 tons and cut its yearly greenhouse emissions from 355,950 pounds to 177,975 pounds.

• Embry-Riddle Aeronautical University worked with Oracle Consulting to deploy Oracle Imaging and Process Management and integrate it with the Oracle E-Business Suite Release 12, achieving full production in less than 6 months.

Supporting Quote

• “Embry-Riddle Aeronautical University is a long-time customer and partner that continues to reap the benefits of its investment in many Oracle products. This latest implementation is a perfect example of the efficiency and cost savings Oracle technology is driving in higher education,” said Ken Caplin, regional vice president, Oracle Higher Education.”
Emirates Float Glass LLC Achieves Highest Level of Integration and Automation in the Glass Manufacturing Industry

“Oracle E-Business Suite Release 12 is the perfect solution for the manufacturing domain. It covers 99% of our business scenarios, and, using just one developer, we customize the remaining 1%—such as for packaging materials, sending back-ordered goods, and customer credit and debit notes. Oracle E-Business Suite has run smoothly, without a single major issue, for the last four years, allowing us to focus on innovation instead of ERP-related issues.”

— Malik Asif Joyia, IT Manager, Emirates Float Glass

Emirates Float Glass LLC (EFG) is a leading producer of clear, body-tinted, and online-coated, reflective-glass products in the United Arab Emirates. Its products are backed by licensed technology from global glass leader PPG Industries, USA. EFG’s customers include glass processing companies that use float glass to produce windows for the construction and automotive industries.

The company’s state-of-the-art glass manufacturing and processing facility, located at Abu Dhabi Industrial City ICAD-2, has the capacity to produce 219,000 tons of molten glass per annum and is gearing up to double the capacity to produce approximately 438,000 tons per annum, making it the largest single factory for integrated glass manufacturing and processing in the United Arab Emirates. Once fired, each glass float line will produce ribbons of molten glass without interruption for 12 to 15 years.

To ensure enterprise application stability and accuracy in a business environment with uninterrupted, 24/7 production, consumption, procurement, and quality control, over a period of 12 to 15 years, Emirates Float Glass deployed Oracle E-Business Suite Release 12. With Oracle E-Business Suite Release 12, the company has established a paperless environment covering the entire spectrum of business processes and created a foundation for a high-efficiency production environment. It also developed customized solutions for Oracle E-Business Suite—such as functionality for packaging materials, sending back-ordered goods, and creating customer credit and debit notes—with only one in-house developer.

Challenges

- Ensure perfect enterprise application stability to support 24/7 production, consumption, procurement, and quality control for the glass manufacturer’s operations, which produce 600 tons of molten glass per day, using 14 different raw materials, such as lime and magnesium oxide, and cannot be shut down until 2024
- Enable the company to optimize operational efficiency to ensure continued growth and profitability in a slowed global economy
- Enable easy upgrades to the latest application and database releases to take advantage of new functionalities and fixes

Solutions

- Used Oracle Database, Enterprise Edition to ensure 24/7 availability and easy scalability of the company’s data center, which currently manages 250 gigabytes of data and is growing at a pace of 75 gigabytes per year
• Deployed Oracle E-Business Suite Release 12 to achieve a level of process integration and automation that is unique in the glass industry and provided the company with a strong competitive edge as it ships 15,000 to 19,000 tons of float glass on average each month with only 250 factory employees working in four shifts

• Established a paperless environment covering the entire spectrum of business processes and laid the groundwork for a high-efficiency production environment, facilitating faster processes, better visibility, and lower costs

• Enabled the company to strengthen its decision-making capabilities substantially with integrated real-time information covering all areas of business—from supply chain planning to financials

• Achieved easy integration with third-party platforms that the company uses for monitoring raw material consumption and product quality, collecting relevant data in Oracle E-Business Suite to ensure the automated flow of information across all departments

• Used Oracle Self-Service Human Resources to enable employees who staff the plant 24/7 to handle all communication with the company’s human resources department online, without printing any documents or going to an office

• Processed labor law regulations, leave requests, gratuities, and other personnel items for the entire staff with only one payroll accountant using Oracle Payroll and its automation capabilities

• Enabled the IT department to manage network operations, database operations, applications, application development, and consulting services with only four employees

• Leveraged the technical expertise of My Oracle Support for hassle-free management of updates and a small number of program fixes

Why Oracle

“In a process manufacturing company with ongoing production, warehousing, shipping, and inventory operations that cannot be shut down for 15 years, Oracle E-Business Suite’s unprecedented stability provides us with the business continuity that we require,” said Malik Asif Joyia, IT manager, Emirates Float Glass. “With the high level of integration between its modules, Oracle E-Business Suite helps us to continuously improve the efficiency and effectiveness of our operations.”

Partner

Emirates Float Glass LLC worked with Oracle Platinum partner Mahindra Satyam for phase one of the implementation, which began in May 2008 and finished in April 2009, including the implementation of Oracle Financials, Oracle Human Resources, Oracle Inventory Management, Oracle Order Management, Oracle Procurement, and Oracle Warehouse Management.
Oracle Diamond Partner Fujitsu Technology Solutions completed phase two of the implementation by the end of 2010, deploying Oracle Advanced Supply Chain Planning, Oracle Payroll, Oracle Self-Service Human Resources, and Oracle Process Manufacturing.

“To correctly map ERP functionalities to business processes, it is mandatory to work with highly experienced consultants—somebody who knows your business and the ERP solution by heart. We worked with Oracle partners Mahindra Satyam and Fujitsu Technology Solutions, which did an excellent job and enabled us to run 24/7 operations in full automation,” Joyia said.
Emirates NBD Leads Human Resources Technology Revolution Across the United Arab Emirates

“We are empowering our employees by implementing a series of cultural-based human resources processes with Oracle E-Business Suite Release 12. We want to invest in our people, be an employer of choice, and realize real change, driving the whole company from the bottom up.”
— Charles Rocky D’Souza, Human Resources Strategy Consulting Manager, Emirates NBD Bank

Emirates NBD is the biggest banking group in the Middle East by assets. The group has a leading retail banking franchise in the United Arab Emirates (UAE), with more than 115 branches and 486 ATMs. It is a major player in the UAE corporate banking arena, with a combined market share of almost 20% of corporate loans. It also has strong Islamic banking, investment banking, private banking, asset management and brokerage operations. The Group has operations in the UAE, the Kingdom of Saudi Arabia, Qatar, the United Kingdom and Jersey (Channel Islands), and representative offices in India, Iran and Singapore.

Challenges
• Upgrade human resources (HR) system and add genuine business value through decentralization
• Create a “virtual HR manager” by instilling greater dependency on systems and self-service while eliminating bottlenecks
• Reduce overhead costs associated with core HR processes, including workflow, payroll, and performance appraisals
• Establish training methodologies to encourage HR autonomy
• Gain greater control over staff churn to reduce manpower costs
• Explore powerful, flexible platforms for future development

Solutions
• Deployed Oracle E-Business Suite Release 12 to enable a more dynamic, flexible, efficient, and less stressful HR environment
• Automated more than 50 processes and sub processes such as workforce planning, new hire procedures, training, payroll, performance management, and career management
• Empowered 8,500 employees across the region to manage their own HR processes using Oracle Self-Service Human Resources
• Enabled automation and business process integration using Oracle workflow
• Reduced the time required to run and reconcile payroll
• Enabled new flexibility with a workflow engine that accommodates rapid implementation of new or updated procedures
• Trained 250 reference leaders across disparate sites, encouraging decentralized support and self-service enrollment. Improved efficiency by identifying workflow bottlenecks
• Became a leading international reference site for Oracle HR and workflow automation implementations
Experian plc Upgrades to Support Global Expansion and Improve Efficiency

“Oracle E-Business Suite Release 12 applications provided a solid foundation on which to deploy value-added functionality across the business. It enables Experian to be agile as we continue to grow and expand our network of credit and financial information services around the globe.”

— Collin Markwell, Senior Vice President, Global Corporate Systems, Experian plc

Experian plc, a leading global information services company, provides data, analytical tools, and marketing services to clients in more than 65 countries. It provides businesses with decision-making support—helping them to manage credit risk and prevent fraud—and assists consumers with checking credit reports.

Challenges

- Upgrade enterprise resource planning system (ERP) to a single global instance of Oracle E-Business Suite Release 12 in 21 countries and create three regional service centers
- Create a scalable platform to help integrate future acquisitions, such as a growing credit bureau presence in Brazil
- Support rapid expansion by deploying new core financial and human resources functionality to additional countries
- Expand the company’s enterprise performance management and business intelligence capabilities to empower business users and enable greater visibility across the company’s information services divisions and product lines

Solutions

- Upgraded to Oracle E-Business Suite Release 12 to support Experian’s rapid credit bureau growth with a single global instance using a shared service center that spans 30 countries
- Completed the upgrade in five months, while supporting concurrent country deployments
- Enabled Experian to establish a global chart of accounts, which allowed it, in the first month after the upgrade, to complete its financial close to agreed service level agreements
- Served as the foundation for the company’s three regional shared services centers, designed to consolidate resources and optimize economies of scale and operational efficiency
- Created an extensive, stable ERP foundation that offered new functionality and enables rapid integration of new businesses into its financial information services network
- Worked with Oracle Partner Tata Consultancy Services on 100 interfaces between Oracle E-Business Suite and other reports, interfaces, conversions, extensions, and workflows, delivering project estimated to take 16,000 working days in 12 weeks
- Improved visibility and empowered line-of-business managers with greater reporting capabilities with Oracle Business Intelligence Enterprise Edition
Eye Television Network Limited Slashes Inventory Costs by More Than 30%, Cuts ERP System Maintenance Costs by 20%

“Eye Television was the first media company to implement Oracle applications. Oracle E-Business Suite enables us to make more informed decisions based on complete information about our finances and the current state of our different TV channels, while boosting productivity.”

— Islam Ahmed Khan, CFO, Eye Television Network Limited

Eye Television Network Limited operates a network of television channels in Pakistan. The company was established in February 2004 to provide quality entertainment with a focus on content for female viewers. Its channels include Hum TV, an entertainment channel; Masala TV, a food-related channel; Style 360, a lifestyle and entertainment channel; and OYE, a youth entertainment channel.

 Challenges

- Upgrade to a modern finance and accounting system that can help reduce resourcing and inventory costs
- Integrate different billing and accounting systems
- Ensure the new system can serve multiple accounts charts and has comprehensive reporting capabilities
- Reduce manual reconciliation and minimize accounting errors
- Enable new TV channels to be incorporated in the general ledger

 Solutions

- Engaged Oracle Platinum Partner Sapphire Consulting Services to implement a new financial system based on Oracle E-Business Suite Release 12
- Cut inventory costs by more than 30% through greater control of fixed assets, such as broadcasting equipment, video cameras, lighting, audio consoles, DVD recorders, and amplifiers
- Enabled monthly accounts to be closed in five days, compared to two to three weeks previously
- Delivered program budgeting, cash flow, channel profit and loss, and channel asset and liability reports to senior managers within the first week of the month
- Increased productivity, as financial data on individual TV channels can be provided much faster than in the past
- Improved reporting by allowing users to generate customized reports using the financial statement generator tool
- Provided managers with the detailed financial information they need to control costs and execute organizational strategies
- Reduced enterprise resource planning system maintenance costs by 20%

“Oracle E-Business Suite Release 12 streamlined our order-to-cash cycle. With Oracle, we have an integrated solution for sales, order management, and financials, along with a solid technology platform that supports integration with other systems. This is essential to supporting our rapid growth around the world.”
— Kunal Malik, Director of IT, Facebook, Inc.

Facebook is a leading social site that allows its users to interact with the people they know in a trusted environment. It began by connecting students at universities, but has since expanded to a broad base of users around the globe. Millions of people use Facebook every day to keep up with friends, upload an unlimited number of photos, share links and videos, and learn more about the people they meet. The service has more than 175 million active users.

Challenges

• Automate and bring together key business processes to enable greater efficiency and visibility, and ensure that critical information is available to key decision makers at all times
• Coordinate management of the company’s multiple and diverse sales channels—both direct and indirect—to ensure greater efficiency in the order-to-cash cycle
• Support the rapidly expanding company with a highly scalable and flexible enterprise application platform

Solutions

• Deployed Oracle E-Business Suite Release 12 to enable standardized global business processes and increased efficiency
• Achieved an automated revenue cycle, enabling seamless processing of various billing scenarios and consolidated billing regardless of sales channel
• Integrated Ad-Server, the engine that delivers and tracks Facebook ads, with Oracle applications to enable accurate tracking of ad clicks and video plays
• Introduced new transparency and audit-trail capabilities for functions such as sales, order management, and finance
• Facilitated voluntary compliance with various regulatory requirements as well as equipped the company to comply with international statutes as it continues to grow
• Gained new flexibility in managing campaigns and orders
• Went live in just nine months with robust functionality of the order-to-cash system
• Automated 75% of financial and order management processes
• Condensed the financial close cycle by 50%
• Improved reporting and forecasting capabilities for more accurate and informed decision making
FACOR Steels Ltd Reduces Reporting Time from Three Weeks to Seven Days

“Oracle E-Business Suite Release 12 is an integrated, scalable ERP platform that has enabled us to improve business and manufacturing processes across the company. We can now easily capture data, and instantly generate reports and provide peace of mind to our customers, employees, lenders, and auditors.”
— Raghavan, Chief Financial Officer, FACOR Steels Ltd

FACOR Steels Ltd is a carbon, alloy, stainless, and specialist steel manufacturer based in Nagpur, central India. The company produces more than 250 different grades of steel. Its products meet stringent requirements for industries in India, such as defense, engineering, car manufacturing, and railway construction, and they are exported worldwide to countries including the United States, Canada, and Saudi Arabia, as well as across Europe and the Asia Pacific.

FACOR Steels recently added a new manufacturing department to its processing plant and now has five sections: melting, rolling, heat treatment, bright bar, and forging. The company has expanded its product range to include forged bars and forged rounds to cater to the growing demand from the auto and heavy-engineering sectors. It also expects to add ingot and high-diameter forged rounds, to meet the demand from industries, such as sugar milling and cement processing.

To meet the challenges of an expanding production plant and product range, FACOR Steels needed to replace internally designed software—which was used to record and analyze financial, purchasing, manufacturing, and sales data—with an integrated enterprise resource planning (ERP) system.

“Previously, staff in each department entered data manually into separate spreadsheets, which meant that product sales, delivery, and invoice information regarding each account was duplicated in different places,” said Raghavan, chief financial officer, FACOR Steels. “This made creating reports an extremely complicated and time-consuming process.”

In April 2009, the company engaged Oracle Partner Sonata Software Technology Ltd to implement Oracle E-Business Suite Release 12 Oracle Financials, Oracle Process Manufacturing, Oracle Order Management, and Oracle Purchasing.

Month-End Reports in Less Than Half the Time

FACOR Steels uses Oracle Financials to provide different manufacturing sections and departments with access to the same invoicing, credit control, and inventory information. Staff in purchasing, sales, and accounts across the melting, rolling, heat treatment, bright bar, and forging sections can now enter and check customer and order data and produce fast and accurate reports.

“Previously, staff used separate spreadsheets to record information and statistics, such as daily costs and invoice statuses from the sales, production, and accounts processes,” said Raghavan. “It used to take three weeks for us to collate, check, and integrate the data and produce month-end reports. Now we can do it in around seven days.”
After deploying Oracle Purchasing to integrate purchasing data, FACOR Steels generates accounts payable reports detailing its outstanding invoices to suppliers every week, rather than every two months.

“Checking our outstanding invoices every week means we are able to manage our cash flow properly,” said Raghavan. “We are able to square up small amounts 30 days prior to the due date, and provide suppliers with timely information regarding the status of larger outstanding amounts. This improves our relationship with our suppliers and enhances our company image.”

The company can also track supplier trends by generating reports detailing information, such as the products purchased from a particular supplier. This ensures it is fulfilling order quotas with different suppliers and maintaining inventory levels.

“We can also monitor suppliers’ delivery times, price increases, and order accuracy, to make sure they are not going back on their contractual commitments to us,” said Raghavan.

FACOR Steels adapted Oracle E-Business Suite applications to meet the extensive standards and requirements of the Indian Government. Oracle Purchasing allows the company to capture tax information at the point of order so the information necessary to comply with government standards is recorded and captured from the beginning. The company is also able to upload purchasing reports, as well as those for sales and invoicing, to the government automatically.
Cost Sheets Produced in Two Days

Oracle Process Manufacturing has enabled FACOR Steels to produce daily cost sheets in two days rather than a week. The cost sheet provides information on the cost of each stage of the manufacturing process, such as melting, forging, and refining, and the recovery of costly elements, like nickel and molybdenum. Additional costs can be seen immediately and corrective steps taken to get the process back on budget.

“Much of this production data wasn’t captured in our legacy system,” said Raghavan. “Now we have the costing information and can quickly generate reports, it increases plant employees’ accountability. We can check if there are delays or extra costs in the manufacturing and production processes, and, if so, find out where they are coming from and who is causing them. We can see where the glitches are in the system and improve on them.”

This transparency, plus the ease of recording the processing information in the Oracle application, means processing sections, such as melting, rolling, and bright bar are working together more effectively, and the plant has been able to seamlessly integrate the new forging section.

Reduced Delivery Time Improves Customer Satisfaction

FACOR Steels is using Oracle Order Management to track delivery times of its products to customers worldwide. Due to the efficiency of having a system with integrated order and processing data, the company can closely monitor every stage of an order and delivery, and customers are providing more positive feedback.

“We’ve been monitoring customer feedback, and customers report that we are delivering materials faster than any other company in the industry,” said Raghavan. “The module has also enabled us to control our substantial inventory, which needs to be closely monitored at various stages of the production process.”

Oracle Order Management is also being used to set credit limits for customers, to ensure they don’t order products that they are unable to pay for.

In the past, FACOR Steels did not have an effective credit control system. Information detailing orders and previously paid or outstanding invoices was not integrated, so credit checks could not be performed by the sales departments. This led to complaints from the finance department and senior managers as invoices were not being paid. Now, established credit limits mean customers cannot order more than limits allow, which improves the company’s profits and helps build better customer relationships.

Challenges

- Replace internally designed spreadsheets with a streamlined enterprise resource planning system. Integrate financial, purchasing, manufacturing, and sales data to improve reporting capabilities and customer service.
- Meet the challenges of an expanding steel production plant and product range.
Solutions

• Generated month-end reports in seven days rather than three weeks
• Provided better credit control service to its customers, by producing financial reports immediately rather than in two weeks
• Generated company balance sheet and financial results in 15 days rather than one month, which enabled them to be produced on a monthly rather than quarterly basis
• Avoided the need to replace staff that leave the company or change roles by streamlining data entry and reporting processes, saving on overheads
• Created accounts payable reports detailing outstanding invoices to suppliers every week rather than every two months
• Tracked supplier trends and performance, ensuring suppliers and the company fulfilled commitments
• Met Indian Government regulations by capturing tax information at the point of order and automatically uploading sales and financial reports to the correct authority
• Produced cost sheets in two days rather than a week, and improved the transparency of the manufacturing process
• Reduced delivery times and improved customer satisfaction by integrating order and processing data manufacturing, sales, inventory, and financial data and streamlining reporting processes
• Set recorded credit limits for customers to ensure they do not order products they are unable to pay for, which improves the company’s profits and helps build better customer relationships

Why Oracle

FACOR Steels needed a robust, scalable, and integrated ERP platform to meet the challenges of an expanding manufacturing plant and product range.

Implementation Process

FACOR Steels engaged Oracle Partner Sonata Software Technology to implement Oracle E-Business Suite Release 12 Oracle Financials, Oracle Process Manufacturing, Oracle Order Management, and Oracle Purchasing to underpin its enterprise resource planning platform.

Sonata interacted closely with the heads of various departments to understand the company’s business processes and map the implementation accordingly. Sonata also provided general training to help staff understand the system and specific training in capturing data and writing reports for the IT team.

Implementation started in April 2009 and the system went live in October 2009.
FACOR Steels Ltd is a carbon, alloy, stainless, and specialist steel manufacturer based in Nagpur, central India. The company produces more than 250 different grades of steel. Its products are exported worldwide, to countries including the United States, Canada, and Saudi Arabia, as well as across Europe and the Asia Pacific.
**Falken Tire Corporation** Increases Customer Calls Served by 35% with Oracle E-Business Suite R12

“The tire industry is notorious for complicated pricing and programs. Oracle E-Business Suite Release 12 enabled us to more quickly implement new promotions and more effectively manage our discount programs.”

— Carlos Prieto, Director of IT, Falken Tire Corporation

Falken Tire Corporation is a wholly owned subsidiary of Sumitomo Rubber. The company is a wholesale manufacturer of high performance tires and wheels. Falken currently operates in California, Tennessee, and New Jersey.

**Challenges**

- Streamline the supply chain to ensure efficient and cost-effective operations in the face of rising cost of raw materials
- Increase insight into customer trends by improving reporting capabilities and data accuracy
- Drive compliance with Japanese Sarbanes-Oxley (J-SOX) regulations
- Facilitate continued global expansion by providing a scalable and flexible IT solution

**Solutions**

- Selected Oracle E-Business Suite Release 12 for its ease-of-use, flexibility, and robust industry-specific functionality
- Provided the necessary controls to implement workflows, exception reporting, audit trails, and security measures—driving compliance with J-SOX regulations
- Facilitated future growth by providing multi-currency and multi-regulatory capabilities that can easily integrate into additional organizations and locations
- Increased visibility into the supply chain—providing insight into product arrivals, transit times, and inventory levels
- Enabled service representatives to enter orders more quickly and provide more information to customers—increasing the number of customer calls served by 35% and decreasing on hold times by 15%
- Reduced the time needed to close monthly financial books from 17 days to less than one week
- Increased financial information accuracy and improved decision-making by providing a single, centralized data source
- Gained better control of discount programs with improved reporting and the ability to quickly implement new promotions
- Used Oracle Accelerators and worked with Oracle Consulting and Oracle Partner DAZ Systems, Inc. to complete the implementation in just four and a half months
France Telecom Halves Accounting Closing Times with a Single Accounting System on E-Business Suite R12

“With Oracle E-Business Suite Release 12, we are reaping the benefits of a new, reliable, and state-of-the-art financial system, which gives us new opportunities in terms of flexibility, process optimization, and qualitative analysis production. On top of that, we can now close accounts much faster than before.”
— Djamel Benallal, Financial Information System Director, France Telecom

France Telecom is one of the world’s largest telecommunications providers, serving more than 182 million customers across 30 countries. Orange, the group’s flagship internet, television, and mobile communications brand, accounts for 123 million customers on its own. The group’s strategy is founded on innovation and leveraging synergies between mobile and fixed-line telecommunications.

Challenges

• Adopt a global enterprise resource planning (ERP) approach to consolidate and homogenize the disparate financial systems used for customers, suppliers, taxes, expense claims, analyses, and other data supporting the group’s telecommunications business

• Enable the group’s accountants to work on unified data for the whole group

• Optimize the availability of financial information by cutting closing times, and harmonize process between business units to improve qualitative analyses

Solutions

• Merged all of France Telecom’s existing accounting applications within a single financial management system based on Oracle E-Business Suite Financials Release 12, to support 800 users and handle 20 million accounting transactions per month and 1.3 million supplier invoices per year

• Leveraged the expertise of Oracle Partner Atos Origin to deploy the solution across France in only 12 months

• Became one of the first enterprises in France to deploy Oracle E-Business Suite Release 12

• Saved five days on monthly purchasing closings

• Reduced IT maintenance costs by 50%, thanks to the ability to pool knowledge and expertise for a single, comprehensive accounting application instead of multiple disparate systems

• Teamed up with Oracle Consulting to design and configure the solution and manage the hand-off to end users

• Collaborated very closely with Oracle Advanced Customer Services during the project’s planning and roll out phases
Fujitsu America, Inc. Relies on Comprehensive Community Support to Provide Outstanding Client Service

“My Oracle Support Community does not provide cookie cutter answers. It gives us specific ideas and solutions to our clients’ specific needs, enabling us to gain a competitive advantage by ensuring their ERP implementations go smoothly and meet all requirements.”

— Mike George, Director, Oracle Practice, Fujitsu America, Inc.

Fujitsu America, Inc. offers a broad portfolio of IT products and services, including computers, data storage systems, servers, and point-of-sale systems, as well as consulting, managed services, systems integration, and professional services. Formed by the 2009 merger of three North American subsidiaries—Fujitsu Computer Systems, Fujitsu Consulting, and Fujitsu Transaction Solutions—the company operates throughout the United States, Canada, and the Caribbean.

Challenges

- Acquire comprehensive support for Oracle E-Business Suite Release 12 applications to provide outstanding service to Fujitsu’s customers during their enterprise resource planning implementations
- Support clients’ business goals including lowering IT and operational costs and improving productivity

Solutions

- Leveraged My Oracle Support Community to provide the highest level of service to Fujitsu customers during often complex Oracle E-Business Suite Release 12 implementations
- Gained a detailed knowledge from a repository of how-to documents, white papers, Webcasts, and other resources that enable users to drill down to research specific features of Oracle products, including guidance on new releases
- Came to rely on the My Oracle Support Community daily to ask questions and gain solutions and ideas to meet clients’ needs, both business process-related and technical
- Found specific answers relevant to clients’ needs and IT environments from experts, including Oracle customers and Oracle Support technicians
- Benefited from the Oracle Procurement Community within My Oracle Support Community, which has provided ideas and solutions ranging from how to meet the clients’ document approval process requirements for procurement to how to integrate suppliers into the Oracle supplier application
- Enabled consultants to check quickly for existing solution before logging a support request
- Collaborated with other Oracle customers, enabling Fujitsu America consultants to gain and contribute expertise to My Oracle Support Community
G. James Australia Generates Financial Reports 50% Faster, Cuts Application Integration from One Year to Three Months

“As a manufacturer of glass and aluminum products, it is vital that we have the right data at hand to schedule and track production. Oracle E-Business Suite Release 12 enables us to streamline our production workflow, produce financial reports 50% faster, and it improves our overall cash position.”
— Bruce Moy, Director of IT, G.James Australia

Established in 1917, G.James Australia is a family-owned manufacturer of glass and aluminum products used in the construction of residential, commercial, high-rise, and monumental buildings. The company is headquartered in Brisbane, Queensland and has 54 offices around Australia, Malaysia, and Singapore. It employs 2,300, worldwide.


The Oracle solution has enabled G.James Australia to generate financial reports 50% faster, gain more visibility into customer and manufacturing data, speed production, easily calculate manufacturing equipment depreciation, and quickly integrate new ERP applications.

Legacy ERP System Hinders Reporting and Analysis

In 2004, G.James Australia started looking for a new ERP package to replace a COBOL-based system. This had been in place since the early 1990s and was used to run its financials and store-manufacturing-related data.

“After about eight years, we purchased the code from the supplier so we could modify the system to suit our needs,” said Bruce Moy, director of IT, G.James Australia. “This was not only time-consuming, but good COBOL programmers are harder to find these days, which is reflected in the prices they charge for their services.”

In addition, G.James Australia could not extract accurate costing or sales analysis data, and most of its staff did calculations using spreadsheets or pen and paper. It took two days to view financial data related to individual creditors, a week to manually calculate the depreciation status of its manufacturing equipment, and a month to analyze stock and other manufacturing information.

“As a manufacturer, it is vital that we have the right data at hand to schedule and track the production of our glass and aluminum products,” said Moy. “Oracle E-Business Suite Release 12 enables us to streamline our production workflow, produce financial reports 50% faster, and improve visibility into our overall cash position.”

Companywide Reporting Times Slashed

G.James Australia has 70 business divisions worldwide, which are all profit centers that must report financials at the end of each month.
Remote branch offices now use Oracle Time and Labor to enter payroll data, which is received at the head office and processed immediately through Oracle Payroll, rather than using pen and paper to record payroll information and mail or fax it to head office.

"In the past, we had to run four separate payrolls, one for each major production division," said Moy. "Now we run all the payrolls together on the same day, reducing the time it takes to pay employees from four days to 10 hours."

Payroll Time Cut from Four Days to 10 Hours

The company uses Oracle Financials to close monthly reports from all its divisions in 10 days, 50% faster than with the previous system.

Financial staff and senior managers can also view financial data related to individual creditors and instantly produce a report.

"It used to take two days to determine if a customer was paying bills or how a project was tracking against budget," said Moy. "Now, our receivables are being closed at the end of each day and accountants are no longer wasting time searching for information.

"These staff members have more time to chase outstanding debt and get money into the business faster. They are also freed up to do more stock and other manufacturing analyses on a weekly basis. This sort of analyses used to take a month," said Moy. "In addition, credit and treasury staff can now access accurate data about the company’s cash position whenever required."

Financial staff and senior managers can also view financial data related to individual creditors and instantly produce a report.

"It used to take two days to determine if a customer was paying bills or how a project was tracking against budget," said Moy. "Now, our receivables are being closed at the end of each day and accountants are no longer wasting time searching for information.

"These staff members have more time to chase outstanding debt and get money into the business faster. They are also freed up to do more stock and other manufacturing analyses on a weekly basis. This sort of analyses used to take a month," said Moy. "In addition, credit and treasury staff can now access accurate data about the company’s cash position whenever required."

Calculated Exact Asset Depreciation Immediately

G. James Australia uses Oracle Enterprise Asset Management to gain a more accurate view of the depreciation status of its manufacturing equipment.

"We can calculate this depreciation immediately," said Moy. "Previously, it would take our staff one week each month using spreadsheets to do these calculations."

The company also uses Oracle Discrete Manufacturing to streamline its manufacturing system by automating the development of manufacturing schedules and enabling the capture and generation of standard costs for materials used in the manufacturing process.

"We can now determine where every product is along the production line and provide accurate schedules to the staff," said Moy. "Importantly, the solution allows us to decide immediately whether each order has been profitable or not, which helps us make decisions about whether it is worthwhile to continue producing a particular product before it’s too late."

Faster Product Configuration and Manufacturing Times

Oracle Configurator allows configuring G. James Australia’s products quickly and easily. The company can now create a bill of materials and choose the most efficient route through the factory to produce a particular product.
“We can ensure we use factory assets, including labor, in the most productive way,” said Moy. “This has reduced the labor time required to manufacture each product by 7% and cut our overall manufacturing times by 5% to 7%.

“We can take a factory schedule, determine if it’s overloaded, and select alternative manufacturing routes,” Moy continued. “For example, the system shows us that a piece of glass is in production and whether it will be shipped on time or delayed. As a result, our customers receive an exact delivery date for the product, and there is no second-guessing.”

These improved processes have also enabled G.James Australia to increase the number of shipments that are received by customers on time and in full to between 87% and 92% each week.

Single Engine Eases Migration

G.James Australia used Oracle SOA Suite to develop a single data transfer engine between the new Oracle E-Business Suite Release 12 modules and the company’s old ERP system. With Oracle SOA Suite 11g in place, IT staff didn’t have to write an interface between Oracle Financials and the old system for each data field.

“We kept running on the old system as we implemented the new Oracle platform,” said Moy.

“Using Oracle SOA Suite, we deployed the engine and applied it to every data table we needed. We applied different rules for each data transfer (between the old and new platforms), so we didn’t have duplicate files.

“This reduced the time it took to integrate and convert data from six months to six weeks because programmers no longer had to crunch hard code. Oracle SOA Suite is the link that is used to build the whole integrated application. Without the solution, the entire project would have taken up to two years, and that level of integration wouldn’t have been possible. Instead, it only took just over a year,” he said.

Easily Integrated New Applications

Using the Oracle SOA Suite platform, G.James Australia can now quickly and easily integrate new applications, such as Oracle Discrete Manufacturing and a third-party, customized, extrusion manufacturing application.

“To enhance our aluminum extrusion business, we have integrated bespoke, extrusion manufacturing software with the ERP system,” said Moy. “The majority of the required aluminum manufacturing data is already available in Oracle Discrete Manufacturing, so we just need to feed this through Oracle SOA Suite into the new extrusion system.”

G.James Australia reused existing SOA services for the integration of Oracle Discrete Manufacturing and the extrusion manufacturing application. Without Oracle SOA Suite, this integration project would have taken staff a working year, but using the existing SOA infrastructure, the company completed it in three working months.
“We have about 20 disparate systems running our business, which all needed to be connected with our ERP solution,” said Moy. “Using Oracle E-Business Suite and Oracle SOA Suite, we could integrate these systems without hard wiring them. Oracle SOA Suite has definitely improved our ability to update or integrate a new solution.”

Data Analysis Completed Significantly Faster

G.James Australia is also using Oracle SOA Suite to improve its data analytics capabilities. Oracle SOA Suite enables the company to collate data from its ERP and other business-critical systems and feed it through into the Oracle Business Intelligence Enterprise Edition reporting tool.

“Using Oracle SOA to integrate our business systems with Oracle’s intelligence reporting tools has significantly reduced the time it takes us to analyze data,” said Moy. “For example, it used to take 15 days to complete our end-of-month manufacturing analysis, using spreadsheets to manipulate the raw data. Now, we can feed the data straight into Oracle Business Intelligence Enterprise Edition and complete our end-of-month manufacturing analysis in 3 days.”

Challenges

- Replace a time-consuming and inconvenient COBOL-based system that had been used since the early 1990s to run financials and store-manufacturing-related data
- Enable staff to extract accurate costing or sales analysis data
- Automate calculations for creditor, payroll, and depreciation figures, which were being completed using time-consuming spreadsheets or pen and paper
- Integrate new and existing company systems with Oracle E-Business Suite quickly and easily

Solutions

- Produced monthly, companywide financial reports 50% faster, reducing time from 20 days to 10 days
- Enabled accountants to close receivables at the end of each day and produce a creditor’s report for senior managers instantly, rather than taking two days
- Reduced the time taken to analyze manufacturing and stock information from one month to one week
- Increased the number of shipments that are received by customers on time and in full to between 87% and 92% each week
- Cut the time taken to pay staff from four days to 10 hours, by running one combined payroll rather than four separate ones
• Enabled staff to work out equipment depreciation instantly, rather than spending one week calculating it using spreadsheets

• Reduced time required to manufacture each product by 7% and cut overall manufacturing times by 5% to 7%.

• Completed end-of-month manufacturing analysis in 3 days, compared to 15 days previously

• Improved visibility of the company's overall cash position by enabling credit and treasury staff to access accurate data about the company’s cash position whenever required

• Freed financial employees to chase outstanding debt and get money into the business faster

• Improved glass and aluminum manufacturing processes by streamlining workflows, automating schedules, and improving configuration processes

• Enabled managers to determine the profitability of each order and decide immediately if it’s worthwhile to continue producing a particular product

• Ensured customers received an exact product delivery date by generating more accurate factory schedules, showing the most efficient route for a particular product

• Eliminated the need for IT staff to write an interface for each data field and avoided duplicating files while integrating data between the new ERP system and the old system

• Completed the data transfer and integration for the new ERP system in six weeks rather than six months, and the entire ERP project in 13 months, rather than two years

• Integrated Oracle Discrete Manufacturing and a bespoke extrusion manufacturing application in three working months, rather than a working year

Why Oracle

G.James Australia spent two years evaluating potential suppliers before selecting Oracle. Initially, approximately 10 vendors, including Oracle and SAP, were invited to develop an interim solution that could be demonstrated to the company.

“We wanted to see how each platform handled multiple currencies in the costing and invoicing areas, as well as how they would handle trade offshore, in U.S. dollars,” said Moy. “Following this testing, we felt that the Oracle solution was the most suitable for our needs.”

In addition, Oracle has an office in Brisbane, unlike SAP, which is represented by a reseller. “We want to deal directly with a company and be in contact with the people who develop the solutions,” said Moy.

Moy and his IT staff were also given the opportunity to meet with Oracle’s Executive Vice President of Product Development Thomas Kurian, who heads up a team responsible for Oracle’s product strategy.

“He went through the vision that Oracle had for its applications and how Oracle SOA Suite would be used to integrate Oracle’s solutions,” said Moy. “This gave us confidence that Oracle had a sound roadmap for the future.”
Implementation Process


The Oracle solution had to be designed to handle the unique organizational structure within G.James Australia. “Family members own various parts of the business, and the tax liability for each individual is different,” said Moy. “This was a challenge, but it worked out well in the end.”

G.James Australia took three months to test the initial Oracle solution and train staff that had limited experience using a graphical user interface.

“Business users also had to get used to owning the application, unlike previously when the IT department owned the code,” said Moy.

Oracle Consulting provided some advice to G.James Australia’s IT staff during the initial implementation in 2007, working closely with its practice leaders through a series of design workshops. In 2011, Oracle Consulting also provided external consulting services during the implementation of Oracle Discrete Manufacturing and Oracle Configurator.

Partner


“The implementation was successful and we were happy with Intelligent Pathways’ services,” said Moy.
Gecamines Integrates Production and Financial Systems to Increase Operational Efficiency

“Limited by a legacy system that hindered production, we turned to Oracle E-Business Suite to integrate financial information and gain a full grasp of our overall operations. It is helping us become more agile and improving our bottom line.”
— Gaby Ilunga Mutambo, IT Manager, Gecamines

Gecamines, a state-owned mining company in the Democratic Republic of Congo, was founded in 1967. It is one of the world’s largest producers of copper.

Challenges

- Replace a siloed legacy system with an integrated management and production system to gain greater process visibility
- Centralize heterogeneous financial and production information and increase cooperation between departments to enable a proper production management solution
- Accelerate decision-making and react more promptly to rapidly changing market conditions, like raw materials costs, finished costs, and selling prices
- Bring all sites and teams under the same platform to improve interdepartmental communication and teamwork
- Provide accurate maintenance and production costs with details, such as which costs are variable, fixed, direct, and indirect, to operations and management
- Increase production efficiency

Solutions

- Implemented Oracle E-Business Suite Release 12 applications to create a highly integrated and scalable IT infrastructure, reducing copper processing time
- Worked with Oracle Partner Catalyst Business Solutions to implement Oracle E-Business Suite, provide post go-live support, and train company users
- Automated process manufacturing and maintenance operations, improving efficiency
- Integrated Oracle Supply Chain Management and Oracle Financials with production processes, helping close financial books in a few days instead of several months, improving speed and accuracy in budget reporting and ensuring accuracy of production and maintenance cost information
- Used Oracle Hyperion Planning Plus and Oracle Project Costing to report financial investment details, product flows, and production costs, clarifying maintenance and production cost averages for comparison with budgets and the composition of variable, fixed, direct, and indirect costs to lower them over time
Glasfloss Industries, Inc. Speeds Order Placement, Improves Manufacturing Precision, Customer Service

“Our products are very specialized, with literally, more than a million possible configurations. Oracle Configurator is the only solution that offers the functionality we need to effectively manage our complex and specialized configurations with ease.”
— Juby Alexander, IT Manager, Glasfloss Industries, Inc.

Glasfloss Industries, Inc. is one of the world’s leading manufacturers of heating, ventilating, and air conditioning filters. The company, owned by the same family since its inception in 1936, produces a diverse line of filtration products for industrial, commercial, and residential use.

Challenges

• Replace the company’s legacy enterprise resource planning (ERP) system that had reached the end of life for support
• Automate additional financial, sales, manufacturing, and supply chain processes to improve operational efficiency
• Improve ability to more quickly and accurately create orders for Glasfloss’ 100,000 standard air filter products, which can be configured in many ways

Solutions

• Worked with Oracle Partner Lucidity Consulting Group to implement Oracle E-Business Suite Release 12 as foundation for an integrated, flexible, and scalable ERP environment
•Benefitted from Oracle E-Business Suite Release 12’s easy-to-learn and use interface, reducing the time required to train new order management employees by 30%
• Leveraged Oracle Configurator to accelerate order creation for the company’s highly specialized filter products and to configure products to specifications with greater accuracy
• Simplified the development of configuration models and rules with reusable components
• Automated manual processes for entering and confirming order information—resulting in greater accuracy and speed, and less manufacturing waste and rework
• Improved visibility into order status for improved communication with customers
• Enabled real time sales and order shipment information for improved visibility into the business
• Increased order picking accuracy by 60% with Oracle Mobile Supply Chain
•Eliminated paper-based processes to support environmental sustainability—and improved the accuracy of inventory and shipping processes with Oracle Mobile Supply chain and hand-held scanners
Green Mountain Power Automates Invoice Process to Dramatically Reduce Paper Consumption

“With Oracle’s solutions and ReadSoft’s invoice automation software, we have been able to automate a previously manual invoice process. This has helped us to become a greener company and eliminated the need for physical document storage.”
— Green Mountain Power Corporation

Green Mountain Power, an electric utility, generates, transmits, distributes, and sells electricity in a State of Vermont service territory that has approximately one quarter of Vermont’s population.

Challenges
- Uphold company commitment to continuously improve environmental performance
- Reduce paper use and provide an electronic procedure for accounts payable

Solutions
- Used Oracle E-Business Suite in conjunction with ReadSoft invoice automation software to eliminate a manual invoice process—reducing paper copies by 1.4 billion, decreasing annual CO2 emissions by 2,000 tons, and minimizing the need for physical document storage
- Maintained adherence to the global reporting initiative (GRI)—including economic, environmental, social, labor practices and decent work, human rights, society, and product responsibility indicators—by reducing physical waste
- Transitioned the company’s processing into a green workflow by cutting the costs associated with manual document handling
- Leveraged the subledger capability in Oracle E-Business Suite Release 12 to meet International Financial Reporting Standards (IFRS), enabling Green Mountain to report electronically to the state regulatory body in calendar year format, and to its Canadian parent company (Gaz Métro) in fiscal year format
- Used Oracle VM to reduce internal energy consumption, reduce hardware costs, and optimize server utilization on the fly
Grupo Mexicana Deploys Oracle Complex Maintenance, Repair and Overhaul to Enable Increased Profitability and Competitiveness of its MRO Business Unit

“Our vision is to become the number one Latin American MRO offering integrated support services while achieving consistency in reparation and delivery schedules. In order to achieve that goal, we realized that a tightly integrated ERP and MRO system was essential. Replacing our legacy applications with Oracle’s industry leading capabilities is already proving to be the right decision for our customers, our growth strategy and our bottom line.”

— David Orellana, Chief Information Officer, Grupo Mexicana

Innovation is synonymous with evolution and Mexicana is transforming in response to changing market and industry circumstances. The carrier’s new corporate culture and image are intended to differentiate it from its competitors with modern, efficient, flexible, friendly and accessible services that make for a unique travel experience. Mexicana is currently rated the number one brand in its category and has built a solid reputation for itself over the 90 years it has been operating on the commercial aviation market, during which time it has earned the trust and loyalty of its passengers by offering products and services tailored to meet their needs, while remaining true to its core values. Mexicana is Mexico’s top airline and holds a leading position on the Mexico-US market. In 2008, the carrier flew over 11.7 million passengers to some 50 destinations in Mexico, North America, Central and South America, and recently added flights to Europe to its itinerary. Its fleet is comprised of 65 aircraft —29 Airbus A320s, 21 A319s, ten A318s, two A330s, two Boeing 767-200s and two 767-300s— that make some 300 flights a day. In addition to boasting the best maintenance base in Latin America, Mexicana has won major industry prizes, including awards in several categories of the World Travel Awards, and has been certified as a Socially Responsible Company. Its subsidiary MexicanaClick covers 28 routes with a fleet of 25 Fokker 100s equipped with state-of-the-art technology. www.mexicana.com

News Facts

• Grupo Mexicana, parent company to seven leading organizations in the Mexican airline industry including Mexicana, the largest airline in Mexico, has implemented Oracle Complex Maintenance, Repair and Overhaul (cMRO) to benefit from an integrated, real-time information system that will help drive profitability and increase global competitiveness, Oracle today announced

• With main facilities in Mexico City and Guadalajara, Mexicana MRO Services provides integrated support, maintenance and repair services for clients in the US and Latin America. Relying on Oracle cMRO, Mexicana MRO Services is able to gain increased visibility into vast amounts of product information, parts and asset service histories, as well as tighter integration between materials management and maintenance service execution systems. Now, Mexicana is able to help ensure stringent regulatory-compliance requirements are met

• Mexicana previously depended on a myriad of disparate, outdated IT systems. As a result, it was challenging for the company to achieve accurate and responsive collaboration across systems and to provide timely responses to its clients
By deploying Siebel Loyalty through Oracle On Demand, we hope to be able to reduce our total costs needed to support this application, while allowing us to quickly ramp up our customer loyalty program and strengthen the relationship we have with our customers,” continued Orellana.

“We operate in a highly regulated industry that has become increasingly competitive,” said Ruben Arguero, VP MRO Business Unit at Mexicana. “With Oracle, we have created a state-of-the-art MRO services business unlike any other in Latin America. This is enabling us to increase real-time business efficiencies, provide a high standard of service to our customers and remain ahead of the competition.”

“Mexicana’s go-live on Oracle cMRO reinforces Oracle’s position as one of the leading providers of integrated ERP and MRO solutions for the commercial airline, aerospace and defense industries,” said Hannes Sandmeier, Oracle’s Vice President, cMRO and Depot Repair Development. “We’re delighted that Mexicana selected Oracle and that together, we’ve achieved this milestone.”
Grupo WTorre Increases Control of Financial Operations for More Than One Hundred Projects

“Oracle E-Business Suite Release 12 has enabled us to ensure accuracy and governance in our financial procedures with a modern technology platform and functional resources that meet our company’s needs.”
— Alberto Villens, Financials Manager, Grupo WTorre

Founded in 1981, Grupo WTorre is one of the most important business conglomerates in the Brazilian civil construction industry, offering complete and innovative solutions for engineering, real estate, residential projects, and naval yard management. The company holds a solid market position with a portfolio of more than 200 projects.

**Challenges**

- Replace the company’s outdated legacy financial system, which could no longer properly handle payments to employees, clients, and partners
- Consolidate financial operations of the group’s independent companies in a single database
- Improve visibility of variable project costs to optimize control of unexpected expenses
- Accelerate accounting closings to provide quicker and better control of the large number of civil construction industry financial operations

**Solutions**

- Used Oracle Payables to accelerate and unify management of accounts payable and accounts receivable, beyond the abilities of the previous standalone legacy system
- Significantly improved financial control of construction projects, unifying all operations for more than one hundred corporate tax identifications in a single database
- Enable the finance department to trace all variable costs, from approval of expenses, to making payments
- Accelerated vendor payment procedures, sending out payments 48 hours prior to deadlines, rather than the previous 24 hours
- Unified financial operations and provided billing transparency for the group as a whole with Oracle E-Business Suite Release 12
- Enabled to meet fiscal, legal, and tax requirements of the Brazilian market, as this is incorporated into the Oracle solution
Grupo WTorre Improves Cash Flow and Automates Project-Based Management Capabilities

“Oracle’s project management applications enabled us to improve cost information across the company and avoid the budget deviations that can occur at the project planning stages. Oracle keeps us on budget and on schedule for each of our projects.”
— Márcio Vergueiro da Silva, Manager of WTorre Empreendimentos S.A. Commercial Properties Contracts, Grupo WTorre

Founded almost 30 years ago, WTorre S.A. is one of the most important business groups in the Brazilian civil construction industry, offering complete and innovative solutions in the engineering projects, real estate, residential projects, and naval yard management segments. The company holds a solid position in the market with a portfolio of more than 190 projects.

Challenges

• Calculate costs and time needed for each construction site, starting with initial internal production alignment to meet demands of each project
• Develop entrepreneurship-style management, capable of developing and standardizing project administration
• Manage costs associated with construction projects and issue invoices in a timely manner for internal and external customers
• Manage financial information on construction projects and determine its impacts on the company’s global operations to identify profitability and maximize business opportunities

Solutions

• Worked with Oracle Partner Aporte Gestão Empresarial e TI to implement Oracle Project management applications in 11 months, enabling a simultaneous go-live for all the group’s companies. Automated project work administration by organizing all project data and costs associated with each phase of the planning process
• Used Oracle Project Billing to improve cash flow and accelerate invoice processes and updates for internal and external customers, including suppliers, working on civil construction projects
• Leveraged Oracle Project Management to provide project managers with visibility into budgets, revenue, cost information, and profit margins for each construction project to keep expenses in harmony with the pre-established budgets
• Provided more accurate budget and cost information for each construction project by comparing expenses with forecasts, budgets, and profitability after integrating the project system and administrative applications using Oracle Project Costing
Guerra S.A. Implementos Rodoviários
Modernizes Management and Reduces Costs with ERP Solution

“Oracle E-Business Suite Release 12 enhanced our control over operations, costs, and corporate governance. It has also enabled greater transparency in our relationships with distributors.”
— Fábio Alexandre Basso, IT Manager, Guerra S.A. Implementos Rodoviários

Guerra S.A. Implementos Rodoviários is one of Latin America’s largest manufacturers of semitrailers, B-doubles, road trains, and on-chassis trailers. Guerra serves 10,000 active customers and exports its products to 16 countries. In June 2008, 100% of the company’s shares were acquired by Axxon Group, a European private equity firm.

Challenges

- Implement administrative restructuring by adopting an enterprise resource planning (ERP) system that incorporates current automotive market practices
- Achieve greater efficiency and control over manufacturing processes for semitrailers, B-doubles, road trains, and on-chassis trailers
- Optimize product configuration—which involves a catalog of nearly 2,000 components—when distributors fill orders
- Expedite closing more than 3 million accounting transactions per month

Solutions

- Worked with Oracle Partner Compasso to implement sixteen Oracle E-Business Suite Release 12 modules on Oracle Database 11g Enterprise Edition, using Oracle Business Accelerators—all completed under the allotted time, budget, and scope without customizations—to modernize, professionalize, and integrate production, control, and company management
- Achieved online production control at Guerra’s five implementation factories to identify opportunities, improve processes, and increase profits
- Leveraged the new ERP system to balance accounts payable and accounts receivable on a daily basis, accelerating monthly account closings and eliminating end-of-month backlogs
- Enhanced client negotiations by offering Guerra’s 42 distributors a complete and effective product configuration tool that displays the final price of orders, as well as profit margins and discounts
- Eliminated distributor order revisions, which had taken at least an hour each to complete, due to manual processes
- Automated order margin calculations, which, because they were calculated after product sales, had impeded actions to avoid profit loss
Harvest Foods Reduces Purchasing Costs by 30% with Oracle E-Business Suite Release 12

“Harvest Foods is really benefiting from its implementation of Oracle E-Business Suite Release 12. The improved integration, intuitive interface, and excellent functionality have enabled Harvest to cut purchasing costs by 30% and make decisions much faster. These are tremendous benefits in a very competitive market.”
— Ibrahim El Awany, IT Manager, Harvest Foods

Harvest Foods is a leading manufacturer of canned foods in Egypt. Founded in 1998, the company has two factories that produce a range of goods, including halawa, stuffed vine leaves, cabbage, and okra.

Challenges
- Integrate multiple disparate modules for financial systems across the company’s two manufacturing facilities
- Reduce generation times for standard financial reports, such as trial balance
- Enable custom reporting, such as sales forecasts
- Reduce raw ingredient purchasing costs to optimize profit
- Eliminate manual inventory recording processes, reduce human error in records, and establish digital inventory records
- Improve decision making at the executive level to accelerate purchasing, finance, and inventory processes

Solutions
- Worked with Oracle Partner Inatech to implement Oracle E-Business Suite Release 12, integrating financial systems and establishing a shared repository of information between Harvest Foods’ two factories
- Reduced standard report generation times from 20 days to a few seconds by integrating the company’s finance modules and leveraging the capabilities of Oracle Financials applications
- Gained the ability to produce custom reports, such as sales forecasts, previously not possible
- Reduced purchasing costs by 30% by leveraging Oracle Purchasing to gain access to supplier history and up-to-date pricing information
- Automated workflows with Oracle E-Business Suite Release 12—accelerating requisitioning of raw materials and ingredients by 50%
- Reduced inventory costs 15% by replacing paper-based records with digital records using Oracle Inventory Management
- Automated processes to reduce inventory record errors
- Reduced decision-making times from an average of two days to a few seconds, by providing executives with increased access to financial, purchasing, and inventory information
High1 Resort was the first organization in the world to use Oracle E-Business Suite R12 as an integrated resort and casino management platform, giving us total control over every aspect of our operations.”

— Na Jung Soo, Deputy Manager, Information System Team, High1 Resort

Established in 1998, High1 Resort is the largest resort complex in northeast Asia. It comprises a ski resort with easy access to 18 ski slopes, a casino, two golf courses, an indoor water park, condominiums, a convention center, and a range of restaurants and leisure facilities. The resort attracts more than 4.3 million customers each year and is one of Korea’s most popular ski resorts. It will host the 2012 FIS Congress, the flagship event of the International Ski Federation.

To ensure it maintained its market leading position, High1 Resort undertook a significant process innovation project that involved implementing new technology systems to improve the management of its resort and casino. The resort selected Oracle E-Business Suite R12 to build a new enterprise resource planning (ERP) system. By linking the Oracle solution with a casino management system, High1 Resort became the first organization in the world to use Oracle E-Business Suite R12 as an integrated resort and casino management platform.

The Oracle system enabled High1 Resort to automate workflows, improve collaboration, cut month-end closing time from 12 days to 5 days, reduce procurement costs, enhance customer service, and access detailed business data to support decision making.

Quest to Improve Business Management

To maintain its position as one of Asia’s leading resorts, High1 Resort undertook a process innovation project to improve the management of its facilities. The organization had 18 ‘change’ tasks, including making its customer data available for use across the enterprise, automating and streamlining workflows, and implementing customer-oriented solutions to improve service.

High1 Resort selected a range of modules from Oracle E-Business Suite R12 to build a system to manage accounting and finance, budgeting, auditing, purchasing, inventory, human resources, and construction projects. The Oracle platform was integrated with the casino management system, which ran on Oracle Database with Oracle Real Application Clusters and Oracle Application Server.

Improved Efficiency, Transparent Management

The Oracle system has delivered a number of benefits to High1 Resort by automating manual processes. For example, the resort cut month-end closing times from 12 days to 5 days, which ensured managers can access accurate, up-to-date information to support rapid decision making. It also enhanced customer satisfaction by improving service and reducing the waiting time for queries to be answered. In addition, it reduced procurement costs through its newly automated the purchasing cycle, from order placement to warehousing.

Management and staff now have a single source of the truth for analysis, which encourages collaboration and problem-solving across departments.
High1 Resort is currently implementing Oracle Contact Center Anywhere in its call centers to enhance the productivity of call center staff and managers. The organization will also expand the use of the Oracle platform to improve management and service.

Move to Enhance Customer Service

High1 Resort chose Oracle E-Business Suite because the software offered embedded business processes that would enable the organization to standardize workflows for greater efficiency. The solution was also scalable, ensuring it could support the resort’s rapid growth. In addition, Oracle E-Business Suite supports global operations, with features that accommodate multiple languages and currencies. The Web-based solution also provides anywhere, anytime access to real-time data.

Why Oracle?

High1 Resort chose Oracle E-Business Suite because the software offered embedded business processes that would enable the organization to standardize workflows for greater efficiency. The solution was also scalable, ensuring it could support the resort’s rapid growth. In addition, Oracle E-Business Suite supports global operations, with features that accommodate multiple languages and currencies. The Web-based solution also provides anywhere, anytime access to real-time data.

Implementation Process

The Oracle system was designed to be accessed via a portal that the company called ‘High Nara.’ Through this portal, staff can use the business strategy, customer relationship management, casino management, ERP, and employee self-service systems, along with 17 other subsystems. The Web architecture ensures users have around-the-clock access to critical application through a single sign-on.

Prior to the go-live date, High1 Resort undertook a range of activities to prepare users for the new way of working and ensure quick system acceptance. It provided monthly workshops to a group of power users, who would eventually be responsible for training other staff and acting as the organization’s help desk. Online training was offered to help staff understand the essential features of the ERP system, with around 3,000 people receiving tutoring on the system.

High1 Resort also conducted enterprise-wide communications initiatives such as bulletins and newsletters to make staff aware of the new ERP system. The staff was invited to take part in quizzes and other events, and their skill levels were regularly monitored.

The Oracle implementation kicked off in November 2007 and the system went live in January 2009.

---

Key Benefits:

- Cut month-end closing times from 12 days to 5 days
- Improved customer service by reducing the waiting time for queries to be answered
- Reduced procurement costs by automating the purchasing cycle
- Provided management and staff with a single source of the truth for analysis and encouraged collaboration and problem-solving across departments
- Increased efficiency by automating manual processes

HR automation has increased staff satisfaction and reduced workload on HR staff by introducing self-service HR functions. Additionally, the resort gained an easy-to-manage integrated IT environment that eases the burden on technical staff.

---

High1 Resort is the largest resort complex in northeast Asia. It comprises a ski resort, a casino, two golf courses, an indoor water park, condominiums, a convention center, and a range of restaurants and leisure facilities.
Hindustan Copper Limited Reduces Annual Financial Reporting from Three Months to 15 Days, Cuts Annual Inventory Holding Costs by Approximately US$720,000

“Customers that purchase our copper products demand competitive pricing, easy access to our latest products, and the ability to view the status of their orders. Oracle E-Business Suite Release 12 is an integrated system that enables us to easily meet their requirements.”

— Jayanta Mukherjee, Senior Manager, Corporate Marketing, Hindustan Copper Limited

Hindustan Copper Limited (HCL) manufactures copper cathodes; continuous cast copper rod; and copper by-products, such as anode slime (containing minerals such as silver and gold), copper sulfate, and sulphuric acid. HCL’s mines and plants are spread across four operating units, one in each of the Indian states of Rajasthan, Madhya Pradesh, Jharkhand, and Maharashtra.

HCL is the only organization in India that manufactures copper from the initial stages of mining of copper ore through to beneficiation, smelting, refining, and casting of refined copper metal into saleable products. The company operates under the administrative control of the Government of India’s Ministry of Mines.

HCL was established in 1967, and, over many years, the organization’s four sales offices, four factories, and six warehouses across India accumulated standalone software applications.

“This meant that financial reports, invoices, and customer orders were presented in different formats,” said Jayanta Mukherjee, senior manager, corporate marketing, Hindustan Copper Limited.

“For example, individual offices would compile their monthly accounts using Microsoft Excel spreadsheets and send e-mails or printed documents by post or fax to the head office in Kolkata, so they could be compiled into one report. This was an arduous and time-consuming process.

“We also have a number of staff members who are not computer literate, and, in the past, training them to use multiple applications was a challenge,” said Mukherjee.

In 2007, HCL realized it needed a centralized, standard system that could be used across the entire organization to streamline financial, ordering, invoicing, production, and human resources management processes.

In September 2007, HCL engaged Oracle Partner Tata Consultancy Services (TCS) to deploy Oracle E-Business Suite Release 12, specifically Oracle Financials, Oracle Supply Chain and Order Management Intelligence, Oracle Purchasing, Oracle Inventory Management, and Oracle Advanced Pricing, and Oracle Process Manufacturing. The company also deployed Oracle Human Resources, Oracle Payroll, and Oracle Self-Service Human Resources.

“Customers that purchase our copper products demand competitive pricing, easy access to our latest products, and the ability to view the status of their orders,” said Mukherjee.

“Oracle E-Business Suite is an integrated system that enables us to easily meet their requirements.”
HCL deployed Oracle Financials to automate its financial reporting processes. Accounts employees at each location use the centralized Web-based system to quickly and easily submit financial data, enabling the organization to complete consolidated monthly reports within five days.

Previously, financial reports could not be completed on a monthly basis because it took too long to consolidate the data. As a result, consolidated corporate financial reports were compiled manually at the end of each quarter.

“It previously took three to four months to close our accounts for the year,” said Mukherjee. “We are now closing annual financial accounts for the entire organization within 15 days.”

Senior managers also have fast access to financial information, which helps them better manage monthly, quarterly, and annual sales targets to protect revenue, and easily monitor nonmoving inventory items, payables, and receivables in real-time.

“We have completely eliminated the need for data entry operators to feed data into the system, and for managers to send e-mails to accounts staff to get the appropriate financial data that they require,” said Mukherjee.

Dramatically Reduces Financial Reporting Times

Gives Customers Fast Access to Order Data

HCL uses Oracle Supply Chain and Order Management Intelligence to record the details of every customer order online, including the quantity of ordered products, such as copper rods and copper cathodes; prices; ship date; and the estimated time of arrival.

“Staff can provide customers with information about the status of their orders quickly, rather than spend time sending numerous e-mails to answer their queries, which has significantly improved our customer service,” said Mukherjee. “Previously, customers would have to call us directly if they wanted an update on their shipments.”

Improves Inventory Management. Slashes Costs

Oracle Inventory Management provided staff at HCL’s four regional sales offices and corporate office with a just-in-time view of inventory at its four factories and six warehouses across India. The system provides visibility of copper ore and finished goods, such as copper cathodes and continuous cast copper rods that are available at these locations at any time.

“As a result, our inventory holding costs have been reduced by around US$30 per metric ton,” said Mukherjee. “We sell around 2,000 metric tons of products every month, so we are saving around US$60,000 per month or US$720,000 annually. This helps us optimize profitability in a volatile copper market.”

Oracle Inventory Management is integrated with Oracle Purchasing, which is used by procurement staff to purchase raw materials for copper manufacturing and capital items, such as machinery, spare parts, fuel, and tools. Each HCL business unit can view items that have been purchased online and compare the current and past costs for these items, which was not available previously.
“The centralized purchasing system has introduced an online approval hierarchy that we haven’t had before, which helped us keep costs under control,” said Mukherjee. “It also ensures we have audit trails for every transaction, which is particularly important for a public sector organization like HCL. In fact, our internal auditors can complete their assessments three times faster, even though transactions are more complex.”

Oracle Advanced Pricing also enables HCL to offer multiple prices to its customers and gain more control over its pricing policies compared to the competition.

The organization can centrally manage and monitor these policies to ensure it delivers the best value to customers, based on how often, the type, and quantity of products they order. Customers are offered various price options, and they can make payments for products at any of the company’s sales offices.

“For example, we can offer customers five or six different prices at any point in time, which ensures we stay competitive in the copper market,” said Mukherjee.

“We have also stopped offering price discounts based on the quantity of copper product that was ordered. These discounts were as high as US$125 per metric ton of copper. Now, our maximum discount is US$20 per metric ton of copper, based on market conditions, which has helped protect our profitability.”

**Streamlines Manufacturing Processes, Reduces Costs**

Oracle Process Manufacturing enables HCL to easily match the amount of copper products it manufactures with customer demand. This enables the organization to manufacture the exact amount required for customers as soon as the orders are received.

“This means we don’t need to keep the copper rod plant running unnecessarily because we know exactly how much copper we need to manufacture and when,” said Mukherjee. “As a result, our primary finished copper plant is saving about US$120,000 in operations costs every year.

“The system also provides staff with online access to information that shows our raw material consumption at various locations and over certain periods of time. Staff uses this information to evaluate the cost of producing copper and to take corrective action to reduce raw material, power, fuel, and human resource costs at these locations.”

**Improves Staff Management**

Oracle Human Resources is used to record each employee’s personal details, job role, department, qualifications, and appraisal results. The system will be connected to Oracle Payroll by the end of 2011, enabling the company to store and update this information online.

“We are planning to stop sending paper-based pay slips as our staff will be able to view their pay details online from January 2012,” said Mukherjee. “Staff also uses Oracle Self-Service Human Resources to view and amend their personal details and apply for leave online.”
Challenges

- Replace standalone software applications used by the organization’s many offices, warehouses, and factories with a standard enterprise resource planning (ERP) system
- Streamline financial management, ordering, invoicing, production, and human resources processes

Solutions

- Enabled accounts staff at each factory to complete consolidated monthly reports within five days rather than every quarter or the end of the financial year
- Completed annual financial reports within 15 days compared to three to four months previously
- Allowed senior managers to make business decisions faster by providing them with instant access to financial data and eliminating the need to send e-mails to accounts staff to obtain access the appropriate information for reporting
- Provided customers with information about the status of their orders instantly rather than spend time answering e-mails, which significantly improved customer service
- Reduced copper inventory holding costs by around US$720,000 annually and optimized profitability in a volatile copper market
- Allowed staff to view items that had been purchased online, and compare the current and past costs for these items, which was not available previously
- Enabled internal auditors to complete their audit assessments three times faster for more complex transactions
- Provided value to customers by offering multiple price points and stayed competitive by introducing more controlled pricing policies
- Protected profitability by enabling the company to reduce bulk purchase discounts for customers from up to US$125 per metric tonne of copper to US$20 per metric tonne of copper
- Reduced the cost of running a primary finished copper manufacturing plant by about US$120,000 annually, by manufacturing the exact amount of copper products required by customers without operating the plant unnecessarily
- Enabled the company to record each staff member’s personal details, job role and department, qualifications, and appraisal results online
- Allowed staff to view and amend their details, and apply for leave online
- Positioned to soon enable staff to view their payslips online
Why Oracle

During the initial tender process, HCL asked for submissions from Oracle and SAP. According to Mukherjee, Oracle E-Business Suite was less costly than the equivalent offering from SAP.

"The individual modules offered as part of Oracle E-Business Suite work well together—much better than other products in this market," said Mukherjee.

"Oracle E-Business Suite can also be expanded as our business grows; we are planning to interface the applications with systems run by our customers, banks, and tax authorities. For example, we are hoping to get to a point where the company can upload its tax returns from the Oracle system into a tax portal provided by the Indian Government.

Implementation Process

In September 2007, HCL engaged Tata Consultancy Services (TCS) to implement the system and provide support services for one year. Oracle Partner CSA Consultants has provided subsequent support.

During the project, TCS worked with HCL's IT team to check and clean the organization’s existing data and migrate it to the new system. Each module was subsequently tested and certain members of each business unit were trained on how to use the system. These trainers then assisted the remaining staff.

The deployment was completed by October 2008 and the system is now used by around 200 HCL staff.

“Without TCS' help, we would have not been able to complete this project in such a tight timeframe,” said Mukherjee. “TCS also provided the technical expertise required to ensure the project was a success.”
HiSoft Technology International Ltd Reduces Labor Costs and Speeds Payroll Processing for Global Workforce

“Over the past two years, HiSoft has grown into a global software outsourcing organization. Our Oracle HR management system supports the local currencies and regulations of the countries in which we operate, while delivering a complete picture of our HR activities to the Beijing headquarters.”

— Wang Jin, Vice President, HiSoft Technology International Ltd

Founded in 1996, HiSoft Technology International is China’s leading software outsourcing provider. The Beijing-based company has 3,000 staff across mainland China, Hong Kong, Japan, Singapore, and the United States offering IT application and product development services to clients in the banking, finance, health, insurance, manufacturing, and retail sectors. It was ranked 20th on the Association of Outsourcing Professionals’ 2008 Global Outsourcing 100, a list of the world’s top 100 outsourcing firms.

As a service provider, HiSoft considers its workforce to be its most important asset. To ensure it could attract and retain highly skilled employees in a competitive labor market, the company decided to implement a global HR management system based on Oracle E-Business Suite 12.

The system has enabled HiSoft to standardize and simplify HR workflows across its operations, meet local country regulations and conventions, ensure the best qualified staff are assigned to projects, and deliver near real-time HR intelligence to senior managers. The company has also reduced HR management costs by 20% and cut payroll-processing time by 40%.

“We believe improving HR management can help boost our competitiveness,” said Wang Jin, vice president of HiSoft Technology. “The Oracle HR management system has reduced the time we need to spend on routine tasks such as payroll processing, so we can devote more time to staff development and strategic recruitment and retention activities.”

Unifying HR Operations

Up until mid-2007, HiSoft was using different HR systems and processes in its 12 offices to manage more than 3,000 staff. This was not only inefficient and expensive, but it made it difficult for the Chinese head office to get an accurate picture of workforce numbers, staff qualifications, labor costs, and the results of HR initiatives. As its business expanded, the company also had to ensure it complied with local and international regulations.

When HiSoft made the decision to implement a new global HR system, it wanted a solution that could be integrated with its business management platform, configured to meet different country regulations, and expanded to support growth. The company opted to implement a range of HR modules from the latest version of Oracle E-Business Suite.

Meeting Global and Local Requirements

As a global IT service provider, HiSoft must be able to accommodate the different requirements of each country in which it operates. With the Oracle HR system, the company can standardize HR processes globally while abiding by local regulations.
With Oracle, HiSoft's global HR information is now stored in a single database, enabling managers to access data such as individual staff qualifications and project experience in near real time. This has made it easier and quicker for HiSoft to find and allocate the right personnel for new projects, leading to greater efficiencies. In addition, by integrating the Oracle HR system with the business management platform, HiSoft can determine the skills needed for different jobs and incorporate accurate labor costs into project estimations.

Its rapid growth means HiSoft must be able to adapt quickly in a dynamic and fiercely competitive commercial environment. The Oracle solution allows the company to quickly adjust business processes, ensuring it can incorporate new structures, regulations, reports, departments, and offices into the HR system.

**Key Benefits:**
- Lowered HR management costs by an estimated 20%
- Cut payroll processing time by 40%
- Improved efficiency by standardizing HR management processes across 12 global offices
- Ensured compliance with local payroll and reporting regulations
- Enabled HR managers to locate and allocate the best personnel for new projects with global employee database

For example, the Japanese and Singaporean offices have used patches in Oracle E-Business Suite 12 to configure their systems to the local currency and language. This enables them to meet local payroll laws and issue reports and labor statistics that address the legal requirements of the country.

**Flexible System Ensures Business Ability**

With Oracle, HiSoft’s global HR information is now stored in a single database, enabling managers to access data such as individual staff qualifications and project experience in near real time. This has made it easier and quicker for HiSoft to find and allocate the right personnel for new projects, leading to greater efficiencies. In addition, by integrating the Oracle HR system with the business management platform, HiSoft can determine the skills needed for different jobs and incorporate accurate labor costs into project estimations.

Its rapid growth means HiSoft must be able to adapt quickly in a dynamic and fiercely competitive commercial environment. The Oracle solution allows the company to quickly adjust business processes, ensuring it can incorporate new structures, regulations, reports, departments, and offices into the HR system.

**HR Management Costs Cut by 20%**

Personnel costs account for a significant proportion of HiSoft’s gross expenditures, so it is imperative for the company to exercise effective control over HR spending.

The Oracle HR management systems allows the head office to keep a close eye on HR activities in its 12 offices. Senior managers can monitor employee numbers in each location and analyze any changes in production lines, projects, and labor costs. Improved efficiencies and smarter resource utilization enabled HiSoft to reduce HR management costs by an estimated 20%.

**Payroll Processing Time Cut by 40%**

David Yang, senior manager of pay and welfare at HiSoft, said the company faced two major payroll challenges.

“First, we must meet different payroll regulations in the countries where we do business. Any changes must be quickly incorporated into the local country system and reflected in the global system, because we have to meet strict auditing and internal control requirements,” he said. “Second, HR data from across the world must be made available for analysis and the results integrated into management reports. With Oracle, we have resolved these two issues.”

HiSoft has used the Oracle HR platform to implement a rule-based salary calculation system that complies with local regulations and ensures employees are appropriately compensated based on their level of skill and experience.

The Oracle system automatically calculates salaries based on a standardized payment scale and in the currency of the employee’s native country.
When staff members are transferred or promoted, the system adjusts their salaries to reflect their new position. By automating pay management processes, HiSoft has reduced payroll-processing time by 40%.

Why Oracle?

According to Jin, HiSoft chose Oracle E-Business Suite 12 because the software helped the company meet its global HR management strategy.

"Oracle supports multiregional and multicultural business management, which is ideal for our organization," he said. "In addition, Oracle offers an advanced architecture that enables high-speed development."

Implementation Process

HiSoft’s internal enterprise resource planning team implemented the Oracle HR management system. The eight-person group began the project in July 2007.

The group developed a multi-language system with a single data source, which enabled information from across the world to be viewed by users in the Beijing headquarters. The implementation team also streamlined business processes and developed a variety of reports to deliver vital statistics to managers.

Advice from HiSoft Technology

- Opt for a staged implementation to minimize disruptions to the business.
- Ensure your project plan and implementation is completed by professionals with a proven track record.
- Take the opportunity to reengineer business processes to maximize efficiency.

HiSoft Technology International is China’s leading software outsourcing provider. The company offers IT application and product development services to clients in the banking, finance, health, insurance, manufacturing, and retail sectors.
Hite-Jinro Group Expands ERP System as Foundation to Merge Two Corporate Cultures and Improve Business Processes

“Merging and unifying two leading Korean alcohol companies with distinct corporate cultures was a daunting challenge. Oracle E-Business Suite offered us the flexibility and scalability to navigate a sea of changes and consolidate disparate processes and systems in record time. With help from Oracle and Oracle Partner LG CNS, we were able to build the ERP system and integrate different aspects of our business as planned. The project set a precedent for the Korean beverage industry.”

— Whan-sung Park, Executive Director, Process Innovation & IT, Hite-Jinro Group

Hite-Jinro Group is one of South Korea’s leading alcoholic beverage producers. The company’s product range includes soju (Korean gin), beer, whisky, and mineral water, and popular brands, such as Chamisul, JinroJ, JeolGyeoChatGee, MaeHawSu, DongEuiBoGam BokBunJa, and IlPumJinRo. Its products are exported to 50 countries.

Hite-Jinro was formed in September 2011, following a merger between Jinro (established in 1924) and Hite (South Korea’s first beer company, founded in 1933). Hite-Jinro’s aim was to become a global company by diversifying its product range and growing the Hite and Chamisul products into international brands. To achieve this, the company needed to integrate diverse business practices and disparate systems and update its ageing IT infrastructure to be more innovative and flexible.

In April 2011, the company implemented Oracle E-Business Suite Release 12—including Oracle Financials, Oracle Order Management, Oracle Procurement, Oracle Inventory Management, Oracle Manufacturing, and Oracle Human Resources—as well as Oracle Business Intelligence Enterprise Edition. As a result, it cut production costs and expects to save US$122 million over four years through improved productivity, informed decision-making, applied asset optimization, and better sales support.

Becoming a Unified Organization

A major challenge following the Hite-Jinro merger was to integrate two companies with distinct corporate cultures and a high regard for their own business practices. Both companies wanted to keep their traditional ways of operation, but these practices were inefficient and put the newly merged company at risk of lagging behind competitors.

To improve efficiency and decision-making, Hite-Jinro decided to implement an integrated enterprise resource planning (ERP) system based on Oracle E-Business Suite Release 12 to consolidate and unify business processes and systems. The company also deployed Oracle Business Intelligence Enterprise Edition to ensure staff and senior management had the tools to analyze sales, manufacturing, inventory, and other business data related to the beverage industry, which would improve competitiveness and decision-making.

Expected to Achieve US$122 Million in Cost Savings

As part of the Oracle E-Business Suite Release 12 implementation, Hite-Jinro built a corporate Web portal, a mobile application, and a content management system.
These systems were all linked together and to the Oracle ERP system. An automated cash management system was also deployed and integrated with the Oracle ERP system to maximize its use. This increased the accuracy and consistency of financial data within the ERP system, improved business processes, and enhanced customer service.

In addition, Hite-Jinro introduced mobile connectivity between mobile sales staff and offices, improving efficiency by allowing salespeople to access the Oracle ERP system while on the road for complete, real-time sales management, reporting, and transaction approvals.

Hite-Jinro expects to save US$122 million over the next four years as a result of implementing Oracle solutions and making other infrastructure improvements. Around US$50 million in savings is expected to come from improvements in service quality (which will reduce claims costs). The company also expects to reduce costs by streamlining how it manages its purchase approvals and approval histories, which will cut the time needed for account settlement, cost calculation, and profitability analysis; as well as lower costs for remittance charges, transfer fees, reverse logistics, and returns. In addition, Hite-Jinro is aiming to optimize asset use by improving conditions in distribution centers, downsizing inventory levels, preventing duplication in purchasing materials, and reducing the number of new assets purchased.

Another US$72 million will be saved through more efficient decision-making, strong sales support, and diversified production cost strategies. To enable this, Hite-Jinro intends to carry out multidimensional cost and business analyses on new beverage products, strategies, and large-scale investment ventures.

**Improved Beverage Sales and Profitability**

In the past, Hite-Jinro had a quantity-oriented management approach that emphasized the achievement of sales targets but did not consider production costs. The company was essentially making large quantities of beverages and selling them at low prices, so that the price per unit was lower than the production cost, resulting in financial loss.

The Oracle ERP system makes it possible to analyze the standard cost of producing and distributing different types of beverages (beer, spirits, and mineral water) and seeing results by individual brand. The system also predicts the profitability of different products, enabling Hite-Jinro to determine which beverages and brands are making money and which are losing market share. Based on this information, the company plans to adjust manufacturing schedules to produce greater quantities of profit-making products, as well as to forecast any potential sales losses.

In addition, the ERP system has helped reduce distribution costs by automatically calculating how much it costs each month to distribute beverages, based on delivery distances and transport cost per case. Overall, Hite-Jinro expects to increase profits by moving from a sales-focused business strategy to a revenue-based strategy, and using the Oracle system to drive the sales of profit-making products and reduce the possibility of sales losses.
“The Oracle ERP system helped us make the leap from quantity-oriented management to cost-and-profitability oriented management,” said Whan-sung Park, executive director, process innovation & IT, Hite-Jinro Group. “We will not only improve our sales but our profitability.”

Reduced Inventory Costs

In the food and beverage industry, inventory has a direct impact on profitability. For example, beer is a fermented product that must be sold before it expires. If a company overproduces beer, it runs the risk of losing money if it cannot sell the products within a certain time. Under the previous quantity-oriented management, Hite-Jinro was risking financial loss through overproduction.

With the Oracle ERP and Oracle Business Intelligence systems, Hite-Jinro can better predict beverage sales, based on factors, such as seasons or special occasions. It can then adjust manufacturing accordingly, increasing alcohol production in times of high demand and easing back when demand drops. With better control over beer, spirits, and mineral water inventory, the company has decreased inventory costs, which will improve its profit margins.

Achieved More Efficient Business Processes and Informed Decision-Making

The introduction of Oracle Business Intelligence Enterprise Edition enabled Hite-Jinro to process document approvals and electronic statements through a corporate Web portal. This has consolidated online document processing and improved the efficiency of business tasks, such as the approval process for buying the right quantity of fermented products for beer production.

By integrating the Oracle ERP system with Oracle Business Intelligence Enterprise Edition, Hite-Jinro also ensures staff can analyze the business intelligence data to determine beverage production costs and product profitability.

“Without the analysis reports, difficulties may arise during decision-making and devalue the impact of the Oracle ERP system,” said Park. “Oracle Business Intelligence Enterprise Edition gives us the accurate information we need to make informed decisions for our beverage business, production costs, sales, and marketing strategies, and our staff is very satisfied with the capabilities of the system.”

The Web portal has also helped improve Hite-Jinro’s foreign shipments by allowing staff to access updated import information, such as changes to customs and excise processes.

Challenges

- Consolidate diverse business practices and disparate systems following a merger
- Update an ageing IT infrastructure to one that was more innovative and flexible, to enable the company to expand internationally and improve competitiveness in the beverage industry
Why Oracle

Hite-Jinro considered Oracle and SAP when evaluating ERP solutions. Through benchmarking various organizations, the company decided Oracle offered better flexibility. Mindful of the fact that Hite-Jinro comprised two companies with differing practices and systems, it was decided that the flexibility and scalability of Oracle would enable efficient consolidation when building the ERP system.

Solutions

• Engaged Oracle Partner LG CNS to improve efficiency by implementing Oracle E-Business Suite Release 12 to serve as a consolidated ERP system for the merged beverage companies
• Expected to save US$122 million over four years as a result of improved productivity, business processes, cost efficiency, asset optimization, decision-making, sales support, and diversified cost strategies
• Improved business processes with the increased accuracy and consistency of financial data within the ERP system
• Enhanced customer service and maximized ERP system use by integrating an automated cash management system with the Oracle ERP system
• Predicted standard production costs and the profitability of different product types, which enabled the company to determine which beverages and brands were making money and which were losing market share
• Cut monthly distribution costs by automatically calculating costs to distribute beverages, based on delivery distances and transport cost per case, and by moving from a sales-focused business strategy to a revenue-based strategy
• Reduced inventory costs, minimized waste, and improved profit margins by producing more accurate quantities of beverages at the right time
• Supported informed decision-making by giving staff the ability to analyze beverage production costs and product profitability
• Improved foreign shipment activities by accessing updated import information through a corporate Web portal, including changes to customs and excise processes
• Completed a complex, large-scale implementation of 20 ERP modules in nine months, a first for the Korean beverage industry, accomplished with assistance from Oracle and Oracle Partner LG CNS

Why Oracle

Hite-Jinro considered Oracle and SAP when evaluating ERP solutions. Through benchmarking various organizations, the company decided Oracle offered better flexibility. Mindful of the fact that Hite-Jinro comprised two companies with differing practices and systems, it was decided that the flexibility and scalability of Oracle would enable efficient consolidation when building the ERP system.
“We had four months to complete the merger and found that the Oracle solution allowed us to progressively consolidate processes and systems,” said Park. “The Oracle system was also cost-effective.”

Implementation Process

Hite-Jinro began the implementation process in December 2009, completing three months of preparatory work from early March to June 2010. The system-building phase began in June 2010 and was completed in April 2011. The company implemented 20 Oracle E-Business Suite Release 12 modules for finance, import and export production, inventory, manufacturing, materials, purchasing, quality control, sales, scheduling, and cost and profitability analysis. Most companies typically implement only eight modules at a time.

“Despite the risk of such a large-scale undertaking, we were able to complete the project on time by selecting a package that best suited our needs,” said Park. “The project was a first for the Korean beverage industry. Even though we were behind other companies in building an ERP system, the successful completion of the project on time has set a precedent not only for the beverage industry but for other sectors as well.”

Partner

Established in 1987, Oracle Partner LG CNS has a workforce of 9,000 people providing consulting, system consolidation, ERP and business intelligence implementation, infrastructure development, outsourcing, and convergence services. When developing the ERP system for Hite-Jinro, LG CNS focused on process innovation that met the company’s unique requirements and those of the alcoholic beverage industry.

By completing a detailed analysis of Hite-Jinro’s business processes, LG CNS was able to apply advanced features to 30% of the ERP system and optimize the distribution system.

By expanding the ERP system, LG CNS helped Hite-Jinro enhance its sales force automation environment by better predicting beverage sales and reducing inventory accordingly, improving foreign shipments, and refining its payment-collection management system.

By optimizing the distribution system, LG CNS helped Hite-Jinro reduce the cost of distributing beverages and improve its inventory management.

Despite the scale and complexity of the project, LG CNS completed the project on time, with the close cooperation of Oracle.
Hunan Taohuajiang Nuclear Power Company Limited Increases Management Efficiency with Oracle E-Business Suite Release 12

“As the first successful Oracle E-Business Suite Release 12 project in China’s nuclear power, Hunan Taohuajiang Nuclear Power’s TIMeS sets an excellent example for the industry. We look forward to helping companies across all kinds of industries to deliver more efficient business management systems, achieve standardized operation management procedures, and enhance competitive advantage.”

— Grant Li, General Manager of Applications for Utilities, Media & Entertainment Industries, Oracle China

News Facts

- Hunan Taohuajiang Nuclear Power Company Limited (HTNP) has implemented Oracle E-Business Suite Release 12 to build an integrated management information system that creates a centralized method to oversee finance, investment plans, contracts, supplies, and equipment. This enhances management efficiency while providing the flexibility to meet management challenges to innovative business
- HTNP is the first nuclear power company in China to adopt the Oracle E-Business Suite Release 12
- Based on Oracle E-Business Suite Release 12, HTNP has built an integrated management information system (TIMeS), with the purpose of effectively managing information for the company’s overall infrastructure and production
- Through the implementation of TIMeS, HTNP has increased its management efficiency and reduced costs by eliminating unnecessary management and production processes. HTNP now has a single and accessible management view of its finances, investment plans, contracts, supplies and equipment. The system also delivers a standardized description of core business processes, reducing margin of error
Hyosung GoodSprings Cuts Monthly Reporting Time from 15 Days to Five Days

“The Oracle ERP system has significantly improved production and process management. Production planning is automated as procurement plans and assembly processes are now completed by the system. More effective load management has improved the way we develop production plans and schedule production orders. We can also time our materials procurement needs and establish procurement plans accordingly.”

— Lee Sang-deok, Team Leader, Planning Team, Hyosung GoodSprings

Established in 1962, Hyosung GoodSprings manufactures pumps for thermal and nuclear power stations, petrochemical and other industrial plants, urban water and sewage facilities, paper mills, and agricultural irrigation. It was the first Korean company to obtain a Korea Electric Power Industry Code certification for a nuclear power safety-rated pump, and the first Korean company to receive ‘N’ and ‘NPT’ Class 2 and Class 3 certifications from the American Society of Mechanical Engineers.

Hyosung GoodSprings has been using an enterprise resource planning (ERP) system since 1997. As time passed and its business grew, the company found that its legacy system did not offer the features required by a global operation and was becoming too expensive to maintain.

In February 2010, Hyosung GoodSprings switched to Oracle E-Business Suite R12.0.6 to better manage production and process management. As a result, the company has improved production planning and cost management, cut monthly financial reporting time from 15 days to 5 days, and streamlined manufacturing by ensuring design modifications are properly captured and routed to the right teams.

Outdated ERP System Threatens Growth

Hyosung GoodSprings is one of South Korea’s most respected organizations. The company was selected by the Korean Government to build a new water desalination plant as part of its eight New Growth Engine Smart Projects.

However, behind the scenes, Hyosung GoodSprings was grappling with a legacy ERP system that had reached end of life. The system had limited functionality and could not support the changing needs of an international business. It was also difficult and costly to maintain. To improve management control and strengthen competitiveness, in April 2009, Hyosung GoodSprings decided to upgrade its ERP system.

The aim of the upgrade was to integrate design, procurement, inventory, financial, production, as well as its domestic and international sales processes to enable the company to use the system to formulate detailed production plans. It also wanted to establish a cost management system to monitor preproduction (standard) and postproduction (actual) costs, and meet International Financial Reporting Standards (IFRS).

Production Planning Automated

In February 2010, Hyosung GoodSprings went live on Oracle E-Business Suite R12.0.6. Many previously manual tasks were systemized, leading to a significant improvement in production and process management.
“For example, production planning is automated as procurement plans and assembly processes are now completed by the system,” said Lee Sang-deok, team leader of the planning team, Hyosung GoodSprings. “More effective load management has improved the way we develop production plans and schedule production orders. We can also determine times when we require materials and establish our procurement plans accordingly.”

The Oracle ERP system also captures orders that need to be changed or cancelled, making it easier for staff to check the history of a job and the status of an order.

**More Control of Design Modifications**

Design tasks, such as item registration, bill of materials creation, and drawing and document management are completed using a product data management (PDM) system. As part of the upgrade, the PDM system was integrated with the Oracle ERP system, which provided Hyosung GoodSprings with greater control over design processes. Rapid design modifications and after-service responses are now possible due to automated data flows between different systems, enabling the company to offer better customer service.

Previously, documents such as drawings, production data cards, and purchasing specifications were manually distributed; now, they are captured in the Oracle system for easy access by different business divisions.

**Accurate Cost Management**

In the past, cost management was carried out using actual costs, but now a system has been put in place that leverages estimated, targeted, and standard costs during the preproduction phase, and actual costs postproduction. This allows Hyosung GoodSprings to manage invoices and receipts using the ERP system rather than processing them manually, providing greater transparency in the process. In addition, the introduction of online banking and the ability to create virtual client accounts have reduced the workloads of finance staff, as they no longer have to visit a physical bank branch but can conduct banking activities at their desks.

The financial system is IFRS-compliant, making it easier for Hyosung GoodSprings to do business overseas. Finally, by linking sales, production, procurement, shipping, and inventory systems with the financial system, the company has cut monthly reporting times from 15 days to 5 days.

**Why Oracle?**

Starting in April 2009, Hyosung GoodSprings began evaluating possible ERP solutions. After a fortnight of reviews and tests, the company selected Oracle E-Business Suite. According to Lee, Oracle was well ahead of its competitors in terms of functionality and cost.

“Oracle E-Business Suite offered 93% of the functions we demanded,” he said. “Our parent company Hyosung Heavy Industries PG is also using Oracle E-Business Suite so it made sense to implement the same solution as we could leverage their experience. In addition, Oracle was easy to integrate with our other systems and our IT team was familiar with Oracle program development tools, so we would not have to invest in additional system training.”
Implementation Process

The Oracle upgrade was carried out over eight months from June 2009 to February 2010 and involved 44 people from Hyosung GoodSprings; Nautilus Hyosung Inc., the IT arm of the Hyosung Heavy Industries group; and Oracle Partner Value and Trust Co., Ltd.

Together, the three organizations rolled out 19 Oracle E-Business Suite modules; established export and sales support, actual cost, credit management, and online banking systems. They also integrated the existing PDM, electronic purchasing, and warehousing systems with the Oracle platform. Nautilus Hyosung is managing and maintaining the Oracle system. Hyosung GoodSprings has also formed new, on-site process innovation, IT planning, and systems operations teams to ensure the stability and continuous improvement of the system.

Established in 1962, Hyosung GoodSprings manufactures pumps for thermal and nuclear power stations, petrochemical and other industrial plants, urban water and sewage facilities, paper mills, and agricultural irrigation.
Hyundai Capital and Hyundai Card are among Korea’s top consumer finance companies. Hyundai Capital is a dominant player in auto financing and one of the leading companies in the Korean used car market, while Hyundai Card is one of Korea’s major credit card companies. Both Hyundai Capital and Hyundai Card are joint ventures between Hyundai Motor Company and GE Capital.

To improve the efficiency and accuracy of financial and management accounting, in November 2009 Hyundai Capital and Hyundai Card implemented Oracle Financials R12. The solution automated various accounting processes, streamlined budget management, enabled faster profit and loss calculations, and provided staff with an easy-to-use interface.

As a result, Hyundai Capital and Hyundai Card have increased the number of transactions processed in one hour from 70,000 to 150,000. The companies have also cut the time required to calculate profit and loss on various products. In addition, it has greater insights into how individual departments use their budgets.

**An Integrated View of Financial and Management Accounting**

Hyundai Capital and Hyundai Card are the financial arms of the Hyundai Motor Group and are run as independent organizations.

While each organization had its own sales unit, they shared common strategy, human resources, business management, IT, and public relations departments. However, both organizations operated separate financial accounting and management accounting systems, leading to inefficiencies and inconveniencing users.

Hyundai Capital and Hyundai Card decided to deploy a new enterprise resource planning (ERP) system based on Oracle E-Business Suite R12 to provide an integrated view of financial and accounting management activities across the two organizations.

**Double the Number of Transactions**

Hyundai Capital and Hyundai Card’s financial accounting system automates the classification of expenses for each department. It is integrated with the management accounting system, which reduced the time needed to calculate management accounting information and enabled more accurate cost determination.

The Oracle system has also enabled Hyundai Capital and Hyundai Card to more than double the number of sales transactions processed in an hour, from 70,000 to 150,000. The faster processing speed means accurate, up-to-date information can be provided to managers more rapidly.
Hyundai Capital and Hyundai Card can automatically calculate the profit and loss information for different credit products and member accounts. Under the previous system, calculating profit and loss was difficult for Hyundai Card, as the company now has close to 10 million members. With the new Oracle system, profit and loss calculations can be completed in one and a half days, compared to five days in the past. Similarly, Hyundai Capital can complete profit and loss calculations in four hours, compared to three days previously.

The profit and loss data is used to inform marketing strategies and improve risk management, strengthening financial management at Hyundai Capital and Hyundai Card.

### Improved Budget Management

As part of the Oracle implementation, Hyundai Capital and Hyundai Card segmented departmental budgets based on specific tasks, which improved budget planning and enhanced transparency.

Another improvement was to assign each account with a unique ID to automate expenditure tracking. The ID acts like a ‘tag’, enabling the companies to collect information such as how much budget is assigned to which department, and how much money is being spent on what items.

### Greater User Convenience

To improve productivity, Hyundai Capital and Hyundai Card decided to create a new, more user-friendly interface. The companies also created four types of work screens, including integrated payment, real-time budget status, notices, and question and answer screens.

The question and answer screen enables head-office accounting staff to answer employee questions in real time, increasing usage of the ERP system while enhancing internal service.

The flexibility of the Oracle solution means it can accommodate new ideas and suggestions by Hyundai Capital and Hyundai Card’s business users. The companies plan to make more enhancements to the system and will roll it out to overseas affiliates in the near future.

### Why Oracle?

Hyundai Capital and Hyundai Card’s strategy is to implement systems that can be used for up to 10 years. The companies invited internal and external users to review a range of ERP solutions.

At the top of the selection criteria was product flexibility, to support the companies’ dynamic strategic direction. A second requirement was the capability to calculate profit and loss information for a wide range of customer segments. Finally, Hyundai Capital and Hyundai Card were looking for a solution that enabled dual booking in accordance with International Financial Reporting Standards (IFRS).
The companies chose Oracle E-Business Suite R12 for its outstanding functions and efficient calculating abilities.

Implementation Process

Oracle Certified Partner Samjong KPMG was engaged as the main consulting firm for Hyundai Capital and Hyundai Card’s ERP and IFRS system implementation.

Hyundai Capital and Hyundai Card worked on business process reengineering (BPR) and corporate business management innovation when deploying the Oracle ERP system. While other ERP projects typically focused on forming a working group comprised of users from the accounting department, Hyundai Capital and Hyundai Card made business users responsible for BPR.

The companies formed a working group of 60 people from 25 business teams. The group completed 17 BPR tasks to optimize the integration between workflows and front-end applications. Data was also refined, accelerating the speed at which financial data could be calculated and improving accuracy.

The financial accounting system was designed to be the same as that used at affiliate company Hyundai Commercial. This reduced deployment costs, increased technology migration speed, and improved scalability.

*Hyundai Capital and Hyundai Card are among Korea’s top consumer finance companies. Hyundai Capital is a dominant player in auto financing and a leader in the used car market, while Hyundai Card is Korea’s No. 2 credit card company.*

“Oracle E-Business Suite Release 12 is an excellent choice for our company, as we operate in a highly-specialized professional services industry and manage large data volumes. With the help of Oracle Partner Kynergy, we were able to purchase and implement the solution easily, seeing an immediate improvement in the efficiency of operations throughout the company.”
— Jacqueline Sapin, Vice President, Controller, ICEC Limited S.à.r.l.

ICEC was founded in 1948 as the International Commodities Export Company of the United States of America, specializing in the marketing and distribution of sulphur, sulphuric acid, and fertilizers. The company is the world leader in marketing sulphur globally on behalf of major energy companies—with sulphur remelting, transloading, forming, and bagging projects active in 28 countries, across all seven continents.

At present, ICEC maintains offices in 20 locations, with a network of representatives around the globe, to provide fully-integrated service packages to sulphur producers, including marketing, supply management, transportation, and distribution. ICEC manages thousands of transactions each year—as small as a truckload, or as large as a multiple Panamax vessel—providing in-house operations that include engineering, procurement, fleet service management, project management, insurance, and financial services.

With such a large, globally-dispersed business and operations network, the company required more streamlined processes for its traders’ mandatory actions, such as sending contractual documents to the company headquarters in Switzerland. It also needed to manage each commodity export transaction in a more unified, centralized project management structure.

ICEC Limited S.à.r.l. implemented Oracle E-Business Suite Release 12 to gain an integrated view of projects and operations across the enterprise, to increase efficiency in key areas, such as obtaining financial results more rapidly for improved reporting and planning. As a result, the company increased transaction speeds and employee efficiency substantially, and shortened its monthly financial closing process from 30 days to 7 days.

Challenges

- Establish a comprehensive enterprise resource planning system, centrally managed at company headquarters, that is capable of processing each commodity trading transaction—tracking the purchase and sales of sulphur, sulphuric acid, and fertilizers, and calculating the profit per metric ton realized in every project
- Provide a comprehensive view of each transaction, as the company acts as an intermediary between commodity producers and end-users, managing the entire logistics and supply chain
- Streamline mandatory business processes for the company’s traders—such as sending contractual documents to headquarters—as all transactional information must be entered into the main IT system
Throughout the proposal and vendor selection planning process, Oracle acted proactively and responded to specific requests formulated by ICEC quickly and thoroughly. Oracle also offered a comprehensive, out-of-the-box solution at a lower total cost of ownership.

Why Oracle

• Obtain financial results more rapidly to improve analytical capabilities, enabling making better informed business decisions, faster

• Enable financial employees to manage transaction accruals closely, in real-time, as numerous account receivables and liabilities might not be reflected on invoices at the time of preparing the account, due to the nature of the fast-moving commodities trading industry

Solutions

• Benefitted from the prebuilt, integrated functionality of Oracle E-Business Suite Release 12 to manage each of the company’s commodity export transactions as part of a centralized, unified project, providing detailed visibility and increased transparency into accrued assets and liabilities at any moment, including calculating profits per metric ton, realized with each project

• Responded to the needs of a small but growing team of specialized commodity traders, analysts, and controllers that require a fast, reliable, and easy-to-use solution to support the company’s position as a leading global marketer of sulphur

• Replaced the legacy accounting system of the previous parent organization with a locally-installed Oracle Financials, providing instant and direct access to all financial information, and enabling management to make more informed decisions

• Increased transaction speed and trader performance substantially with the ability to enter and view account information immediately—via a centralized system—instead of having to manage siloed data from multiple locations

• Improved the speed of financial reporting to meet the expectations of the parent company, decreasing the monthly financial closing process from 30 days to 7 days

• Facilitated greater collaboration between team members in different countries and time-zones to support streamlined communications, improving the sense of personal responsibility in managing commodities accounts and transactional data

• Enabled traders to use a single portal to access all information regarding commodity transactions—such as price, seller and buyer data, shipping date, and transportation insurance—on a computer dashboard and as printable documents and reports

• Utilized the know-how of Oracle Partner Kynergy to go live as scheduled on January 1, 2010, maintaining a nine-month implementation timeline and meeting budget requirements
Partner

Using an accelerated implementation methodology, Oracle Partner Kynergy implemented and configured the Oracle E-Business Suite Release 12 to suit ICEC’s specific financial and trading requirements. With a strong philosophy and focus on maximizing the standard functionality of the solution, Kynergy ensured a successful deployment, on budget and on schedule.

Since the go-live in January 2010, Kynergy and ICEC have maintained a strong partnership resulting in many other Oracle-based initiatives. As a result of this collaborative partnership, Kynergy is an expert on ICEC’s IT environment, enabling new IT projects to be evaluated and implemented in a very short time.

“The expertise provided by Oracle Partner Kynergy’s implementation consultants was key to our success—not only during the implementation process, but throughout our ongoing IT operations, as well,” Said Jacqueline Sapin, vice president, controller, ICEC Limited S.à.r.l.
i-Faber Transforms Business Model with New Solutions for Managing Purchasing Processes

“The Oracle E-Business Suite Release 12 Advanced Procurement platform allowed us to change our business model, offering integrated purchasing solutions in a single environment that hosts buyers and sellers, improving our customers’ overall efficiency and cutting the cost of the entire purchasing process.”

— Paolo Chiaverini, Managing Director, i-Faber

i-Faber, a UniCredit Group company, is one of the world’s top-10 suppliers of purchasing-management services and solutions, according to Forrester analysts. i-Faber brings together 633 buyers and more than 20,000 suppliers and serves more than 90 public sector organizations and companies. The company, which operates in 20 European countries, has more than 500 purchasing categories.

Challenges

- Shift i-Faber’s business model from an e-sourcing operator to a full provider of purchasing process solutions for buyer and seller clients, based on a software-as-a-service model
- Respond to clients’ demands for customization and data security during all stages of procurement
- Provide an effective, flexible, modular solution to cut operating costs throughout various stages of the purchasing process

Solutions

- Developed a Web-accessible Oracle Advanced Procurement platform, consisting of a series of integrated Oracle E-Business Suite Release 12 modules, providing customers with end-to-end management of the purchasing process
- Allowed configurability with various levels of customization options, permitting entry supplier types, restricted-access cataloguing systems, or brand environments
- Provided control over each stage of procurement, from purchase requests and order creation, to invoicing and reporting
- Lowered customers’ procurement chain management costs by up to 12% due to the efficiency of the Oracle solution
- Shortened negotiations for deal-closing by 80% by optimizing the entire process
- Met customers’ needs by integrating the procurement management solution with existing ERP systems and in-house processes due to the Oracle-based solution’s ability to meet the diverse requirements of the various legacy applications
Indiska Selects Oracle to Create Core Retail Platform to Support Profitable Growth

“Oracle provides the best fit for our business, not only in terms of functionality but through its proven experience and understanding of our business requirements and objectives. We believe Oracle can provide the technology to help us unlock value within our business, to better support growth and drive overall business performance.”

— Sara Björk, IT Director, Indiska

News Facts

• Swedish fashion and home furnishings retailer Indiska has selected a broad suite of Oracle Retail applications and Oracle Fusion Middleware components to create a core retail platform that will support its international expansion plans and long-term growth strategy

• With over 80 stores in Sweden, Norway, Finland and Denmark, Indiska offers quality modern Bohemian-inspired women’s fashion and home furnishings and remains committed to its founding principles of ethical and sustainable retailing

• Indiska has selected Oracle Retail Merchandising System, Oracle Retail Price Management, Oracle Retail Trade Management, Oracle Retail Sales Audit and Oracle Retail Allocation to replace its legacy systems

• The Oracle Retail applications are expected to provide a coordinated view of merchandising operations that will help improve decision-making around pricing, the flow of inventory and allocation of goods to meet customer demand

• Indiska is also planning to implement Oracle Fusion Middleware components including the Oracle WebLogic Suite, Oracle WebCenter Suite and Oracle BPEL Process Manager to manage the data exchanges between the Oracle merchandising environment and other systems

• The retailer also plans to implement Oracle E-Business Suite Financials Release 12 to help improve integration between the core retail and financial systems as well as to enhance reporting capabilities

• The relationship with Oracle marks an important step in Indiska’s transformation strategy, which has already delivered significant improvements in terms of profitability and operational efficiencies

• The first objective of the deployment is to improve access to Indiska’s foundational data to help enable more efficient core merchandising capabilities and to standardize on Oracle Database 11g

• Indiska expects to implement Oracle E-Business Suite Financials prior to rolling out the Oracle Retail applications

• Accenture has been selected by Indiska as their implementation partner, delivering the project from Sweden and India. Oracle supports the implementation with point experts and quality assurance

Supporting Quote

• “We are committed to supporting Indiska’s long-term strategy for positive growth,” said Duncan Angove, Senior Vice President and General Manager, Oracle Retail. “The Oracle solutions will help Indiska to turn reliable and timely information into profitable business decisions to deliver an even better customer experience and support their international expansion.”
Infrastructure Development Finance Company Limited (IDFC) Provides Instant HR Information, Reduces Purchasing Cycle from a Week to 10 to 12 Hours

“Oracle E-Business Suite Release 12 and PeopleSoft Human Resources have consolidated and standardized financial, purchasing, and HR processes across our subsidiaries. We’ve significantly reduced the time it takes to provide HR information to employees and managers and are confident our financial and purchasing procedures follow best practices at all times.”

— Ramesh Ramakrishnan, Director, Information Technology, Infrastructure Development Finance Company Limited

Infrastructure Development Finance Company Limited (IDFC) is one of India’s leading financial service providers for the country’s extensive infrastructure projects. The company provides end-to-end financing and project implementation services for building projects, such as airports, highways, seaports, telecom networks, and windmills. It also invests in metro fund schemes, and operates in the alternative and public market asset management, and corporate investment banking sectors.

After upgrading to Oracle E-Business Suite Release 12, IDFC now provides employees and department and subsidiary managers with instant access to integrated human resources (HR) information, rather than waiting up to 72 hours. It has also cut its purchasing cycle from five to seven working days to 10 to 12 hours.

Ensuring Efficient Access to HR and Financial Information

IDFC grew significantly since it began operations in 1997, eventually comprising approximately 18 subsidiaries in 40 locations across India, with main offices in Chennai, Mumbai, New Delhi, and Bengaluru. Previously, each subsidiary used different enterprise resource planning (ERP) software, and there was no centralized, integrated HR system.

IDFC’s subsidiaries divided their financial procedures into nine operating areas, covering information, such as profits from building projects and financial coding. The organization’s main offices divided financial processes into seven operating areas. This made it hard to consolidate financial information at the end of the month and complete financial processes, such as generating consolidated accounts receivable and general ledger reports.

IDFC wanted to standardize month-end accounting processes and consolidate financial information, including accounts payable, accounts receivable, and the general ledger, across its subsidiaries to ensure best practices and reduce manual administration tasks.

The company also wanted to consolidate HR data to provide employees and department managers with automatic access to information, such as employee performance reports and leave entitlements. To achieve these goals, in April 2010, IDFC implemented Oracle’s PeopleSoft Human Resources and upgraded to Oracle Financials Release 12. In April 2011, the company also implemented Oracle Procurement Release 12 to consolidate and standardize its purchasing processes.

“Oracle E-Business Suite Release 12 and PeopleSoft Human Resources have consolidated and standardized financial, purchasing, and HR processes across our subsidiaries,” said Ramesh Ramakrishnan, director, information technology, Infrastructure Development Finance Company Limited.
Instant Access to HR Information

IDFC uses PeopleSoft Human Resources to consolidate HR data, such as performance records, benefits, and contact details, in an integrated database so employees and managers can access information instantly, rather than waiting several days.

IDFC previously recorded its HR information manually, on spreadsheets, at its different subsidiaries and locations. If managers wanted to make a decision regarding a pay raise, promotion, or disciplinary action within their department, they had to request employee information, such as recent performance reports or leave statistics, from their HR department. Depending on how busy the HR department was, getting this information could take anywhere from 8 to 72 hours.

In 2008, IDFC implemented Polaris HR management software to replace its manual processes and consolidate information in an integrated database. However, the company found it difficult to manage its HR information efficiently using the Polaris software and was concerned about data privacy issues.

After using Polaris for just over a year, IDFC chose to implement PeopleSoft Human Resources in conjunction with its Oracle Financials upgrade, to take advantage of Oracle’s advanced data management and privacy capabilities and better integrate its employee and payroll information.

As a result, employee information is integrated in a single database, enabling managers to retrieve HR information immediately.

“Department and company managers can now manage and positions,” Ramakrishna V, vice president—human resources, Infrastructure Development Finance Company Limited. “Employees can also immediately see how much leave they have left and check previous pay slips, all which keeps them better informed about their progress and reduces HR department workloads.”

Decreased Warehousing Costs and Improved Efficiency

One reason why it took so long to retrieve HR information previously, was that HR documents were archived offsite in large warehouses. It could take up to two days to request and receive stored documents, such as previous years’ performance reports and information about ex-employees.

Now that HR information is stored online, it can be accessed immediately and paper documents no longer need to be archived in warehouses.

HR staff is also free to spend more time analyzing employee information to help managers make better decisions regarding promotions, incentives, disciplinary interventions, and new projects. For example, they can locate employees with the right project management skills or construction experience to work on a specific infrastructure.
“Previously, HR staff spent most of their time collecting and recording information,” said Ramakrishna. “Now they spend the least amount of their time on these tasks and can focus on providing qualitative research and improving HR decisions.”

Month-End Accounts Closed in One Day

IDFC uses Oracle Financials to integrate financial information from across its subsidiaries. The parent company has increased its number of financial operating areas in line with its subsidiaries and now consolidates month-end financial information in one day rather than four days.

“Before 2009, subsidiaries used different ERP software and processes to record accounts information, such as how much money they were investing in building a highway and the returns they were receiving,” said Ramesh Ramakrishnan, director—IT, Infrastructure Development Finance Company Limited.

“The first part of our project was to roll out an existing version of Oracle E-Business Suite across all the companies, rather than just using it at our main offices. Once the subsidiaries’ financial information was consolidated and everyone was accustomed to the integrated system, we upgraded to Oracle Financials Release 12 in December 2009.

“Now that we all follow the same standard procedures, month-end financial data, such as account balances and transactions, are in the same format and easy to consolidate.”

Ensured Compliance with International Financial Reporting Standards

Oracle Financials Release 12 contains inbuilt flexible reporting capabilities, so IDFC can easily generate financial reports containing information, such as expenses and accruals, that conform to Indian and international standards.

New International Financial Reporting Standards (IFRS) allow governments, analysts, and stakeholders to compare companies across the world through standard reporting formats and parameters. Previously, IDFC would have been unable to easily compile IFRS reports when required, as it would have taken a significant amount of time and effort to convert financial data from Indian reporting formats to those required by IFRS. However, Oracle Financials generates Indian statutory reports and IFRS reports almost immediately, with only minimal changes to system parameters required.

Standard Processes Provide Peace of Mind

Oracle Financials’ integrated database allows IDFC to update a reporting standards and best practices processes across its subsidiaries by making a change only once in the integrated system, rather than individually at each location. This reduces the time and effort previously required to update a different system at each subsidiary, and provides company managers with peace of mind that the change has been implemented correctly and all subsidiaries are following standard procedures.
“There are different taxes in India, such as VAT and service taxes, and many of them are modified on a year-to-year basis,” Ramakrishnan said. “Previously, each modification would have to be made separately at each subsidiary. Now, we only need to make the change once, with confidence that all subsidiaries comply with statutory regulations and that IDFC won’t be liable for noncompliance.”

Standard processes and reports also provide IDFC with a more accurate view of its financial position. Company managers can be sure financial reports, such as accounts payable trial balances are accurate and up to date, and building suppliers are paid correctly and on time.

Purchasing Cycle Cut to 10 to 12 Hours
IDFC has cut the time taken to process asset purchases, such as laptops, from five to seven working days to 10 to 12 hours, by implementing Oracle Procurement. Previously, purchasing and accounts staff needed to consolidate purchase information, such as who requested it and why, from diverse sources, often including spreadsheets, e-mails, and staff notepads or diaries. Now, purchasing information is entered into an integrated database, so purchases can be approved more easily and purchase orders and invoices can automatically be matched when payment is due.

“Oracle Procurement’s central consolidated database has made everyone’s life much easier,” said Ramakrishnan. “Department managers can approve purchases properly, and as the system is integrated with Oracle Financials, invoices are automatically generated based on the purchase order information, helping complete the purchasing process much faster and reducing the risk of human error. We have significantly reduced procurement costs as a result.”

Unscheduled Server Downtime Eliminated
To support its Oracle E-Business Suite upgrade, IDFC also upgraded its Oracle Database and implemented Oracle Real Application Clusters. This improved the ERP system’s overall performance, load balancing capabilities, and performance management, and provided higher system availability.

“Previously, we had unscheduled server downtime about once or twice a month, which affected our ability to properly manage our building projects,” said Ramakrishnan. “Since the upgrade, we’ve had no emergency downtime and are able to schedule maintenance during weekends or holidays, improving end-users’ experiences and productivity.”

Challenges
• Integrate financial and human resources information from 18 subsidiaries and 40 locations across India
• Provide employees and departmental and subsidiary managers with fast and easy access to consolidated HR information
• Standardize financial operations and month-end accounting processes between IDFC and its subsidiaries
• Ensure best practice financial processes are followed in accordance with Indian statutory and international reporting standards

Solutions
• Engaged Oracle Diamond Partner PwC to implement PeopleSoft Human Resources to consolidate HR information from across 12 subsidiaries
• Worked with Oracle Partner Clover Infotech to upgrade to Oracle Financials Release 12 and implement Oracle Procurement Release 12 to integrate financial and purchasing information and streamline processes
• Provided employees and department and subsidiary managers with instant access to integrated HR information, rather than waiting up to 72 hours for data from HR departments
• Reduced paper use and eliminated a two-day document retrieval process by archiving HR documents online
• Consolidated end-of-month financial information from across subsidiaries in one day rather than four days
• Cut the time taken to process purchases for assets, such as laptops, from five to seven working days to 10 to 12 hours
• Generated financial reports to meet Indian or IFRS regulatory requirements almost immediately by using Oracle’s inbuilt flexible reporting capabilities
• Freed up HR staff to spend more time analyzing employee information, helping managers make better decisions regarding employee promotions, incentives, or disciplinary interventions
• Reduced time and effort required to update reporting standards or best practice processes by integrating the ERP system across subsidiaries so changes need only be made once
• Gained a more accurate view of its financial position by standardizing processes and reports to ensure financial data is up to date and suppliers are paid correctly and on time
• Eliminated unscheduled server downtime—which previously happened about once or twice a month—and ensured server maintenance is scheduled for weekends and holidays
• Improved the ERP system’s overall performance, load balancing capabilities, and performance management

Why Oracle
IDFC was already using Oracle E-Business Suite 11.5.10 and Oracle Database 9i, so it was a logical choice for the company to upgrade its Oracle Database 11g and also to Oracle E-Business Suite Release 12 to integrate subsidiaries’ financial information.
IDFC considered several other HR software suppliers, including SAP, but chose Oracle as the company wanted to take advantage of PeopleSoft Human Resources’ advanced data management and privacy capabilities, and easily integrate HR and financial data.

In addition, IDFC wanted to take advantage of training available from Oracle University. Several company employees took part in Oracle E-Business Suite courses so they could then train colleagues.

After using Oracle Financials Release 12 for several months, IDFC was so impressed by the Oracle E-Business Suite Release 12 module it decided to further improve financial processes by implementing Oracle Procurement as well.

IDFC is now considering replacing Oracle Active Data Guard with Oracle GoldenGate, to further protect the 30 to 40 applications it runs on Oracle architecture (used to manage approximately 85% of the company’s total data).

Implementation Process
In early 2009, IDFC spent six to nine months rolling out Oracle E-Business Suite across its subsidiaries to ensure everyone was comfortable with Oracle’s ERP processes and best practices. In December 2009, the company upgraded its Oracle Database and to Oracle Financials Release 12. Both upgrades went live four months later in April 2010.

At the same time, IDFC replaced its legacy HR software with PeopleSoft Human Resources. The company went live with phase one of its HR project in April 2010, implementing the application’s basic transactions and data modules. This was followed, two months later, with the phase two go-live of the final performance management modules. IDFC began implementing Oracle Procurement Release 12 in early 2011 and went live three months later in April 2011.

Partner
IDFC worked with Oracle Partner Clover Infotech for the Oracle E-Business Suite and Oracle Database upgrade and the Oracle Procurement implementation. Clover Infotech has worked with IDFC on numerous projects in the past and Clover Infotech provides with ongoing support and maintenance for IDFC’s Oracle applications.

Clover Infotech provided IDFC employees with extensive Oracle E-Business Suite training during and after the financials upgrade and procurement implementation. The partner scheduled user group training for the accounts payable and general ledger modules and provided special training for specific staff members known as “Oracle Champions,” who could then pass on this training to their colleagues.

“Clover Infotech is a long-term partner of the company and knows our business well,” said Ramakrishnan. “Both the upgrade and extra implementation progressed quickly and smoothly without any major issues.
Clover Infotech left no stone unturned and was as enthusiastic about the project as we were. I’d give them at least an 8 out of 10.”

IDFC engaged Oracle Diamond Partner PwC for its PeopleSoft Human Resources implementation. The Partner helped IDFC’s internal IT team develop and refine system processes, map and implement coding, and adapt its own business processes. On PwC’s advice, IDFC changed several of its internal procedures to match Oracle’s global best practices.

PwC also provided around 40 additional internal Oracle Champions with extensive training, who then trained 10 to 15 people each within the subsidiaries.
Inter Partner Assistance España, S.A de Seguros y Reaseguros Accelerates Claims Processing with Oracle E-Business Suite Release 12

“Oracle E-Business Suite Release 12 has provided us with transparency, security, and automation in processes, enabling us to offer our clients services with greater quality, reducing the accounting process by 50%.” — Carlos Ordóñez, Director of Organization and Information Technologies, Inter Partner Assistance, S.A de Seguros y Reaseguros

Inter Partner Assistance España, S.A de Seguros y Reaseguros is an insurance company specializing in providing insurance assistance services. The company is owned by French insurance group AXA, which operates in 200 countries with more than 30 company-owned branch offices. AXA provides travel, car, home, and legal insurance and assistance services. In 2007, Inter Partner managed 950,000 Spanish claims for more than 100 clients, ranging from companies and groups to individuals.

Challenges

• Create a robust and integrated IT infrastructure to support a growing volume of payments, currently numbering 1.5 million annually, and valued at more than US$155 million
• Improve information security and reduce errors in processes
• Reduce costs by eliminating manual processes and increasing process quality
• Provide a multicurrency and multi-country solution, enabling the group to use a single, centralized management system

Solutions

• Implemented Oracle E-Business Suite Release 12 to create an integrated financial management system for settling claims
• Increased information security and control, and eliminated 100% of data errors by automating processes
• Accelerated insurance claims processing by eliminating manual processes, enabling payments within 48 hours
• Implemented a “virtual office” project with more than 100 company clients, enabling them to transparently track processes, such as claim progress, payments, and more
• Registered transactions undertaken, facilitating tracking and detection of possible errors in more than 1 million cases
• Improved accounting department productivity by 50% via process automation
• Accelerated invoice payment and provided a differentiated value and an incentive for customer loyalty to more than 10,000 providers through automated billing
• Automated case assignments to providers
• Unified accounting of the group, due to Oracle’s capability to integrate different currencies
International Islamic Relief Organization Builds State-of-the-Art Electronic Relief Application

"Oracle has an amazing technology road map that helps us monitor and constantly improve our worldwide humanitarian projects. We strongly recommend Oracle’s solutions to all non-governmental organizations that aim for efficiency and transparency."
— Dr. Khaled Hafez, Chief Information Officer, International Islamic Relief Organization

International Islamic Relief Organization (IIRO), founded in 1979 under the umbrella of the Muslim World League and led by Secretary General Dr. Adnan K. Basha, is one of the largest nongovernmental organizations (NGOs) for charity, worldwide. IIRO concentrates on social welfare and development, emergency relief, as well as educational and healthcare projects.

Challenges

• Expand insight into IIRO’s data, processes, and charity project funding by transforming paper-based operations into a paperless workflow
• Modernize IIRO’s IT infrastructure and prepare the organization for implementation of the ISO 9001:2008 standard as well as management techniques, such as business process modeling (BPM), balanced scorecard (BSC), and Six Sigma
• Achieve the strategic plan to build the first NGO cloud—IIRO Expert House—by offering relief software-as-a-service to other NGOs

Solutions

• Implemented Oracle E-Business Suite Release 12 with Hyperion Budgeting and Planning as IIRO’s main financial system that links with the all other systems, enabling IIRO to closely monitor all donations and charity project expenses
• Deployed Oracle Application Development Framework 11g and Oracle BPEL Process Manager to modernize IIRO’s applications based on in-house forms created using Oracle Developer 6i, transform most paper-based procedures into paperless workflows, and reduce the costs of communication between IIRO’s branches
• Enabled IIRO to generate powerful Digital Six Sigma reports with Oracle Database 11g Enterprise Edition as the main platform to hold all structured and unstructured data
• Used Oracle Spatial 11g supported by the out-of-the-box link with Oracle Business Intelligence Enterprise Edition 11g to enable live follow-up of projects by viewing satellite images online instead of discrete reports, enhancing IIRO’s capabilities for managing relief and development campaigns
• Leveraged Oracle Business Process Analysis Suite as the process modeling tool to facilitate IIRO’s adoption of ISO 9001:2008 as well as BPM, BSC, and Six Sigma standards
**IT Convergence** Cuts Costs and Improves IT Infrastructure Performance

“The unified applications infrastructure of Oracle E-Business Suite Release 12, Oracle VM, and Oracle Business Intelligence gives us a single source of reliable information, improving integration among applications and departments. At IT Convergence we’re Oracle clients first of all, and we recommend and implement this solution for our clients.”

— Gustavo Gonzalez, Director of Information Systems, IT Convergence

IT Convergence is a global provider of applications services, offering consulting, support, development, and information technology training services. Founded in 1998, the company has worked successfully with more than 600 leading companies in over 50 countries around the world.

**Challenges**

- Implement a unified, high availability IT infrastructure to offer excellent consulting, support, and solutions development services to the company’s clients in various countries
- Consolidate and standardize the financial and accounting procedures of its subsidiaries in different countries to increase operational efficiency and competitiveness
- Optimize IT resources by reducing costs for hardware maintenance and application monitoring

**Solutions**

- Implemented a unified applications infrastructure with Oracle E-Business Suite Release 12, Oracle VM, and Oracle Business Intelligence Suite, achieving optimal performance and guaranteeing a high systems availability of 99.99%
- Consolidated financial and accounting information with Oracle Financials, standardizing accounting procedures in all subsidiaries in various countries
- Optimized enterprise resource planning resources for the company’s shared service center, for example: allowing agents to enter billings for various countries on a single screen
- Used Oracle Time and Labor to automate approvals for hours allocated per-project, including consulting, support, and development of IT solution projects, reducing inefficient manual procedures and human errors
- Deployed Oracle VM, consolidating 13 physical servers into 4 virtual servers running multiple virtual machines and reducing costs for hardware maintenance and server monitoring
- Optimized IT resources, reducing energy costs by 11% and physical space in the data center by 7%
- Used Oracle Business Intelligence Suite to provide information for analysis, helping executives better visualize data and metrics for decision making
- Simplified logon process with Oracle Single-Sign On
JA Solar Holdings Co., Ltd Shines a Light on Global Operations with Oracle E-Business Suite Release 12

“Oracle E-Business Suite provides effective support for our globalization strategy. The system has helped us streamline our supply chain and accounting processes, shorten reporting times, and enhance business intelligence. The constant innovation in technology, management, and marketing will help us become a world-leading solar cell manufacturer.”

— Dr. Hsu, Chief Operating Officer, JA Solar Holdings Co., Ltd

Founded in 2005, JA Solar Holdings Co., Ltd is a manufacturer of high-performance solar cells. The company is advancing solar photovoltaics as a sustainable and financially viable solution to the world’s energy needs. Its customers are solar module manufacturers that assemble and integrate the solar cells into systems that convert sunlight into energy.

In February 2007, JA Solar listed on NASDAQ, raising more than US$600 million in its initial public offering. The company’s rapid expansion following the IPO prompted a number of challenges in finance, sales, procurement, inventory, and supply chain management. It also needed to integrate and improve processes at head office, overseas branch offices, subsidiaries, and manufacturing facilities to support growth.

The senior management team decided to implement an advanced enterprise management system to realize its strategic goals, including integrating global resources, accelerating innovation in product and business development, and exploring new business opportunities. JA Solar engaged Oracle Certified Advantage Partner HAND Enterprise Solutions to build a new enterprise resource planning system based on E-Business Suite Release 12.0.5.

The Oracle system enabled the company to reinforce financial control, risk management, and information disclosure. The system has delivered significant improvements in the accuracy of sales plans, the timeliness of material supply, the efficiency of supply chains, and the consumption of inventory. As a result, JA Solar has built a solid foundation to expand its business.

Ensuring Compliance with Global Regulations

As a high-technology organization with global operations, JA Solar needed a sophisticated business management platform that met its unique business and industry needs. The platform also needed to help the company meet its reporting obligations under the Sarbanes-Oxley Act and Generally Accepted Accounting Principles in the U.S.

After evaluating a range of options, JA Solar management and IT staff concluded that Oracle E-Business Suite could provide the tools needed to manage its expanding global business, while meeting disclosure requirements and financial statements required by Chinese and U.S. regulators. JA Solar was also aware that Oracle had been successfully implemented at large manufacturing companies and that the highly integrated application suite encouraged information sharing between departments.

Key Benefits:
- Improved financial management by enabling staff to track transactions back to the source
- Reduced manual workload by 75%, leading to a reduction in human error
- Cut account closing time to four to six days
- Strengthened inventory management and ensured there was always enough stock on hand to fill customer orders
- Simplified pricing by standardizing measurement units and conversion rates
- Supported informed decision-making through in-depth analysis
- Ensured compliance with Chinese and U.S. financial reporting regulations

Account Closing Reduced to Four to Six Days

The Oracle finance system was integrated with a range of front-end business systems, enabling JA Solar to share data between different applications. By linking Oracle Accounts Receivable and Oracle Accounts Payable with front-end systems, finance staff can trace data back to the source. This makes it easier for them to check transactions, generate invoices, and make payments, leading to an all-round improvement in financial management.

To date, JA Solar has decreased its manual workload by 75%, which has led to a reduction in errors and the use of fewer paper documents. The company has also cut account closing time to four to six days.

Improved Inventory Control, Streamlined Supply Chains

The efficient use of inventory is key to controlling costs, particularly for a large manufacturing organization such as JA Solar. Oracle Inventory Management, Oracle Order Management, and Oracle Purchasing enabled the company to track the amount of raw materials at manufacturing facilities, compare stock levels against impending orders, analyze the reasons for any changes in inventory consumption, and place orders for the appropriate resources needed to fill an order. This has enabled JA Solar to control inventory costs and shorten the manufacturing cycle (as the company can ensure there is always sufficient stock on hand to meet customer orders).

The Oracle system also enables JA Solar to collect data on contracts, repeat orders, and delivery deadlines, which help staff develop accurate distribution plans. This ensures the company can guarantee on-time delivery of raw materials to manufacturing sites, as well as finished products to customers.

More Accurate Pricing

As part of the Oracle implementation, JA Solar standardized business processes and material codes across subsidiaries to improve efficiency and make it easier for different groups to collaborate.

The company also established a double measurement system for inventory. The system has delivered significant improvements in the efficiency of supply chains, and the consumption of inventory. The Oracle system enables JA Solar to define different measurement units based on business demands and set standard conversion rates for inventory costs and selling prices. This simplifies pricing and ensures the process is more transparent and accurate, and makes it easier for the head office to consolidate financial statements across the group.

Supporting In-Depth Analysis

The rapid growth of the business requires close monitoring by senior managers, who must be kept updated on new developments and the performance of the company.
Why Oracle?

JA Solar looked at a number of ERP packages before deciding on Oracle, which offered a comprehensive solution, and strong track record in the manufacturing industry.

“The most attractive feature of Oracle E-Business Suite was the integration of different modules, which would enable different groups and departments to share information,” said Dr. Hsu, chief operating officer of JA Solar. “The solution’s flexible architecture means it will be easy for us to reorganize our business, integrate additional systems or processes, and scale to support growth.”

Why HAND Information Technology?

The scale and complexity of the Oracle project required a partner with extensive implementation experience and a good understanding of the manufacturing business.

“HAND Information Technology has a long and rich history in management consulting and ERP deployments,” said Dr. Hsu. “The company has developed many Oracle ERP systems for large Chinese corporations, and its project management skills, implementation know-how, and responsive service proved invaluable during the project.”

Implementation Process

JA Solar went live on the Oracle platform in January 2009. The solution is used by the following subsidiaries: Shanghai; JA Solar Photovoltaic Science & Technology Co., Ltd, Yangzhou; JA Solar Photovoltaic Science & Technology Co.; JA Solar USA Inc.; and JA Development Co., Ltd. It is also used at a manufacturing facility in Hebei, China.

JA Solar Holdings Co., Ltd is a manufacturer of high-performance solar cells. Its customers are solar module manufacturers that assemble and integrate the solar cells into systems that convert sunlight into energy.
Oracle Customer:
Jiangsu Rongsheng Heavy Industries Group Co., Ltd
Rugao City, Jiangsu Province, China
www.rshi.com

Industry:
Industrial Manufacturing

Annual Revenue:
US$878.6 Million

Employees:
17,000

Oracle Products & Services:
• Oracle E-Business Suite R12
• Oracle Financials
• Oracle Assets
• Oracle Human Resources
• Oracle Payroll

Jiangsu Rongsheng Heavy Industries Group Co., Ltd Improves Competitiveness with Oracle E-Business Suite R12

“Oracle E-Business Suite R12 helped us integrate information platforms effectively, optimize business processes, and improve our competitiveness, so we can better meet challenges in markets at home and abroad.”
— Chen Wenjun, Vice President, Jiangsu Rongsheng Heavy Industries Group Co., Ltd

Jiangsu Rongsheng Heavy Industries Group Co., Ltd is a manufacturer of marine equipment. Its primary activities are ship-building, ship maintenance, and manufacturing marine engineering development facilities and steel bridge structures. The company is China’s second largest shipbuilder and the world’s sixth largest.

Challenges

• Install a system that enables the unified management of the group’s people, finance, and shipbuilding assets
• Standardize financial accounting models and establish second-level accounting models in each business unit
• Build project-based financial and accounting systems to enable staff to keep track of shipbuilding project costs
• Implement process controls to regulate budget management and ensure marine equipment manufacturing jobs do not blow out
• Ensure the HR needs of 17,000 staff are properly met

Solutions

• Implemented a unified business, accounting, and HR management platform based on Oracle E-Business Suite R12, integrating the solution with shipbuilding industrial software
• Gained a financial management platform capable of producing consolidated statements and transaction records
• Achieved consistency in financial management by unifying the structure of accounting ledgers and titles
• Improved cost, money, revenue, and current account management, and enabled the production of accurate external financial reports
• Allowed business units to track budgets, monitor spending, and analyze the cost of each shipbuilding contract
• Enhanced asset management by enabling staff to keep track of all shipbuilding and marine equipment manufacturing assets
• Integrated HR information in a single repository, enabling managers to allocate the best qualified staff to a project
**KCC Engineering & Construction** Cuts Monthly Reporting Time from 25 Days to 5 Days with Oracle E-Business Suite R12

“We chose Oracle E-Business Suite R12 to build an enterprise resource planning system that had the ability to respond to a rapidly changing environment. The Oracle system has eliminated uncertainties and strengthened our predictive capabilities. This puts us in a good position to become South Korea’s leading construction and engineering company.”

— Park Chung-Bin, Team Manager, Process Innovation 1Team, KCC Engineering & Construction

KCC Engineering & Construction (KCC E&C) is one of South Korea’s leading building companies. It has developed and constructed residential housing, commercial buildings, industrial plants, and civic works such as railroads, bridges, expressways, dams, and sewerage systems. KCC E&C has received numerous accolades for its work, including the Korean Architecture Award from the Ministry of Land, Transport, and Maritime Affairs, and several Presidential commendations and medals. The company has achieved ISO 9001 and ISO 14001 certifications.

KCC E&C is aiming to become the foremost residential apartment builder within the next two to three years. To achieve this, the company decided to implement an enterprise resource planning (ERP) system that could be adapted to meet rapidly changing business requirements.

In May 2009, KCC E&C went live on a new ERP system based on Oracle E-Business Suite Release 12. By implementing Oracle Financials, the company has cut month-end closing time from 25 days to 5 days, enabled critical business data to be easily shared across the organization, and enhanced its forecasting abilities.

The Need for a Flexible ERP System

Projects in the construction industry have long lead times and lifecycles, with opportunities to extend contracts and continue providing service after construction is completed. It is also an industry that is sensitive to the external business environment, where events such as the global financial crisis can have a significant and lasting impact on impending and present projects.

The volatility of the sector requires flexible systems and business models that can be quickly adapted to accommodate market changes and minimize risk. Following staff interviews and internal benchmarking, KCC E&C decided to implement a new ERP system that would ensure it could meet these objectives.

Month-End Closing Period Cut to Five Days

KCC E&C implemented Oracle E-Business Suite R12 as the basis of its new ERP system. The company deployed Oracle Financials in its accounting and finance division, which enabled it to automate financial management processes and shorten month-end closing time from 25 days to 5 days. The system reduced the time needed to compare and confirm data and acquire, review, report, and deliver information. Reports could also be generated based on existing content submitted by different departments.
**Key Benefits:**

- Cut month-end reporting time from 25 days to 5 days
- Improved performance as a result of more accurate profitability estimations during the selling stage
- Enhanced risk management by enabling staff to spot and address any anomalies
- Reduced the time needed to compare and confirm data and acquire, review, report, and deliver information
- Enabled reports to be generated based on existing content submitted by different departments
- Ensured business data could be easily shared across the organization

**Improved Forecasting Ability**

The Oracle system has enabled KCC E&C to accumulate and share critical business data in a timely manner and enhanced the company’s forecasting capabilities. The company can determine the project completion schedule and undertake more accurate estimations of profitability during the selling stage, which has led to improved performance. Risk management has also been strengthened, as staff can spot and address any anomalies before they impact the business.

KCC E&C has also implemented self-developed international financial reporting standards (which all listed companies in South Korea must adopt by 2011) to the Oracle Financials system.

**Why Oracle?**

KCC E&C was looking for an ERP solution that was easy to integrate, scalable, and flexible. It also had to include best practice processes that would enable the company to improve efficiency. In addition, KCC E&C required a solution that was compatible with the Microsoft Windows platform, as most of its applications operated in this environment.

After evaluating a range of solutions, KCC E&C selected Oracle E-Business Suite R12 as the solution fulfilled all its requirements.

**Implementation Process**

Before deploying the Oracle solution, KCC E&C reviewed its needs and identified 162 issues across the business that needed addressing. In April 2008, the company began implementing Oracle Financials in the following business areas: order receiving, marketing, quotations, subcontracting, materials, sales management, financial accounting; and management accounting. After two months of stabilization, the system was officially launched in May 2009.

**KCC Engineering & Construction is one of South Korea’s leading building companies. It has developed and constructed residential housing, commercial buildings, industrial plants, and civic works such as railroads, bridges, expressways, dams, and sewerage systems.**
Find a solution that supports strong company growth, enables optimal mapping of the company's organizational structure, and minimizes manual tasks in the central finance department, which provides financial services to its customers.

Comply with headquarters' parallel accounting regulations based on German regulations (HGB) and International Financial Reporting Standards (IFRS), while eliminating redundant activities and minimizing the risk of errors.

Simplify the customer payment process, eliminating the need to map customers as suppliers.

KG EOS Holding GmbH & Co is a group of companies with more than 40 subsidiaries and associated companies in more than 20 countries, supporting more than 20,000 customers. The group offers services to companies of all sizes, ranging from stock exchange-listed blue chips to midsize enterprises. The EOS Group’s services include receivables management, marketing information, risk information, and payment services.

Challenges

- Find a solution that supports strong company growth, enables optimal mapping of the company’s organizational structure, and minimizes manual tasks in the central finance department, which provides financial services to its customers.
- Comply with headquarters’ parallel accounting regulations based on German regulations (HGB) and International Financial Reporting Standards (IFRS), while eliminating redundant activities and minimizing the risk of errors.
- Simplify the customer payment process, eliminating the need to map customers as suppliers.

Solutions

- Implemented Oracle E-Business Suite Release 12 with help from Oracle Partner GTO Consulting GmbH in just eight months, despite the complex data migration.
- Imported separately all planning data and monthly balances for 32 subsidiaries from the previous fiscal year into the new accounting system.
- Optimized processing of 32 of the group’s national subsidiaries within one environment, through the new, multi-organizational units.
- Supported finance-specific business processes, as payments to customers are already part of the standard solution.
- Simplified implementing company regulations and automated accounting in accordance with HGB and IFRS standards.
- Automated implementation of company regulations and integrating accounting processes with headquarters, which will lead to a time savings of approximately 30 days.
- Improved performance, which accelerated business processes, such as reducing complex accounting transactions from hours to minutes.
Kiloutou S.A. Expands and Serves More Than 4 Million Clients by Using Service Oriented Architecture

“Thanks to Oracle’s solutions, we have successfully made new Web services available in an average of four months, supporting the company’s goal to optimize rental management in our market. The Oracle solution enables us to keep track of our inter-application flows and ensure the future upgradeability of our IT platform, while also complying with current technological standards.”
— Jean-Michel Dos Santos, Back Office Research Manager, Kiloutou S.A.

A major player in the construction rental market in France, Kiloutou S.A. offers professionals, midsize businesses, large companies, and individuals a wide range of materials for structural work, including finishing, tooling, commercial vehicles, and gardening equipment through a network of more than 300 agencies. Its business unit, Kiloutou Global Services, is responsible for pooling all rental contracts at the national level and improving the management of construction site material rental at an international level. With more than 1,500 rental product offerings, 650 partner rental firms, and more than 4 million visitors, the Kiloutou Website provides professionals with a single, leading marketplace for construction materials, vehicles, and business-to-business services. To support its growth and accelerate the provision of new services to professionals, Kiloutou established a service-oriented architecture, based on Oracle SOA Suite and Oracle WebLogic Suite. The organization has implemented several Web service packages—including supplier sourcing, the client marketplace, and the client extranet—in an average time of four months, facilitating the management of the company’s materials rental service. The reuse of Web services will also enable Kiloutou to save time on future rollouts of business applications, including those based on cloud computing.

Challenges

- Prepare the technical and software architecture of the company’s information system for future business application developments and provide support for growth by establishing a service-oriented architecture framework for Web services
- Accelerate the provision of Web services adapted to Kiloutou’s material rental business needs
- Enable suppliers and clients of the Kiloutou Global Services marketplace to access value-added applications and information for construction rentals
- Optimize time to market and return on investments for Web-based construction rental services and guarantee the evolution of the information system to new cloud computing-based IT models

Solutions

- Implemented a new service-oriented architecture, based on Oracle SOA Suite and Oracle WebLogic Suite, following the production of a proof of concept by Oracle partner Easyteam
- Made new Web services for the equipment rental site available in an average of four months, enhancing the pooling of materials rentals offered by Kiloutou Global Services in the French market and enabling customers to access rental activity management information via private access to the Kiloutou online marketplace
• Rolled out the first Web service package, providing 650 suppliers and partner rental firms with direct access to material-pricing applications and ongoing orders on the extranet thanks to the connection to Oracle Database and Oracle E-Business Suite Release 12 through Oracle Enterprise Service Bus

• Rolled out a second package for the online marketplace, providing 4 million visitors with direct access, via one click, to public prices negotiated for professionals and direct online ordering, thanks to the SOA architecture

• Provided professional marketplace clients, in just two months, with new Web quotation and billing consultation services for construction equipment rentals while offering access to the history of their data over two years, thanks to the connection of the Oracle Database 11g data warehouse to Web Services via Oracle Enterprise Service Bus

• Improved control and monitoring of inter-application flows between Oracle Database, Oracle E-Business Suite, and services via Oracle BPEL Process Manager, enabling delivery of new B2B and B2C functionalities on time, with guaranteed availability and accessibility

• Optimized Web service usage and supervision, thanks to Oracle WebLogic application server and the upcoming migration to a cluster architecture to improve availability of all services in production

• Enabled the organization to ease the transition to a services-based Cloud Computing model

Why Oracle

"By choosing Oracle solutions, Kiloutou S.A can advance smoothly and easily toward a service-oriented architecture in compliance with market standards, while guaranteeing the stability of our platforms. Furthermore, Oracle’s SOA approach will enable us to save time on our future application rollouts and ease the transition of our IT base to a cloud computing model," said Jean-Michel Dos Santos, back office research manager, Kiloutou S.A.

Partner

Oracle partner Easyteam worked on the production of a proof of concept, the integration of the Oracle SOA Suite solution, training stages, and technical functional support.
Kingdom of Saudi Arabia Ministry of Education
Transforms Kingdom into a Digital Society, Boosts Efficiency for Over 50% of Civil Workforce

“We rely on Oracle E-Business Suite Release 12 to transform Saudi Arabia into a digital society and to increase the country’s global competitiveness.”
— Dr. Jarallah Saleh AlGhamdi, Chief Information Officer, Kingdom of Saudi Arabia Ministry of Education

The Ministry of Education (MOE) of the Kingdom of Saudi Arabia, created in 1953, administers a vast network of more than 33,000 publicly-funded schools for elementary and secondary school education, with more than 5 million students enrolled.

In 2010, the ministry embarked on a campaign to replace its legacy enterprise resource planning (ERP) systems by implementing a state-of-the-art financial and administrative resources information system to more efficiently and cost-effectively manage its business processes across the Kingdom.

MOE deployed Oracle E-Business Suite Release 12 as a single ERP system for Saudi Arabia’s educational system, having a direct impact on more than 50% of the Kingdom’s total civil government workforce. The Oracle solution, which replaced an infrastructure of isolated information systems that required manual coordination of nonsynchronized operations between MOE directorates, provided significant benefits across numerous functions and stakeholders—including employees, business operations, management and control, analytics, finance, governance, and technology.

The ministry increased the productivity, efficiency, and proficiency of academic and nonacademic personnel by automating many financial, human resources, and administrative functions. By freeing resources to focus on core competencies, the deployment extended the ministry’s ability to provide access to tailored learning for all children in Saudi Arabia, according to their abilities and inclinations.

Challenges

• Improve the ministry’s ability to efficiently use ERP for the educational system of the Kingdom of Saudi Arabia, to manage distribution and spending for 20% of the country’s annual budget allocated for education, training, and human capital development

• Convert years of legacy data into easily accessible formats to increase productivity of 6,500 application users and eliminate duplicate records that were inconsistent and located in isolated databases

• Ensure system configuration accuracy and optimal data quality while reducing IT complexity and management costs by replacing hundreds of proprietary systems with a single ERP platform

• Free resources to enhance the ministry’s ability to expand access to tailored learning for all children in Saudi Arabia

Solutions

• Enabled MOE to register a new supplier in just 10 minutes and ensure that supplier performance meets contractual agreements
• Established a single ERP platform for all MOE directorates, using Oracle E-Business Suite Release 12 to standardize services, increase overall efficiency, and enhance the ministry’s ability to provide tailored learning for all children in the Kingdom of Saudi Arabia by maximizing organizational efficiency

• Increased productivity of 6,500 application users and increased efficiency of the ministry’s 651,000 employees, who represent more than 50% of the Kingdom’s total civil government workforce, by automating numerous functions related to schools, educational directorates, students, teachers, and staff

• Established guided workflows for financial transactions and reporting, helping to reduce budget report-generation time from months to minutes and human resources and financial report-compilation time from two days to two minutes

• Gained the ability close and process payroll in 10 days as opposed to between 10 days to two months in the legacy systems—when remote directorates initiated payrolls two months in advance and sent the data to headquarters for processing

• Reduced the average time between a service request and a service acknowledgement from a tedious and time-consuming manual operation to an automated process that is completed in one to two days

• Implemented Oracle Purchasing to replace manual procurement processes and enable the ministry to create a purchase order in 5 to 10 minutes and approve it in 1 to 5 minutes, as opposed to manual procedures that previously took hours or days

• Used Oracle Financials to reduce the time required to obtain budgeted funds from several weeks to two days and increased the ratio of error-free supplier invoices from 80% to 99%

• Automated warehouse processes and optimized the quantity and type of stock ordered, improving warehouse space utilization and enabling MOE to identify availability and locate any inventory item, countrywide, in less than two minutes—for example, schoolbooks and other items required in elementary and secondary school education—while eliminating inventory losses from damage, expiration, loss, and theft

• Enabled accounts payable employees to process 2.5x more payments in a given period and accounts receivable employees to process 5x more payments

• Introduced effective change management in people, processes, and technologies to enhance operations and strengthen employee buy-in to using best practices embedded in Oracle E-Business Suite

Why Oracle

The Ministry of Education selected Oracle E-Business Suite Release 12 due to Oracle’s open architecture, scalability, and information security. The ministry recognized that Oracle’s applications are based on best business practices, provide Arabic user interfaces, and support the Hijra calendar. Further, Oracle has proven implementation partners with a track record in Saudi Arabia and qualified local teams to support future projects.
“The Ministry of Education is constantly updating its IT systems to maximize organizational efficiency, streamline departmental work, and meet long-term development objectives. Oracle E-Business Suite met our expectations after careful evaluation,” said Dr. Jarallah Saleh AlGhamdi, chief information officer, Kingdom of Saudi Arabia Ministry of Education.

Partner

The Ministry of Education worked with Oracle Partner Tata Consultancy Services, as it has vast knowledge of Oracle E-Business Suite and in-depth government sector experience to help the ministry complete the administrative resources information system initiative.

“By implementing Oracle E-Business Suite and taking advantage of the training and support services offered by Oracle Partner Tata Consultancy Services, the Ministry achieved a quantum leap in transforming the Kingdom of Saudi Arabia into a digital society,” AlGhamdi said.
Kirloskar Oil Engines Ltd Ensures Compliance and Gains Greater Insight into Business Performance

“Upgrading to Oracle E-Business Suite Release 12 has given us a whole new set of capabilities: improved compliance management, greater control over planning and budgeting, and a deeper understanding of business performance.”
— S.R. Deshmukh, Vice President, Corporate IT, Kirloskar Oil Engines Ltd

Founded in 1946, Kirloskar Oil Engines Ltd (KOEL) is India’s leading manufacturer of diesel engines, diesel generating sets, and engine bearings. KOEL is a public company and a member of Kirloskar Group, an Indian engineering conglomerate. Kirloskar Group’s yearly revenue is US$1.2 billion, with sales in 70 countries. KOEL has manufacturing facilities in five locations, 18 warehouses, 22 sales offices, and a large distribution network in India and overseas.

Challenges
- Migrate to a new version of Oracle E-Business Suite
- Introduce more sophisticated business analysis tools
- Undertake regular performance reporting
- Automate planning and budgeting processes
- Comply with new Indian financial regulations

Solutions
- Upgraded to Oracle E-Business Suite Release 12 to take advantage of new and enhanced features, including daily business intelligence reporting and compliance management
- Enabled business leaders to track business ratios every day using Oracle Daily Business Intelligence
- Ensured business was on track to meet performance targets, as daily monitoring enabled action on any irregularities
- Provided greater transparency into transactions, leading to improved performance
- Streamlined planning and budgeting by eliminating the need for data to be extracted from a database and uploaded to another machine for reporting
- Provided staff with access to the latest data to support budgeting and planning decisions
- Prevented budget blowouts by ensuring staff could track costs against individual projects on a daily basis
- Increased efficiency by simplifying work associated with compliance management, such as document keeping
- Enhanced risk management due to the ability to manage the audit process and create risk assessment reports. Improved transaction response times by 10–15%
- Improved the responsiveness of the iSupplier portal by 100%
- Increased support staff productivity by 20%
**KT Deploys Oracle E-Business Suite R12 Dual Ledger IFRS System**

“KT was the first company in Korea to use Oracle E-Business R12 to deploy a dual ledger International Financial Reporting Standards system. As a result, we have a reliable and transparent account closing system that enables us to meet our financial reporting obligations in Korea and internationally.”

— Lee Joo-Sung, Manager, MIS Development Team of Management IS BU, KTDS

KT was established in 1981 as a spin-off from Korea’s Ministry of Communications. In 2002, it became a privately-owned company and began building a broadband network. Within three years, it had increased the number of ADSL subscribers to 6 million and took a leading role in digital networking. In mid-2009, KT merged with mobile communications provider KTF, giving the unified entity an edge in the competitive converged communications market.

As an international business, KT must comply with global financial reporting requirements. It must also meet Korean financial accounting standards. To fulfill these obligations, KT used Oracle Subledger Accounting, a new sub module of Oracle E-Business Suite R12, to build a dual ledger system that met Korean and global financial reporting obligations.

The system enabled KT to reconcile accounts in an efficient manner, ensure the consistency of financial data, and add, amend, or delete accounting standards in line with changes in regulations.

The deployment of the Oracle financial accounting system was so successful that KT was awarded the 2009 Republic of Korea Software Technology Grand Prize by the Korea Software Technology Association.

**Meeting Local and International Accounting Standards**

KT has used an Oracle enterprise resource planning (ERP) system for many years. In 2008, the company upgraded to Oracle E-Business Suite R12 to take advantage of new functions and improve its competitiveness.

The following year, KT decided to use Oracle Subledger Accounting, a new Oracle E-Business Suite R12 sub module, to build a financial reporting system. This would enable the company to comply with Korean accounting requirements and International Financial Reporting Standards (IFRS). The Korean Government had mandated that all listed Korean companies worth more than KRW2 trillion must be ready to meet IFRS by 2011.

KT engaged KTDS, the IT division of the KT Group, to manage the implementation. The focus of the project was to ensure the system could be easily adjusted so KT could add or amend accounting standards as reporting requirements changed. Oracle Subledger Accounting is a rule-based accounting engine, toolset, and repository, which supports Oracle E-Business Suite modules. It enables multiple accounting representations, thus resolving conflicts between international and local fiscal accounting requirements.
Key Benefits:

- Gained a dual ledger system that complies with Korean and international financial reporting standards
- Enabled changes in accounting standards to be easily made with a rule-based accounting engine, easing the workload on the IT team
- Simplified the auditing process by allowing staff to track a transaction back to the source
- Cut account closing time using a common processing and posting engine for the two ledgers

Efficient Accounting, Simplified Auditing


Because the system relies on rule-based accounting processes, KT can simply amend the rules to reflect changes in accounting standards and multi-accounting policies. This has eased the maintenance task on the company’s IT team.

In addition, the IFRS system provides a repository for accounting transactions, making it easy for KT to track a transaction back to the source and simplifying the auditing process. Account closing time is also reduced through the use of a common processing and posting engine for the two ledgers.

KT will begin simultaneous account closing for both ledgers in January 2010. During the year, it will carry out reporting in both reporting formats (K-GAAP and IFRS) and, in 2011, transition to IFRS only.

Why Oracle?

KT knew it was critical to select the right applications vendor and thoroughly evaluated several companies based: support for business process innovation, market share, and implementation cost. By upgrading to Oracle E-Business Suite R12, KT could utilize Oracle Subledger Accounting to build a financial reporting system that would increase efficiency across all business processes.

KT was also impressed by Oracle’s extensive customer base and experience in the communications industry. In working with the leading communications companies globally, Oracle would bring best practices in business process innovation to KT.

Finally, the cost of licensing and implementation was considerably below comparable alternatives. Oracle’s integrated solution avoided the customization that increases costs and implementation time.

Implementation Process

KTDS had deployed Oracle Financials in 2001 and Oracle E-Business Suite in 2003, and completed the upgrade to Oracle E-Business Suite R12 in 2008. This gave the company a deep understanding of KT’s business and technology requirements.

KTDS tailored its ERP implementation methodology to accommodate the IFRS project. This methodology is based on Oracle’s AIM guidelines, which provides templates and setup documents for the efficient deployment of Oracle applications.
The project kicked off in March 2009. KT undertook intensive testing to minimize risks arising from the use of new technology. First, the company conducted a conference room pilot to determine if it was possible to build a dual ledger IFRS system using Oracle E-Business Suite R12. After the system design was confirmed in May, KT undertook a second conference room pilot to finalize IFRS requirements and test the functions. The implementation itself was completed in August and the pilot rolled out in October. The system went into full production in November.

Established in 1981, KT is a leading provider of communications services in Korea. In mid-2009, the company merged with mobile communications provider KTF.
KT&G Improves Accounting Accuracy in 12 Affiliates with Oracle E-Business Suite R12

“The Oracle IFRS-packaged solution allowed us to standardize group financial processes, which ensured we could meet international accounting standards while enhancing transparency across our business.”
— Jung Kil Kim, Associate Officer of Information Technology Office, KT&G

KT&G is a leading tobacco company in South Korea with annual revenue of US$2.2 billion. The company’s cigarettes are available in more than 40 markets, including Russia, Eastern Europe, the Middle East, Central Asia, China, and South East Asia. KT&G also has interests in functional health foods (such as red ginseng), pharmaceuticals, real estate management, and asset investment management.

As a business with worldwide operations, KT&G must comply with global reporting and disclosure requirements. The Korean government has also mandated that all Korean companies must comply with International Financial Reporting Standards (IFRS) by 2011. To ensure it could fulfill these requirements, KT&G replaced a range of disparate systems with a packaged IFRS solution, which consisted of Oracle E-Business Suite R12 and Hyperion modules.

The system enabled KT&G to standardize financial processes across its businesses to improve the accuracy and reliability of data collection. In addition, because the system conforms to IFRS requirements, KT&G will be able to provide the detailed reporting statements required by the International Accounting Standards Board and the Korean government.

The Need to Centralize Group Accounting

The global nature of KT&G’s business means the company must comply with external regulations such as IFRS. However, the disparate financial systems in use at the organization did not allow for reliable and efficient group wide data consolidation. There was also no support for generally accepted accounting principles (GAAP), which made it even more difficult for KT&G to prepare financial statements that complied with global reporting standards. In addition, its development environment was not able to support the implementation of new technologies that would enable the company to address accounting and reporting issues.

To meet IFRS requirements, KT&G needed to integrate financial data and standardize financial accounting processes such as year-end closing, disclosure, and fair value evaluation across its group of businesses.

Meeting Global Reporting Requirements

In October 2009, KT&G went live on a new financial management system based on Oracle’s packaged IFRS solution, which comprises Oracle Financials, Oracle Treasury, Oracle Internet Expenses, and a range of Hyperion financial management modules. It was the first organization in Korea to deploy a packaged solution that integrated group accounting processes and which complied with IFRS regulations.
KT&G wanted to deploy an industry-standard solution to reduce implementation time and costs. This approach was also less risky and more efficient than developing a system in-house. The company selected Oracle because the software integrated seamlessly with existing systems and was easy to manage.

Why Oracle?

KT&G wanted to deploy an industry-standard solution to reduce implementation time and costs. This approach was also less risky and more efficient than developing a system in-house. The company selected Oracle because the software integrated seamlessly with existing systems and was easy to manage.

Implementation Process

In addition to Oracle Financials and Hyperion, KT&G deployed Oracle Database and Oracle Real Application Clusters to build a two-node database server cluster. This means that if one server was to fail, the workload is instantly transferred to the second machine, ensuring the financial management platform is available at all times.

The company also implemented Oracle Application Server and Oracle WebLogic Integration to further enhance application redundancy. Oracle SOA Suite was also utilized to build process workflows and ensure the platform was built using open interfaces to ensure easy integration/reconfiguration in the future.

Key Benefits:

- Improved the accuracy and reliability of financial data by consolidating on a single financial system
- Standardized financial processes at 12 affiliate companies
- Enhanced accounting transparency and financial insight, providing managers with a better knowledge of profit and loss levels across the group
- Completed month-end financial close in two days
- Gained a system that complied with International Financial Reporting Standards, an important requirement given the global nature of KT&G’s business

The Oracle system is now in use at 12 affiliate companies, which enabled KT&G to standardize corporate accounting, asset management, capital management, tax and management accounting, standard cost pricing, and budget management across these entities. The integrated view of operations has enhanced accounting transparency and financial insight, providing managers with a better knowledge of profit and loss levels across the group. The company is able to complete financial closing two days after the end of the month.

KT&G is also able to meet IFRS requirements—one year ahead of schedule—as the Oracle system is designed to handle group-level consolidated reporting and disclosure requirements. The system can be modified to meet multi-language and multicurrency requirements of KT&G’s global operations.

In the first quarter of 2010, after it has stabilized its disaster recovery center, KT&G will add budget and financial performance monitoring applications to the Oracle system and roll them out to affiliate companies in stages.

KT&G is South Korea’s leading tobacco company with annual revenue of US$2.2 billion. The company also has interests in functional health foods (such as red ginseng), pharmaceuticals, real estate management, and asset investment management.
L.H. Dottie Improves Customer Service, Enhances Inventory Control, and Accelerates Product Delivery

“Oracle has provided unprecedented flexibility and visibility. We have learned that we can trust the data. The depth of knowledge is amazing. Oracle enabled us to focus on our business, not our software.”

— Brian Heiden, Director of Information Technology, L.H. Dottie

L.H. Dottie manufactures fastening devices and anchors, electrical fittings, petroleum products, tools, and specialty items for professional electricians and plumbers. L.H. Dottie has a state-of-the-art 50,000 square foot manufacturing facility located south of Los Angeles, CA and additional warehouses in Oklahoma City and Philadelphia.

Challenges

• Implement an integrated enterprise resource planning (ERP) suite that will support the wholesale electrical and plumbing fixtures and supply company as it continues to grow

• Provide enhanced capabilities—including a Web store and portals—for the company’s supplier and customer base

Solutions

• Engaged Oracle Partner C3 Business Solutions to implement Oracle E-Business Suite Release 12 to improve performance and streamline critical processes - including financial management, manufacturing, warehouse management, purchasing, service, and sales across the company

• Automated back order processing, enabling the employee dedicated full time to that job to focus on customer service

• Deployed Oracle iStore to create an internet store site to sell electrical and plumbing products in a secure and personalized environment for wholesale distributors; more than 2,200 customers set up for web order through iStore, receive over 50 orders per day

• Enabled customers to use familiar, easy-to-use formats—like Microsoft Excel—to load orders into the Oracle iStore system

• Maintained accurate inventory control for the more than 5,000 products the company carries in its warehouse

• Enabled the company to pinpoint errors in order entry, product picking, and shipping and quickly correct them for improved customer service

• Automated order management processes, eliminating the need for employees to physically walk orders from customer service to the warehouse, and reducing paperwork

• Accelerated product delivery by splitting orders across the company’s two warehouses when needed

• Enabled the company to drill into particular regions, sales people, and categories to compare sales data month to month or year to year. Provided granular security and audit control to ensure data privacy

• Went live in just six and half months using out-of-the-box configuration of Oracle E-Business Suite modules provided by Oracle Business Accelerators
Established in 1980, Lanka ORIX Leasing Company PLC (LOLC) is a highly diversified Sri Lankan conglomerate with a key focus on financial services, specializing in savings, fixed deposits, Islamic finance, pawnbroking, leasing, hire purchase, loans, factoring, securities, insurance, and microfinance services.

LOLC's financial services arm is made up of five large companies: Lanka ORIX Leasing Company PLC, Lanka ORIX Finance Company Limited, Lanka ORIX Micro Credit Limited, Commercial Leasing Company Limited, and LOLC Factors Limited. The holding company LOLC also has interests in the hospitality, plantations and agriculture, power and renewable energy, automobile services, and the construction industry.

For the past four years, LOLC has used a shared services model, where all common services, including sales, IT, human resources, financial management, and other support functions are centralized and shared among the financial services companies.

“The goal of shared services for our finance team was to replace a decentralized model, where each company was using standalone financial management systems that had been developed in-house,” said Sunjeevani Kotakadeniya, group chief financial officer, Lanka ORIX Leasing Company PLC.

“We needed to deploy a standard, integrated enterprise resource planning (ERP) system that was more cost-effective and would grow with the organization.”

In 2008, LOLC engaged its IT services arm Lanka ORIX Information Technology Services Ltd., (LOITS) and Oracle Partner Satyam Computer Services Ltd India to implement Oracle E-Business Suite Release 12.0.6 Oracle Financials, Oracle Assets, Oracle Cash Management, Oracle Inventory Management, and Oracle Purchasing. These modules were deployed by the group’s centralized finance division at its corporate office in Colombo, Sri Lanka.

Monthly Reports Created Faster with New System

Colombo-based finance teams from LOLC's corporate office use Oracle Financials to process monthly financial reports. Financial data generated from the many leasing, loans, deposit, treasury, and other systems are fed into the general ledger through an interface developed for each system.

Each company can generate its monthly financials faster by using an integrated system and a single, standard chart of accounts across all companies.

“Previously, each company would take between 12 and 20 days to generate their monthly financial reports,” said Kotakadeniya. “It would then take a further 20 to 30 days to consolidate financial information for the whole group. Now, each company can generate monthly financial reports within 7 days.”
According to Kotakadeniya, Oracle Financials provides LOLC’s accounting staff with access to structured financial data, which improves the credibility of accounting information across the organization. It also improves the productivity of the finance team by enabling them to extract data for basic queries and analysis without assistance from IT staff.

“The system also provides flexible reporting capabilities that enable us to determine how the organization is performing by business unit, product, geographic area, and distribution channel against existing financial targets and previous performance,” said Kotakadeniya. “This information helps us make more informed decisions about our revenue mix and geographical presence.”

**Daily Transactions Reconciled Automatically**

Oracle Cash Management has automated the reconciliation process by matching bank statements with cash book transactions. The system has introduced a more streamlined approach, which makes it easier to track these transactions with the corresponding bank entry, rather than search through many spreadsheets to find the information.

“Oracle Cash Management ensures that the thousands of transactions generated every day are matched with our books and reconciled,” said Kotakadeniya. “This is a more structured approach, which saves time and enables our accounts staff to focus on other activities that add value to the organization.”

**Improved Tracking of Fixed Assets**

LOLC used Oracle Assets to create an automated assets register that enables the group to track the lifecycle and depreciation of around 80,000 assets at about 60 locations. These assets include buildings and land, office furniture, computer equipment, and about 2,000 company fleet vehicles, with some asset classes carrying complex depreciation methodologies.

The organization can now track each asset from the date of purchase, and automatically calculate its depreciation over time, rather than trawl through spreadsheets to find items and manually assess the drop in value.

“We have around US$20 million worth of assets across the organization, and each item must be easily tracked and depreciated each year,” said Kotakadeniya. “Oracle Assets enables us to quickly and easily determine exactly when office items need to be replaced or when vehicles need to be serviced.”

**Centralized Purchasing and Inventory Management**

Oracle Purchasing provides LOLC with a centralized system for its companies to procure office supplies, such as stationery, and computer accessories and consumables. Purchasing staff use the system to order these items, which are distributed to staff across its many locations. Oracle Inventory Management is also used to centrally manage levels of office supplies across each location and identify consumption costs.
“These applications have streamlined our purchasing and stock management procedures, which has enabled us to keep an eye on spending, track items that are not moving, and identify items that need to be written off,” said Kotakadeniya.

The system also allows automated expense allocation in a shared services environment. Manually calculating expenses, such as electricity and water for each company in the group is time consuming.

“Expenses can now be allocated easily to each subsidiary, which helps identify costs to relevant business units,” said Kotakadeniya.

Challenges

• Replace a decentralized model, where each company was using standalone financial management systems that had been developed in-house

• Deploy a standard, integrated enterprise resource planning (ERP) system that was more cost-effective and would grow with the organization

Solutions

• Generated monthly financial reports for the group in 7 days compared to 12 to 20 days previously

• Enabled managers to determine how each business line was performing against its financial targets, and which products were selling well, enabling them to better allocate resources across the company

• Ensured that thousands of daily transactions were easily reconciled, which enabled accounts staff to focus on activities that add value to the organization

• Automated the process of recording and depreciating about US$20 million worth of fixed assets to determine exactly when items need to be replaced or vehicles need to be serviced

• Enabled staff to easily purchase office items and manage stock, and helped managers better control spending and identify obsolete or slow moving items

• Allocated expenses to each subsidiary easily, which helped to identify costs relevant to each business unit

Why Oracle

LOLC reviewed several ERP solutions before the company’s users decided that Oracle E-Business Suite would best suit its needs.

“LOLC is a large, highly diversified conglomerate that has expanded into many new areas over the last couple of years,” said Kotakadeniya. “We felt that Oracle E-Business Suite provided the flexibility we needed to handle this dynamism and growth.”

Some of LOLC’s IT staff had prior experience using Oracle Database and Oracle Application Server to develop several front-end applications.
“Our IT services arm, Lanka ORIX Information Technology Services Ltd., also decided to become an Oracle Partner, so it made sense for us to continue using Oracle solutions,” said Kotakadeniya.

Implementation Process

LOLC’s Group Finance Team worked with LOITS and Satyam’s technical specialists to implement Oracle E-Business Suite. During the implementation, these specialists created a single, standard chart of accounts for the entire organization, designed new accounting processes, and transferred existing balances to Oracle E-Business Suite.

The specialists then designed an interface for front-end applications that were integrated with the general ledger, designed the purchasing and inventory system, and created a comprehensive fixed assets register and key reports. Oracle E-Business Suite was implemented in six months.

Satyam’s technical experts also provided initial training to 68 users over six weeks to ensure they were comfortable using the Oracle system.
**Leupold & Stevens, Inc.** Benefits from a Clearer View of Business Operations with the Oracle E-Business Suite Release 12

“To keep our business thriving for more than 100 years, our company has focused on not only creating and delivering the best products, but also offering our customers absolute satisfaction. The Oracle E-Business Suite Release 12 provides a flexible, streamlined platform to manage demand, orders and customer needs – helping our growing business continue to execute on these goals as we expand.”

— Howard Werth, Chief Financial Officer, Leupold & Stevens, Inc.

**News Facts**

- To help position its growing sports optics manufacturing business for another 100 years of success, Leupold & Stevens, Inc. transformed its IT infrastructure by standardizing on the Oracle E-Business Suite

- By replacing its inflexible enterprise resource planning (ERP) system with the Oracle E-Business Suite Release 12, Leupold & Stevens has achieved major improvements in efficiency, information visibility and demand planning, leading to happier customers and additional revenue

- With help from Jibe Consulting, a Platinum-level partner in the Oracle PartnerNetwork (OPN), Leupold & Stevens deployed a range of modules from the Oracle E-Business Suite, including Oracle Discrete Manufacturing, Oracle Order Management, Oracle Warehouse Management, Oracle Mobile Supply Chain and Oracle Customer Relationship Management (CRM), as well as Oracle Business Intelligence Enterprise Edition (OBIEE)

**New IT System Promotes Growth, Increases Revenues**

- A midsize, family-owned company in business for more than a century, Leupold & Stevens felt increasing pressure to strengthen its business processes to bolster competition against global conglomerates.

- The company had been using a legacy ERP system from Epicor/Avante, but problems upgrading the system led Leupold & Stevens to do a competitive review of IT solutions for manufacturers. After a comprehensive search for enterprise-class applications, Leupold & Stevens chose the Oracle E-Business Suite Release 12 over SAP.

- To facilitate a fast and on-budget implementation of the Oracle E-Business Suite Release 12, Jibe Consulting leveraged Oracle Business Accelerators, a series of rapid implementation tools, best-practice templates and wizards designed to speed the adoption of Oracle Applications for midsize customers.

- The Oracle E-Business Suite Release 12 enables Leupold & Stevens to execute demand-based manufacturing, planning and inventory management, driving efficiencies and business results, including:
  - More effective and accurate tracking of production and repair costs, revenues, discounts and product development costs
  - Reduction in the turnaround time of technical requests from six days to one day
  - Improved distribution center management for more agile response to sales order demand

---

**Oracle Customer:**
Leupold & Stevens, Inc.
United States

**Industry:**
Consumer Goods

**Oracle Products & Services:**
- Oracle E-Business Suite R12
- Oracle Discrete Manufacturing
- Oracle Order Management
- Oracle Warehouse Management
- Oracle Mobile Supply Chain
- Oracle Customer Relationship Management (CRM)
- Oracle Business Intelligence Enterprise Edition (OBIEE)

**Oracle Partner:**
Lanka ORIX Information Technology
Oracle PartnerNetwork (OPN) Specialized is the latest version of Oracle’s partner program that provides partners with tools to better develop, sell and implement Oracle solutions. OPN Specialized offers resources to train and support specialized knowledge of Oracle products and solutions and has evolved to recognize Oracle’s growing product portfolio, partner base and business opportunity. Key to the latest enhancements to OPN is the ability for partners to differentiate through Specializations. Specializations are achieved through competency development, business results, expertise and proven success. To find out more visit http://www.Oracle.com/partners.

- Real-time access to financial information and drill-down variance analysis that previously required manual compilation from Microsoft Excel downloads
- Approximately 10 times improvement in efficiency of the repair depot’s e-mail correspondence
- These improvements helped Leupold & Stevens expand its lucrative custom products business with further growth anticipated

About Oracle PartnerNetwork

Oracle PartnerNetwork (OPN) Specialized is the latest version of Oracle’s partner program that provides partners with tools to better develop, sell and implement Oracle solutions. OPN Specialized offers resources to train and support specialized knowledge of Oracle products and solutions and has evolved to recognize Oracle’s growing product portfolio, partner base and business opportunity. Key to the latest enhancements to OPN is the ability for partners to differentiate through Specializations. Specializations are achieved through competency development, business results, expertise and proven success. To find out more visit http://www.Oracle.com/partners.
LG Display is a leading manufacturer and supplier of thin film transistor liquid crystal displays (TFT-LCD) panels. The company makes panels in a wide range of sizes and specifications for use in televisions, monitors, notebooks, cell phones, and other applications. It has customers in a wide range of industries, including the multimedia, medical, automotive, and aerospace sectors. LG Display operates eight fabrication facilities and five back-end assembly facilities in Korea, China, and Poland.

With competition increasing in the TFT-LCD market, LG Display had to increase efficiency, improve quality control, and enhance risk management if it wanted to meet customer demands for quality, cost, and prompt delivery. This required a comprehensive review and restructure of the company’s business processes and systems.

In January 2009, LG Display went live on Oracle E-Business Suite Release 12 after an 18-month project to standardize its global operations on the platform. The Oracle system has increased productivity by 30%, reduced manufacturing downtime by 50%, and is expected to lower costs by 30% to 50%.

“By standardizing on a single global instance of Oracle E-Business R12, LG Display has increased efficiency by 30%, reduced manufacturing downtime by 50%, and improved collaboration across the enterprise. We also expect to reduce costs by 30% to 50%.”

— Hyun Byung Tak, Executive Director, Business Innovations, LG Display

Established in 1999, LG Display is a leading manufacturer and supplier of thin film transistor liquid crystal displays (TFT-LCD) panels. The company makes panels in a wide range of sizes and specifications for use in televisions, monitors, notebooks, cell phones, and other applications. It has customers in a wide range of industries, including the multimedia, medical, automotive, and aerospace sectors. LG Display operates eight fabrication facilities and five back-end assembly facilities in Korea, China, and Poland.

With competition increasing in the TFT-LCD market, LG Display had to increase efficiency, improve quality control, and enhance risk management if it wanted to meet customer demands for quality, cost, and prompt delivery. This required a comprehensive review and restructure of the company’s business processes and systems.

In January 2009, LG Display went live on Oracle E-Business Suite Release 12 after an 18-month project to standardize its global operations on the platform. The Oracle system has increased productivity by 30%, reduced manufacturing downtime by 50%, and is expected to lower costs by 30% to 50%.

Need to Improve Competitive Edge

With demand slowing as a result of the global economic crisis, LG Display had to find ways to maintain competitiveness and prevent Japanese and Taiwanese rivals from taking a larger share of the market. The company needed to increase efficiency and improve risk management if it was to meet customer demands for quality, cost, and reliable delivery.

LG Display recognized that information technology would play a major role in achieving these goals. The right IT system would enable the company to manage production, analyze performance, and alert staff to process and quality control issues before they impacted the business.

In May 2007, LG Display launched the “7 Mega Project” to upgrade seven of its core applications, including the enterprise resource planning (ERP) system, manufacturing execution system (MES), master data management (MDM) system, and a data warehouse. The company elected to standardize its global operations on a single instance of Oracle E-Business Suite R12, ensuring all offices and manufacturing facilities were following the same processes and using the same applications.

Improved Productivity, Lower Costs

As part of the 7 Mega Project, LG Display reengineered its business processes, increasing the percentage of automated workflows from 46% to 73%, which led to a 30% increase in productivity.
Key Benefits:
• Improved productivity by 30%
• Reduced manufacturing downtime by 50%
• Increased the percentage of automated workflows from 46% to 73%
• Cut the number of unnecessary processes by 31% during a process innovation project
• Expected to reduce costs by 30% to 50%

The company was also able to improve risk management through regular process monitoring and performance analysis. This reduced manufacturing downtime by 50%, a critical achievement in an industry where manufacturing takes place around the clock.

In addition, LG Display developed an integrated global payment system and standardized data formats across the world, ensuring head office did not have to spend time and money consolidating information for reporting.

As a result of these and other business improvements, LG Display expects to reduce costs by 30% to 50%.

Promoting master data management
LG Display set out to improve the master data management to improve the reliability of the base information. This required the company to standardize data formats and processes, as-is analysis, and to-be process designs. From April to December 2008, it deployed Oracle Customer Data Hub and Oracle Product Data Hub and launched the system in January 2009.

The Oracle solution improved the reliability of data that forms the basis of decision making. It also supported data refinement, standardization of company names and addresses, and the detection and management of duplicate data. To manage LG Display’s historical data, the company implemented functions, such as data history audit management, hierarchy and relationship management, and data enrichment functions.

Moreover, the extension framework does not require hard coding, allowing the company to easily add more than 20,000 properties to support expansion.

After implementing Oracle Master Data Management, LG Display experienced improvements in data quality and significantly enhanced communication across the enterprise.

Using SOA to Standardize Business Processes
LG Display used Oracle BPEL Process Manager, a component of Oracle SOA Suite, to build and deploy business processes as part of a process innovation project. The company also integrated the new business processes with existing systems to ensure smooth workflows. As a result, LG Display reduced work processing time.

Oracle Support Ensures Smooth Implementation
LG Display used the Oracle Solution Support Center to ensure it had access to assistance during the implementation. From July 2008, the Oracle Solution Support Center undertook tests to verify the new infrastructure and ensure the performance and availability of the ERP and MES systems, the two most critical components of the infrastructure. The Center also completed patch analysis and performance testing. A 24-hour hotline service was in operation to help LG Display if it ran into any problems during the project.
Focus on Business Intelligence

To further improve efficiency and competitiveness, LG Display will upgrade its business intelligence capabilities in the near future. The company also plans to strengthen its research and development and sales and marketing capabilities.

LG Display is also keen to optimize supply chain management, as it will enable the company to acquire further channels for customer collaboration and ensure customers’ needs are accommodated.

Why Oracle?

LG Display selected Oracle E-Business Suite R12 because the solution was scalable, easy to integrate, and offered a range of functions that supported global operations, including multi-language and multicurrency features. The Oracle suite also included best practice processes that would help LG Display improve efficiency across its financial, manufacturing, and supply chain operations.

Implementation Process

LG Display engaged Oracle Certified Partner LG CNS to design, develop, and implement the Oracle platform. LG CNS provides IT outsourcing services to affiliate companies in LG.

The first step in the implementation was to map LG Display’s to-be processes. The company grouped more than 1,200 processes into 14 main categories, such as sales and marketing, production, and accounting. More than 30,000 employees and 80 team managers participated in this process, reducing the number of unnecessary processes by 31%.

LG Display committed more than 500 staff to the 7 Mega Project. The implementation took around 18 months to complete and the system was launched in January 2009.

“A project of this magnitude usually takes around three to four years to complete,” said Hyun Byung Tak, executive director, business innovations, LG Display. “However, because we took the time to establish the to-be process model, we had a clear project roadmap to guide us. We completed the implementation with minimal resources and without missing any deadlines.

“We also had the full support of the CEO and CFO and other senior executives, which reduced the burden and ensured the system was accepted by our staff.”

LG Display is a leading manufacturer and supplier of TFT-LCD panels. The company makes panels in a wide range of sizes and specifications for use in televisions, monitors, notebooks, cell phones, and other applications.
LG Electronics Implements World’s First Single Global Instance of Oracle E-Business Suite R12

“We realized we had to respond quickly to take advantage of advances in technology, and decided to implement a single global instance of Oracle E-Business Suite R12 as our business management platform. Oracle offered comprehensive support and ensured the success of the deployment. They are a true partner to LG.”
— Kim Tae Keuk, CIO, LG Electronics

With 82,000 employees in 110 offices across 39 countries, LG Electronics Inc. is one of the world’s largest consumer electronics companies. Its diverse product range encompasses air conditioners, digital media, laptops, mobile phones, PC monitors, refrigerators, televisions, and more.

LG Electronics is aiming to become one of the world’s top three electronics and information communications companies. Its Vision 2010 strategy focuses on achieving this aim by promoting innovation across its mobile communications, home appliances, digital displays, and digital media businesses.

To support Vision 2010, LG Electronics needed to better manage its global operations. Its in-house enterprise resource planning (ERP) system was configured differently at each subsidiary and different offices were using different versions of the system. Consolidating information was a time-consuming process, leading to delays in reporting that hindered decision making. It was also difficult for head office to have complete visibility into inventory, production, human resources, and other critical business areas across its global operations.

In 2005, LG Electronics embarked on a five-year project to implement a single global instance of Oracle E-Business Suite. When the Oracle ERP system is fully deployed in 2010, the company expects to cut reporting and analysis times, improve productivity, decrease maintenance costs, and achieve complete visibility into global inventory and sales and marketing costs.

Disparate Systems Hinder Management

With the globalization of LG Electronics’ business, the need for informed management is more important than ever. Since 2005, LG Electronics has been laying the foundation for a global business management model, which included standardizing a distributed IT environment across 80 production and marketing subsidiaries worldwide.

At the time, the company was running eight instances of a legacy ERP system: one at the Seoul head office, four at Korean branch offices, and three at overseas subsidiaries. In addition, LG Electronics was running another in-house ERP system as separate instances across 60 subsidiaries. System versions and configurations were different at each subsidiary, which made it difficult to integrate data and determine the accuracy and currency of information.

For example, LG Electronics had to spend several days mining data from its subsidiaries when closing accounts or analyzing global profitability. It was also not possible to have easy and complete visibility into global inventory, and sales costs could not be analyzed in detail because of the disparate systems.
Key Benefits:

- Cut worldwide account closing time from six to three days
- Shortened profitability analysis time from six weeks to five days
- Increased productivity by 20.5%
- Reduced ERP system maintenance costs by 36%
- Gained greater visibility into global inventory and sales and marketing costs
- Gained the flexibility to introduce, integrate, and separate business processes

It was also difficult to reconfigure the systems to accommodate best practice processes, or in response to business changes, such as when workflows had to be introduced, integrated, or separated.

These issues, along with the high cost of implementing and maintaining multiple systems and instances, prompted LG Electronics to adopt a single global instance IT model. This would enable the company to improve efficiency and lower costs by consolidating disparate systems and standardizing processes.

World’s First Oracle E-Business Suite R12 Implementation

LG Electronics had initially planned to implement Oracle E-Business Suite 11.5.10 as its global business management platform. However, by the time the company reviewed and standardized processes and tested new hardware, Oracle E-Business Suite R12 was close to being released. LG Electronics had to decide whether to go ahead with v11.5.10 or implement a new version of the software.

At the time, no other company of similar size to LG Electronics had deployed Oracle E-Business Suite R12 as a single global instance. While this made the company hesitant to implement a new technology, it realized the new functions in the suite would give it a competitive edge. Following a personal promise by Oracle’s CEO to provide first-priority support during the implementation, the company decided to install Oracle E-Business Suite R12. In July 2006, Oracle provided a beta version of Oracle E-Business Suite R12 for the world-first project.

Close Collaboration Ensures Implementation Success

LG Electronics worked closely with Oracle and implementation partner LG CNS to design, develop, test, and deploy the Oracle system. Since October 2007, senior managers at the three organizations have held quarterly meetings to review the progress of the project and address issues. For example, when a problem was encountered with a new module, Oracle arranged for LG Electronics staff to visit the Oracle Technical Support Center in India to work on a solution with Oracle technicians.

LG Electronics also utilized the services of Oracle’s Solution Support Center, including 24-hour online technical help, online patches and upgrades, and lifetime product support. The dedicated Oracle Support team was also on hand to answer questions from the implementation team. During the system stabilization phase, a hotline was established to facilitate quick problem solving.

LG Electronics’ Korean and Australian subsidiaries were the first to go live on the new Oracle system in January 2008. From April 2008, the company began deploying the system in subsidiaries in England, Germany, Indonesia, and Jordan; these offices went live in August 2008. A further 18 subsidiaries are expected to go live by January 2009. The next step is to gradually expand the range of applications globally, and have all production subsidiaries using the Oracle ERP system by 2010.
Enhanced Business Management

When the Oracle deployment is complete in 2010, LG Electronics expects to:

- Cut worldwide account closing time from six to three days
- Shorten profitability analysis time from three to six weeks to five days
- Increase productivity by 20.5%
- Reduce ERP system maintenance costs by 36%
- Gain greater visibility into global inventory and sales and marketing costs
- Gain the flexibility to introduce, integrate, and separate business processes

Why Oracle?

LG Electronics is a long-time Oracle customer. Between October 2005 and April 2006, the company had deployed a global human resources management system based on Oracle human resources modules. It had also previously used Oracle SOA Suite to build standards-based systems.

“Oracle offered a clear business and implementation methodology that supported LG Electronics’ single global instance vision,” said Kim Tae Keuk, CIO of LG Electronics. “Oracle Information Architecture brings together enterprise infrastructure software and business applications to create an integrated, high performing IT environment, which was exactly what we wanted to create.”

Why LG CNS?

LG CNS provides IT outsourcing services to affiliate companies in the LG Group and is an Oracle Certified Advantage Partner. LG CNS worked with Oracle and LG Electronics to design the new infrastructure, deploy the system worldwide, and support the solution post-implementation.

Implementation Process

The project focused on refining processes and systems in the finance, production, service, and sales and marketing areas. During the preparation stage, LG Electronics reviewed business processes, cleansed data for input into a master database, and undertook preliminary system design and development. Around 2,200 test scenarios were developed, and testing was carried out on five occasions. The project team and key users participated in the data and system testing.

Business processes and systems across four main business areas were integrated to ensure a smooth flow of information through the company. By adopting identical processes across the world, LG Electronics minimized confusion and enabled staff to collaborate on significant projects such as global marketing programs of end-of-year account closing.
Oracle Real Application Clusters 10g (RAC) was deployed to build a secure, reliable, high-performance technical foundation for the company’s global operations. LG Electronics is currently using a four-server cluster configuration. The server, storage, and network infrastructure are replicated to eliminate single point of failure and ensure systems are always up and running.

The database supporting the Oracle ERP system is currently 5 TB and growing by 1 TB every month. About 8,000 people access the system every hour during peak time.

Advice from LG Electronics

- Designate an owner and dedicated staff to oversee the implementation of new processes and systems.
- Work closely with Oracle and/or your implementation partner during the design, development, and testing phases, and minimize customization wherever possible.
- Invite key business users to participate in testing and ensure the system meets their requirements.
- Invest in user training and a change management program.
- Consider a phased rollout to minimize risk.
- Ensure you have the support of senior management, the internal project team, implementation partner, and the vendor. Keep the lines of communication open between all parties.

*Founded in 1958, LG Electronics Inc. is one of the world’s largest consumer electronics companies. It has sales and manufacturing operations in 39 countries, and generated annual revenue of US$ 47.6 billion.*
M+W U.S., Inc. Unifies Enterprise Resource Planning System for Improved Efficiency and Accountability

“With Oracle E-Business Suite Release 12, we can provide an in-depth view of timely data for all projects to better manage budgets and stay on top of potential problems. Many of our competitors do not have this level of visibility, so it is a significant competitive advantage.”
— Chris Stratton, Information Systems Manager, M+W U.S., Inc.

M+W U.S., Inc. is a full service engineering, architecture, and construction management firm focused on technically complex and challenging projects in the fields of scientific research, electronics, renewable energies, life science, battery technology, data centers, and government. M+W U.S. is part of the global company M+W Group. It operates out of several offices around the United States, as well as a subsidiary, Total Facility Solutions.

Challenges
- Deploy an integrated enterprise resource planning (ERP) system that unifies data for the company and its subsidiary
- Provide advanced project management tools to enable employees to more efficiently manage the approximately 400 concurrent engineering, architecture, and construction projects the companies undertake each year

Solutions
- Implemented Oracle E-Business Suite R12 to unify the two companies’ accounting and project systems, among other ERP applications, for greater accountability and efficiency
- Worked with partner Nascent Systems Inc. to implement in less than nine months using Oracle Business Accelerators
- Deployed Oracle Projects to improve control and accuracy of engineering, architecture, and construction project forecasting and budgeting, which was previously done in spreadsheets
- Established a reliable, transparent procurement system with Oracle Procurement, ensuring projects are not overcommitted
- Gained better and faster visibility into project costs—including actual, pending, and committed costs—enabling project managers to ultimately increase profitability
- Provided an advantage in the competitive Engineering & Construction industry by enabling project managers to act quickly to correct problems that might have otherwise delayed a project or exceeded the budget
- Provided daily access to budget data, instead of monthly reports
- Eliminated redundancy and cut the payroll process from four hours to one hour by connecting Oracle Human Resources directly to the company’s third-party payroll administrator
- Cut the expense reimbursement process from weeks to just days with Oracle Internet Expenses
- Enabled M+W U.S. to report more quickly to headquarters
Medisch Spectrum Twente Keeps Its Finger on the Pulse of Financial Health with Integrated Applications

“With Oracle E-Business Suite, the complete process of purchasing, logistics, and financial management is managed in a single, integrated environment. As a result, our management team has greater visibility and control, can make more informed decisions and can act more quickly.”
— ICT Program Manager, Medisch Spectrum Twente

Medisch Spectrum Twente is one of the largest nonacademic hospitals in The Netherlands, with a staff of 3,875 and 700 beds in use. The hospital serves a population of 264,000 providing essential care and centers of clinical excellence at hospital sites in Enschede and Oldenzaal and at remote polyclinics in Haaksbergen and Losser.

Challenges

• Provide excellent patient care within a financially healthy organization by replacing various outdated systems with an integrated system for purchasing, logistics, and finances
• Link separate hospital administration systems to reduce manual processes, as much as possible, making functions, such as purchasing and billing, more efficient
• Recoup investment in the new enterprise resource planning system through cost savings

Solutions

• Worked with Oracle Consulting to implement Oracle E-Business Suite Release 12, creating a future-proof, integrated system for purchasing, logistics, and financial management
• Reduced need for customized solutions by using Oracle’s many specific settings for hospital purchases, logistics, and financials
• Introduced greater transparency and an up-to-date overview of the organization’s financial health
• Integrated the complete process of purchasing, logistics, and financial management into a single, hospital wide system, giving management greater control and the ability to make more agile and informed decisions
• Cut inefficiency and overhead by having all support processes work together in a single environment
• Provided heads of departments with immediate oversight over expenditures for items, such as medical supplies—data previously available only at the end of the year
• Increased productivity of 350 users by rolling out Web-based applications that reduced paperwork and slashed order processing times by an average of 10%
• Put the company on track to fully recoup its Oracle investment through cost reductions enabled by the new system
Meru Networks, Inc. Automates Requisitions with Oracle E-Business Suite Release 12

“We needed an integrated ERP application infrastructure that would scale for growth and support our overall systems strategy. Implementing Oracle E-Business Suite Release 12 enabled Meru to leverage standard business processes and consolidate our disparate systems onto one platform.”
— Sreeni Garlapati, Head of IT/Senior Director, IT Organization, Meru Networks, Inc.

Meru Networks develops and markets wireless infrastructure solutions that enable the all-wireless enterprise. Its industry-leading innovations deliver pervasive, wireless service fidelity for business-critical applications to major Fortune 500 enterprises, universities, healthcare organizations and local, state and federal government agencies. Meru’s award-winning air traffic control technology brings the benefits of the cellular world to the wireless LAN environment, and its WLAN system is the only solution on the market that delivers predictable bandwidth and over-the-air quality of service with the reliability, scalability and security necessary to deliver converged voice and data services over a single WLAN infrastructure.

Challenges

• Implement a flexible business application suite that will allow the organization to meet current demands and scale for future growth requirements
• Replace multiple disconnected systems with integrated enterprise resource planning (ERP) from order to cash and procurement to pay business cycle
• Required comprehensive reporting and system providing standard business processes and policies
• Required automated purchase requisitions and approval process
• Required audit trail and controls to meet compliance requirements

Solutions

• Implemented and leveraged out-of-the-box, standard Oracle E-Business Suite Release 12 applications as the infrastructure for financial and supply chain operations
• Automated previously paper-based purchase requisitions
• Deployed on Meru Networks’ IT WLAN Infrastructure
• Improved financial visibility and reporting
• Allowed the company to close its books more efficiently
• Implemented the application suite in 120 days
• Took advantage of Oracle’s applications unlimited program, which ensures that Oracle will continue to enhance existing product lines
Metropolitan Housing Partnership Moves to Cloud to Reduce Risk and Improve Stability, Performance, and Flexibility

“We evaluated several hosting providers, but Oracle’s consultative approach and ability to manage our entire technology stack on a single platform, combined with the outstanding levels of support and guidance we received at every stage, made Oracle the obvious choice.”
— Patrick Walsh, IT Director, Metropolitan Housing Partnership

Metropolitan Housing Partnership (MHP) is a network of locally focused member organizations working together to provide housing, regeneration, community care, and support services to more than 80,000 customers. Its member organizations manage more than 35,000 affordable homes for rent and sale in London, Cambridgeshire, the Midlands, and South Yorkshire. MHP is one of the top 15 largest housing partnerships in the United Kingdom.

MHP wanted to benefit from the latest Oracle E-Business Suite applications to cut customizations and interfaces, and to outsource the management of its entire technology environment.

Using Oracle On Demand and Oracle Technology On Demand, MHP has been able to cut risk and complexity, strengthen change control while building a scalable platform for future growth, and reduce cost of ownership in the longer term.

Challenges

- Consolidate Oracle and in-house developed solutions in addition to specialist property, rental, and tenant management systems on a single technology platform to improve stability and performance, reduce risk, enforce proper change control governance, and cut system maintenance and support costs
- Minimize the customizations, workarounds, and manual processes needed to manage value-added tax (VAT) amounts levied on rental income, repairs, routine maintenance, and other ancillary expenditures related to the housing sector
- Free up internal IT resources to reduce time for patching and upgrades
- Gain the ability to rapidly scale the infrastructure up or down, in line with changing business needs; launch new functionality whenever required by users or customers; and incorporate changes in government regulations pertaining to the housing sector

Solutions

- Implemented Oracle E-Business Suite Release 12, replacing the organization’s legacy Oracle E-Business Suite environment, to consolidate business processes and standardize on a single suite of up-to-date, best-practice financial, human resources, and procurement applications running in a single Oracle Database environment
- Switched from on-premise management to Oracle On Demand to benefit from the unrivaled stability, availability, scalability, and flexibility offered by an integrated, vendor-managed suite of solutions built on Oracle’s hardware stack
• Chose Oracle Technology on Demand to outsource the hosting of non-Oracle applications to Oracle’s managed environment and extend the speed and efficiency of virtual, agile, cloud-based computing across MHP’s entire infrastructure.

•Benefited from new capabilities in Oracle E-Business Suite Release 12 to enhance subledger functionality and automate managing the various VAT levies, which helped cut process cycle times, eliminate customizations, and reduce the number of interfaces required.

•Supplemented instructor-led user training for Oracle and non-Oracle applications with an online learning environment and suite of training tools built using Oracle User Productivity Kit, set to deliver long-term cost savings and improve access to training.

•Streamlined paying subcontractors, such as plumbers, electricians, and builders, using Oracle iSupplier and benefited from the security offered by Oracle On Demand to give suppliers’ online access to MHP’s systems without the need for additional firewalls.

•Began to deploy Oracle Business Intelligence Enterprise Edition and used the many of out-of-the-box financial and human resources (HR) reports, to monitor key performance indicators, including staff turnover, contract leakage, and debtor days.

•Built a management reporting environment using Oracle Business Intelligence Enterprise Edition and created foundations for delivering daily dashboards and drill-down capabilities to 75 decision-makers.

•Capitalized on outsourcing to Oracle’s hosted cloud platform to enable IT teams and managers to focus on leveraging technology assets for business value instead of day-to-day maintenance and support.

•Migrated a third-party document management system, used to scan and store tenancy agreements, details of rental payments, and maintenance records on each property, to Oracle Technology On Demand and made preparations to migrate property management solution in 2012.

•Used Oracle Business Process Analysis Suite to model, configure, and document business processes and establish governance around change to avoid unauthorized development.

•Benefited from Oracle’s stringent change management procedures for customers’ hosted environments to enforce process governance and approval through MHP’s designated change approvers before configuring, patching, or upgrading both Oracle and non-Oracle applications.

•Gained flexibility to scale infrastructure and gain new capabilities at the speed of business demand.

•Estimated that outsourcing to Oracle on Demand and Oracle Technology On Demand to deploy a cloud solution on an integrated platform will save 30%, compared to the cost of operating a similar facility in house.
**modu ltd** Deploys Best Practices and Gains Competitive Edge with Oracle E-Business Suite Release 12

“modu is a startup, but we are growing rapidly. E-Business Suite Release 12 has enabled us to implement efficient business processes that are allowing us to compete in an international market place.”
— Gadi Lahav, Director of Business Applications, modu ltd

modu Ltd., based in Israel, is a rapidly growing mobile handset manufacturer. modu has invented, developed, and is manufacturing a modular phone that is also the world’s lightest phone, according to the Guinness Book of World Records. The company’s vision is to bring a fundamental change in the dynamics of the mobile phone industry.

**Challenges**

- Establish best practice processes to compete effectively in global telecommunications market
- Improve reporting processes to get greater visibility into financial performance
- Achieve greater control over budgeting
- Improve purchasing and inventory management
- Streamline human resources to increase efficiency and reduce costs

**Solutions**

- Deployed Oracle E-Business Suite Release 12 applications in just 14 weeks to meet rapid implementation requirements
- Expanded visibility into financial processes and reports through improved integration, enabling more informed decision making
- Established more accurate budgeting by creating budget-versus-actual reports with Oracle applications
- Reduced the time needed to process purchase orders from days to hours as a result of being able to manage approvals through multiple channels with Oracle Purchasing
- Gained greater control over inventory, optimizing stock levels
- Gained greater control over order process, allowing for orders to be completed faster and at less cost
- Reduced calls from employees to the IT help desk from an average of 10 a day to a week by establishing single sign on
- Reduced recruitment approval times from weeks to seconds by automating recruitment processes with Oracle iRecruitment
- Ensured full control and understanding of the system before implementation with Oracle User Productivity Kit
- Implemented the first instance of Oracle E-Business Suite Release 12 in Israel
MoneyGram is a financial services provider that offers a global network for consumers and businesses to send and receive funds from more than 196 countries. The MoneyGram brand is recognized throughout the world as a global payment services company, with an array of products and services to enable consumers and businesses to make payments and transfer money around the world.

The company offers its products and services to consumers and businesses through a worldwide network of third-party agents and financial institutions, such as banks, retailers, and post offices. As such, the compensation program created to pay these agents is large, complex, and nontraditional. The company needed to implement a solution to help streamline its compensation system that was also flexible enough to meet its unique business needs.

MoneyGram decided to deploy Oracle E-Business Suite Release 12 Oracle Incentive Compensation to address the complexities of its legacy compensation programs. The Oracle solution helps the company align financial product sales activities with business objectives to motivate sales representatives and third-party agents. It also enables the company to model what-if scenarios to optimize incentive programs. With approximately 284,000 MoneyGram agents around the world, executives estimate that the company is running one of the largest and most ambitious implementations of Oracle Incentive Compensation anywhere on the globe. Despite the expansive reach of the organization, the solution enables the company to establish a hierarchical commission structure to provide incentives to agents and streamline payments to them. Oracle Incentive Compensation is flexible enough to extend beyond its traditional role of determining and paying sales incentives to meet the unique objectives of the money-transfer services organization.

“With the help of Oracle Partner Infosys we were able to upgrade to select modules of Oracle E-Business Suite Release 12 in record time. With the new solution, we have been able to reduce the potential for accounting errors and close our books more efficiently, ultimately saving us time and money.”

— Michael McCullough, Vice President, Enterprise Business Systems, MoneyGram International, Inc.

MoneyGram International, Inc. provides affordable, reliable, and convenient payment services to businesses and individuals. MoneyGram has more than 186,000 locations in 190 countries and territories, allowing it to move money around the world.

Challenges

- Support and help accelerate the company’s largest business process transformation in 10 years
- Enhance core processes through operational efficiencies, enabling a small set of people to manage financial operations within the 190 countries in which the company operates
- Implement a very flexible ledger and legal entity structure that can meet future legal and operational requirements

Solutions

- Partnered with Infosys and Oracle Support to complete in just three months a smooth upgrade to Oracle E-Business Suite Release 12 for general ledger and accounts payable
- Provided a more flexible general ledger and better visibility into accounting entries with Oracle Financials Release 12, reducing the potential for accounting errors and enabling the company to manage international operations with minimal staff
- Accelerated the monthly financial close by two days to save millions of dollars annually starting in 2010
- Gave the company a better sense of the total business gains and losses across the business units
- Enabled tracking by product and eliminated the need to create multiple transactions for each product, which significantly improved the automatic invoice program that handles millions of transactions daily
- Provided controls necessary to comply with international regulations, including Sarbanes-Oxley and the European Commission’s Directive on Payment Services
- Simplified application maintenance through new security features, improved data access, and gained flexible reporting tools available with Oracle Business Intelligence Publisher
- Built the foundation for a significant business transformation initiative, including the introduction of a new scalable settlement engine, which is core to the company’s business
MVS Televisión S.A. de C.V. Integrates Information and Increases Its Competitiveness

“Since we implemented Oracle E-Business Suite On Demand and Oracle Business Intelligence Enterprise Edition, we have quality financial information available in real time for rapid and informed executive decision making.”
— Oscar Jimenez Becerril, Assistant IT Director, MVS Televisión S.A. de C.V.

MVS Televisión is part of the MVS COMUNICACIONES group, a leader in launching new telecommunications services in Mexico and a creator of content for six channels for the pay per view TV in Mexico, United States, and Latin America. The company has more than 25 years of experience in television production and postproduction in Mexico. It was the first Mexican company to use digital compression using the AMPEG 4 standard and to have the equipment required to produce and post produce programming and to send TV signals by satellite from Mexico.

Challenges

• Fully integrate quality financial information to allow for rapid and informed executive decision making
• Accelerate response times for consolidating and accessing financial information to increase the company’s productivity
• Improve the organization’s financial procedures and operating efficiency of its businesses
• Maintain the company’s competitive advantage by providing the highest possible client service and improving its business intelligence capacities

Solutions

• Worked with Oracle Partner ERP Soluciones to implement integrated Oracle E-Business Suite On Demand applications, consolidating quality financial information online and in real time
• Used Oracle Database Enterprise Edition to extend visibility of reliable, high quality information facilitating timely executive decision-making
• Improved the company’s competitiveness, increasing TV ratings
• Implemented Oracle Business Intelligence Enterprise Edition to compile and update business and client information for timely analysis, facilitating real-time decision-making
• Selected a hosted Oracle On Demand solution, implementing it on-budget and in a record time of just four months
• Reduced costs by eliminating the need to hire additional IT personnel, while ensuring maximum system performance

Oracle Products & Services:
• Oracle E-Business Suite R12
• Oracle On Demand
• Oracle Financials
• Oracle Assets
• Oracle Database Enterprise Edition
• Oracle Business Intelligence Enterprise Edition

Oracle Partner:
ERP Soluciones
www.erp soluciones.com

Oracle Customer:
MVS Televisión S.A. de C.V.
Mexico City, Mexico
www.mvstelevision.com.mx

Industry:
Communications

Employees:
350

Oracle Partner:
ERP Soluciones
www.erp soluciones.com
National Steel and Agro Industries Ltd Halves Time for Monthly Financial Reports, Cuts Inventory Costs by 5%

“Oracle E-Business Suite Release 12 enables us to create and distribute financial reports efficiently, respond more quickly to steel market price fluctuations to protect revenue and profitability, and to provide better service to customers.”

— Pankaj Verma, Vice President, IT, National Steel and Agro Industries Ltd

National Steel and Agro Industries Ltd (NSAIL) is an Indian manufacturer and exporter of flat steel products, such as cold rolled coil, galvanized corrugated sheets, color coil, and color profile sheets. The company is also involved in power generation and agriculture. NSAIL has 22 branches and warehouses throughout India and exports its products to the United States, Europe, United Arab Emirates, and Africa. The company is part of India’s Ruchi Group.

Between 2006 and 2010, NSAIL used an internally and heavily customized enterprise resource planning (ERP) application that made it difficult for the branch offices to create and share financial and steel manufacturing data. This hampered the company’s ability to produce monthly financial reports on time.

“We hoped to remove some of the customization to improve the system’s capabilities, but we quickly realized that the time and effort required to do this would be prohibitive,” said Pankaj Verma, vice president, IT, National Steel and Agro Industries Ltd.

“We needed to deploy a system that would enable our branches to share financial and sales data seamlessly and improve business processes to react more quickly to price fluctuations in the steel market.”

In June 2010, NSAIL engaged Oracle Partner Dakshah ebiz Consulting to deploy Oracle E-Business Suite Release 12 modules Oracle Financials, Oracle Manufacturing, Oracle Order Management, and Oracle Procurement. The company also used My Oracle Support to track service requests and gain access to Oracle experts for implementation issues. The company upgraded from Oracle E-Business Suite 11, which was deployed in 2006.

“Oracle E-Business Suite Release 12 enables us to create and distribute financial reports efficiently, respond better to steel market price fluctuations to protect revenue and profitability, and provide improved service to our customers,” said Verma.

Consolidated Financial Reports Completed Twice As Fast

Oracle Financials has streamlined NSAIL’s monthly financial reporting processes. The centralized system enables the company to quickly compile consolidated monthly financial reports, which provide details about the value of warehouse inventory, such as steel; the status of customer orders; and the revenue and profitability of each order.

“The system enables our accounts staff to create and distribute these monthly reports for the entire business during the first week of the month,” said Verma. “Previously, it took until the second week to complete these consolidated reports, and a large part of the task was manual.”

NSAIL sources steel and other metals from domestic suppliers and sellers in China, Africa, and Europe. According to Verma, faster access to financial data and more precise raw materials information enables the company to better react to price variations in the marketplace.
“We can identify what steel we need as raw material and where to get the best price and delivery,” said Verma. “We then use Oracle Procurement to place an order with suppliers overseas, and it is delivered within the stipulated time, depending on extraneous factors.

“Previously, if we wanted the lowest possible price for steel, we potentially had to wait up to three months to receive our order. Now, we have information that enables us to make better resourcing choices and protect our profitability.”

The Web-based system also provides XML reporting, which enables NSAIL’s accounting staff to instantly load financial data into Microsoft Excel spreadsheets. This allows users to view the information they need in their own unique reports.

Internal Audits Completed Faster
Oracle E-Business Suite Release 12 improves support for Indian taxation rules related to imports and exports, which eliminates the need for NSAIL to keep track of every regulation for compliance purposes.

“Accounts staff also uses the system to complete internal audits of our accounts in five to six days,” said Verma. “We are required by law to complete audits every quarter and the time it takes to complete these audits has come down by about 50%.

“In addition, our auditors can complete audits for the entire company from our head office in Indore. Previously, they had to travel for five or six days to approximately 20 locations in India, so we have saved time and reduced travel costs.

Although the cost saving may not be substantial, our auditors can get all the answers from a single source, rather than having to gather information from each branch.”

Inventory and Manufacturing Costs Cut, Waste Reduced
Oracle E-Business Suite Release 12 also provides NSAIL with better visibility into finished goods inventory across the entire organization. Staff can view information about which products—such as galvanized corrugated sheets or color coil sheets—are selling best in each region to track profitability.

“This enables us to better plan which products to ship to various locations, improving the service to our customers because we can be certain that products will be available for timely delivery. Some of these capabilities are in process of implementation.” said Verma.

“Previously, it would take three to four days of manual work to get the right inventory data, which was much too long because prices in the steel market move very quickly. Being able to source steel products at the lowest price has had a positive impact on our revenue.”

Oracle Manufacturing helps improve the flow of material across the company’s production line, which assists in reducing inventory costs.

“We now have a single, line-manufacturing process, which allows us to determine the type and quantity of hot rolled steel that is available immediately and for subsequent production runs,” said Verma.
“Production staff can determine exact inventory requirements to reduce rework and waste. As a result, we have lowered our inventory levels by around 8% since November 2010, and cut inventory costs by around 5%. We are expecting to cut our inventory by another 3% next quarter.”

According to Verma, the system provides staff with the whole truth about the company’s manufacturing processes and inventory levels. “The system helps us identify our weak areas and point to where we need to improve our processes,” he said.

**Support Tools Overcome Implementation Challenges**

NSAIL took advantage of My Oracle Support, which enabled the company to access tools to keep the Oracle system running smoothly, communicate with industry peers and Oracle experts in real time, and log and track service requests quickly.

“My Oracle Support has definitely improved the access, amount, and efficiency of support,” said Verma. “As a result, we can create service requests and resolve problems almost twice as fast.”

NSAIL has also been able to use My Oracle Support to apply patches to fix system issues. “We recently resolved three system errors quickly by raising a service request to get the necessary patch,” said Verma.

“Without My Oracle Support’s advice, applying patches would be far more problematic. We would also have to customize the application ourselves to keep it running smoothly, something we didn’t want to do. It would have taken longer to do this customization ourselves, as complex code would have made way for simplified code, producing undesired results in certain areas of the application.”

According to Verma, My Oracle Support was particularly useful when the system went live. “We had some challenges around local taxation rules, which would have potentially delayed the implementation by at least one month,” said Verma. “Our major challenge was that certain accounting entries were not generated and others were incorrect while transferring stock to our branches for sale. My Oracle Support provided a patch that rectified the situation.

“We have peace of mind knowing that Oracle can provide a support team with the right skills for an urgent issue.”

NSAIL uploaded its configuration information to take advantage of My Oracle Support’s embedded configuration management capabilities. The company expects to immediately benefit from system health checks and product alerts, which will reduce its IT risks.

**Challenges**

- Upgrade a highly customized ERP system with an integrated suite that automates financial reporting and streamlines steel manufacturing and procurement processes
- React more quickly to price fluctuations in the steel market
Solutions

- Engaged Oracle Partner Dakshah ebiz Consulting to deploy Oracle E-Business Suite Release 12 to streamline financial reporting, manufacturing, and inventory management processes
- Created and distributed consolidated monthly financial reports for the entire business during the first week of the month, compared to taking until the second week of the month to complete the task
- Reduced the time it took to complete internal account audits by 50%, as the system provides improved support for Indian taxation rules related to imports and exports, eliminating the need to keep abreast of these regulations for compliance purposes
- Reduced travel requirements by removing the need for auditors to spend up to six days travelling to 20 branch offices across India to complete the audits
- Improved visibility of inventory data and eliminated three to four days of manual work to get the right inventory information
- Provided faster access to financial data and more exact information about the raw materials required to manufacture steel products, enabling the company to easily react to fluctuations in steel prices and protect revenue
- Protected profitability by enabling staff to more easily identify type of steel required and where to purchase it at the best price
- Improved customer service by allowing staff to easily view information about which products were selling best across each region to plan which products to ship to various locations
- Cut inventory levels by 8% and inventory costs by 5% by determining near-exact stock requirements and reducing waste
- Completed implementation within six months by using My Oracle Support to access Oracle support tools and experts. Created system service requests and resolved problems almost twice as fast using My Oracle Support

Why Oracle

NSAIL considered Oracle E-Business Suite Release 12 and competing solutions from SAP. According to Verma, the cost of software licenses and hardware required to support an SAP ERP system was prohibitive for the company. Much of NSAIL's IT staff also had extensive experience working with Oracle technologies.

Implementation Process

Oracle Partner Dakshah ebiz Consulting was engaged in mid-2010 to set up servers to support the system.
The company helped NSAIL load data and ensure it flowed correctly between each module. NSAIL was able to complete implementation within six months by using My Oracle Support to access Oracle support tools and experts.

In March 2011, NSAIL also engaged Oracle Partner Filix Consulting to help improve workflow invoice reconciliation processes. Filix Consulting was able to help NSAIL quickly resolve several problems related to reconciliation, and, in certain cases, intricate setups that caused problems.
Newport City Council Boosts Customer Service with Citizen-Centric Approach to CRM

Newport City Council serves as a central hub for all inquiries from a population of 137,000. Responding to more than 45,000 queries per month concerning any one of 150 different services, the contact center relies heavily on its infrastructure and systems to enable it to respond to local residents in a timely and efficient way.

In 2008, Newport City Council's existing CRM system was out of support. In addition, the council wanted to provide a number of new services that it couldn't offer with the current system—such as new payment systems for library and parking fines, centralized e-mails, and improved service scheduling.

The council’s IT department had already invested in new infrastructure and hardware, so it was the ideal time for the contact center to upgrade its CRM system. This upgrade enabled the council to get the additional functionality it needed while fully exploiting the improved performance abilities of the new IT infrastructure.

Newport City Council upgraded to Oracle TeleService Release 12. As part of this process, the contact center radically transformed its way of working by moving from a location-centric approach to a citizen-centric approach.

Citizen-Centric Approach Speeds Service

Before and after implementing Oracle TeleService, Newport City Council carried out an in-depth benchmarking exercise to measure the differences between the two systems.

“We had hoped to, and did, achieve a 10% reduction on call-handling time,” said Karen Gregg, resource and information officer, Newport City Council.

“Since moving across to a citizen-centric approach, the process for dealing with customers is much simpler, cleaner, and quicker than before—it’s a huge improvement,” Gregg added.

When a customer phones in with a query, the call is logged as a service request or SRT. All customer calls are logged in the same way, regardless of whether the request requires an action—or whether the caller just requires information on the telephone.

Before the upgrade, the contact center had 140 service request types, and it has now decreased this to 80 with the new functionality within Oracle TeleService. The standardized procedure has simplified the way that the agent works, which in turn speeds the overall process.

“Before, if someone wanted information about leisure services, each leisure center was listed separately on the system and the agent would have to choose each one in turn. Now, leisure centers are listed together with a drop-down menu, resulting in much faster retrieval of information,” Gregg explained.
**Key Benefits:**
- Reduced average call handling time by 20% to 40%
- Reduced the number of service request types from 140 to 80
- Simplified the address change process, reducing the number of steps from 49 to 12
- Increased the level of automation of many processes handled through the contact center
- Seamlessly integrated with other back-office systems, improving visibility and efficiency

With the previous system, the agent had to go through 49 different steps on the system to change a customer’s address details. Now, this process is completed in just 12 steps. A pop-up duplicate checker automatically checks for any duplication, which has also reduced some of the manual errors.

**Process Automation Brings Efficiency Gains**

Agents within the contact center enjoy working with the new system, and it has been hailed a great success. The simpler system will also have a positive impact on training, and it is expected that there will be a significant reduction in the time needed to train new staff as they join.

“With Oracle TeleService Release 12 in place, we are able to automate many more processes through the call center. For example, the process for job applications within the council requires a significant amount of manual intervention at the moment. However, the functionality in R12 means that we will be able to automate more and more of this process, with significant efficiency savings into the future,” said Ceri Foot, contact center manager, Newport City Council.

Integration with other back-office systems is very straightforward with Oracle TeleService, so agents now have access to much more information at their fingertips. Data that used to be stored in a variety of separate spreadsheets is now visible on each agent’s dashboard—making it much easier to view information.

**Why Oracle?**

Newport City Council has been an Oracle customer for many years and already had a number of other Oracle products in place. After a detailed evaluation process, Newport City Council decided that Oracle TeleService Release 12 was the best solution, as it offered the most economic option. There are many people within the council who are used to working with Oracle systems.

During a detailed tender process, the council considered a number of Oracle partners to help with the upgrade.

“We chose to work with Fujitsu, as it took the time and effort to really understand what we were trying to achieve. Importantly, Fujitsu also had a great deal of confidence in and knowledge of the product and was confident that we could achieve a smooth transition,” Gregg said.

“In addition, Oracle has been very supportive throughout the implementation. Although our dealings were through Fujitsu, we know that whenever they had a query, Oracle was very responsive. This all helped to ensure that the implementation went very smoothly,” Gregg said.
Implementation Process

Starting in July 2008, the implementation was completed by January 2009. During that time, the Fujitsu team worked on site at the council offices and rapidly became part of the Newport City Council team.

“The City Contact Centre has an honest and open culture, and Fujitsu integrated very well with that. Fujitsu got to know the agents quickly, which meant that they were comfortable with giving honest feedback when necessary,” Foot said.

“The agents felt as if they owned the project, which helped in its success. When the new system was launched, the users were already familiar with it, which helped enormously with the transition,” Foot added.

One of the original requirements during the tender process was that the new system should have minimal customization. The city council implemented Oracle TeleService Release 12 with no customization, which helped to streamline the implementation.

“When we moved to Oracle TeleService Release 12, we didn’t take any citizen data across. This allowed us to start afresh with completely clean data, which has been hugely beneficial,” Foot said.

Foot added, “This is the biggest thing that the City Contact Centre has undertaken since its launch. And despite the fact that we turned everything on its head and completely changed the way that we do things, everything went very smoothly.”

“Looking forward, we plan to open a new face-to-face contact center, which will hopefully be multiagency. With the additional functionality afforded by Oracle TeleService, we are now well placed to be able to achieve this,” said Tariq Slaoui, team leader, Newport City Council.

Advice from Newport City Council

• Make sure you fully understand the implications of implementing Oracle TeleService Release 12.

• Talk to your supplier and be prepared to remain open to suggestions. Gain from your supplier’s knowledge of the product.

• Make sure that you involve users from the start. Ask for your users’ input and don’t make assumptions on their behalf—this way the new system won’t be a complete surprise when training starts.

Newport City Council is the eighth largest unitary authority in Wales, responsible for the administration of all areas of local government. Serving a population of 137,000 residents, the council provides major services such as education, leisure, housing, social services, planning, and highways.
Nextgen Distribution is a Value Added Distributor (VAD) and Oracle Platinum Partner in Australia. The company supports Oracle’s channel business by working closely with the Oracle PartnerNetwork to increase adoption of Oracle’s Red Stack solution—an integrated set of offerings that include hardware and software in the Australian market.

Nextgen Distribution’s sales consultants and technical experts use their deep understanding of the Oracle Red Stack solution to empower channel partners by educating them about new products, supporting them in penetrating specific markets and accessing business opportunities, investing in marketing campaigns, and ensuring Oracle products are delivered to end customers on time.

“The partner channel is responsible for a significant amount of Oracle’s business in Australia,” said John Walters, managing director, Nextgen Distribution. “We were founded to support Oracle’s growth in the market, and one way to do this is to educate, engage, and enable Oracle’s partners to sell the complete stack of Oracle solutions.”

Nextgen Distribution is a Value Added Distributor (VAD) and Oracle Platinum Partner in Australia. The company supports Oracle’s channel business by working closely with the Oracle PartnerNetwork to increase adoption of Oracle’s Red Stack solution—an integrated set of offerings that include hardware and software in the Australian market.

Nextgen Distribution’s sales consultants and technical experts use their deep understanding of the Oracle Red Stack solution to empower channel partners by educating them about new products, supporting them in penetrating specific markets and accessing business opportunities, investing in marketing campaigns, and ensuring Oracle products are delivered to end customers on time.

“The partner channel is responsible for a significant amount of Oracle’s business in Australia,” said John Walters, managing director, Nextgen Distribution. “We were founded to support Oracle’s growth in the market, and one way to do this is to educate, engage, and enable Oracle’s partners to sell the complete stack of Oracle solutions.”

The Need for a Simple, Reliable, and Affordable Database Platform

Nextgen Distribution sees great opportunities in Oracle engineered systems and optimized solutions and expects its distribution business to grow rapidly over the next few years.

“Our aim is to have the business turning over around US$304 million (A$300 million) within four or five years,” said Walters.

After 15 years in the distribution industry and working for fast-growing companies, Walters knows from experience the importance of choosing the right systems from day one.

“I’ve learned it’s better to overinvest upfront in building a strong foundation platform, rather than deploy financials and supply chain systems when the business begins growing rapidly,” he said. “Implementing new systems can have a huge impact on a distribution business, as any disruptions—whether planned or not—make it harder for vendors, customers, and staff to manage and complete error-free sales transactions.”

Nextgen Distribution wanted a robust, scalable, and reliable enterprise-level database platform that could accommodate organic growth, as well as growth from mergers and acquisitions. The platform also had to support a high volume of sales orders by multiple resellers, often transacting concurrently.

“As the conduit between Oracle and resellers, we wanted to provide a seamless transaction experience for the channel,” said Walters. “This required a solution that integrated with Oracle’s back-end systems—such as the Oracle Partner Store, Oracle PartnerNetwork, and Open Market Model—to ensure reseller orders flow through smoothly from our systems to Oracle’s. Any errors or processing delays can affect the on-time delivery of products to the end customer, which in turn will hold up their implementation plans.”
Nextgen Distribution also needed an affordable, fast-to-deploy solution with minimal support and maintenance costs.

**Deployment Completed, Out of the Box in Two-and-a-Half Hours**

The decision to implement Oracle Database Appliance came from an Oracle presentation on the new product, to which Walters was invited. At the end of the presentation, Walters offered to install Oracle Database Appliance because “the product met all of our requirements for robustness, scalability, reliability, and affordability.”

The switch to Oracle Database Appliance two weeks into a six-week implementation time frame put immense pressure on Nextgen Distribution and Dataweave, the Oracle Gold Partner Walters engaged to help with the deployment.

“Our aim was to have Oracle Database Appliance up and running by the end of September 2011, as I had offered to make a presentation on our experience of the product at Oracle OpenWorld on October 1,” said Walters.

When Oracle Database Appliance arrived at Nextgen Distribution’s Sydney office on September 20, it took Dataweave approximately two-and-a-half hours to set up the platform. It was the first deployment of Oracle Database Appliance in the Asia-Pacific region.

“Because Oracle Database Appliance is an engineered system, all the components work together,” said Walters. “It meant we did not have to spend days working on getting the database to talk to the storage area network, operating system, and other parts of the architecture. Oracle Database Appliance saved us around 5 to 10 days of configuration work—that was a real bonus considering our very tight deadline.

“It actually took us longer to get Oracle Database Appliance out of its carton and installed into a rack, than it did to power it up and get a database running,” he said.

**Low-Cost Solution Enables More Effective Use of Funds**

Oracle Database Appliance integrates Oracle Database 11g with Oracle servers, storage, and networking in a single box, to lower implementation costs and provide ease of management.

“The price point of Oracle Database Appliance makes it an extremely affordable solution for midsize organizations—like ours—that want enterprise-scale performance in a single box, but that might not have the budget for such a product,” said Walters.

“In Nextgen Distribution’s case, we invested the money we saved in configuration and implementation costs in designing efficient business processes around Oracle E-Business Suite Release 12, which we use to manage financials and supply chain planning.

“I achieved a better result with the same budget because the majority of my implementation funds were spent in the areas of most importance to the business—developing better sales, financial management, and reporting processes,” said Walters. “For a start-up with low cash reserves, this helped our business get off the ground quickly.”
Lower Maintenance Costs, Faster Problem Resolution

Choosing a solution that integrates a database, servers, storage, and networking in one box also lowers database administration, hardware, and storage maintenance costs. A January 2012 report by research firm ORC International comparing Oracle Database Appliance with Microsoft SQL Server found that a database administrator would save 835 hours in the first year of system implementation using Oracle Database Appliance rather than SQL Server, and 669 hours in each subsequent year of the system’s life.

“We save on costs by not having to deal with and pay multiple vendors for support and maintenance,” said Walters. “By opting for a single-vendor solution, we also benefit from more efficient, informed service when we run into problems. Oracle understands how every element in the stack—database, applications, storage, and networking—works together and can provide fixes and patches that take into account the impact on every element.”

Scalable, Flexible Licensing Options

Oracle Database Appliance’s pay-as-you-grow software licensing model offers flexible scalability, which makes it ideal for organizations, such as Nextgen Distribution, that can implement 2 cores when starting out and then scale up to 24 cores as business grows.

“For a company like ours aiming for rapid growth, we’re paying for what we need today at the lower end of the licensing scale, and as we grow the business we can increase the capacity of the box and pay accordingly,” said Walters. “That’s really important for businesses that don’t have the funds to pay upfront for a solution with excess capacity.”

Reliable System Performance

Nextgen Distribution has loaded the Oracle Database element of Oracle Financials onto Oracle Database Appliance.

To date, Nextgen Distribution has found transaction processing to be efficient and reliable.

“Our transaction numbers are fairly low at this stage, as we’re just starting up, but we’re finding the interaction between a user query—such as an order placement—and the result—such as order confirmation—to be very slick,” said Walters. “The query response rate is very good, and we are confident Oracle Database Appliance can support the thousands of transactions and concurrent users we expect. The product’s high availability will also ensure our reseller customers can place their orders quickly and seamlessly.”

Nextgen Distribution plans to use its real-life experience to showcase Oracle Database Appliance to prospective customers. The company has already had expressions of interest from several quarters, including a number of large Australian federal government departments.
Challenges

• Implement a robust, scalable, and reliable enterprise-level database platform to support a start-up reseller business aiming for turnover of US$304 million within four to five years

• Integrate with Oracle’s back-end systems to ensure reseller orders flow through smoothly, to avoid errors or processing delays that can affect the on-time delivery of products to end customers

• Choose a cost-effective, fast-to-deploy solution that can be implemented in six weeks on a limited budget

• Support a high-transaction distribution business that expects to process thousands of concurrent sales orders from a 200-strong reseller network

• Minimize ongoing support and maintenance costs

Solutions

• Engaged Oracle Gold Partner Dataweave to implement Oracle Database Appliance, the first such deployment in the Asia-Pacific region

• Cut installation time from 5 to 10 days, to two-and-a-half hours, by choosing a plug-and-go solution that eliminates the need to configure database, storage, server, and networking components

• Gained enterprise-scale performance in a single box at a price affordable for start-ups and midsize organizations

• Enabled savings gained from a fast implementation to be redirected towards the design of best practice reseller sales, financial management, and reporting processes

• Minimized database administration, hardware, and storage maintenance costs, by choosing an integrated database system

• Benefited from prompt service and fast problem resolution by dealing with a single vendor who understands each component of the database stack

• Ensured scalability for rapid business growth, with a pay-as-you-grow licensing model that can scale from 2 cores to 24 cores

• Will support thousands of reseller transactions and concurrent users, with highly available and expandable database system

• Reduced project risk and cost by completing implementation in 6 weeks, rather than the 12 weeks that it would usually take

Why Oracle

Despite being an Oracle VAD, Walters stressed that Nextgen Distribution was under no obligation to use Oracle products for its database and business systems.
“We considered the JD Edwards EnterpriseOne suite, a Microsoft product, and some other smaller home-grown enterprise resource planning solutions,” said Walters. “Our ultimate solution was to use Oracle CRM On Demand for customer relationship management; Oracle E-Business Suite for financial and supply chain planning; Oracle iStore as the retail front-end; and Oracle Fusion Middleware with application and test and development servers running Oracle Linux.

“Because we advocate an Oracle stack, we leapt at the opportunity to use Oracle Database Appliance to underpin our business systems,” said Walters. “The idea of a high-performance, fully integrated storage, server, and database solution was very appealing. We get the best of Oracle’s three technologies, one support contract, one service organization, and no issues due to incompatible systems.”

Implementation Process

Nextgen Distribution engaged Dataweave to deliver a fully functional enterprise resource planning system based on Oracle E-Business Suite, configured to meet Nextgen Distribution’s specific requirements. The company was given six weeks to complete the implementation.

Two weeks into the implementation, the decision was made to implement Oracle Database Appliance. While waiting for the product to be shipped from Oracle’s US headquarters, Dataweave installed a test environment in Nextgen Distribution’s data center on standard Intel servers to allow the implementation project to proceed.

Oracle Database Appliance arrived at Nextgen Distribution’s office nine days before the company’s implementation deadline. Thanks to the 11-step configuration wizard, Dataweave had Oracle Database Appliance up and running in two-and-a-half hours.

“The preconfigured Oracle Real Application Clusters (RAC) set-up meant we simply chose whether we wanted a single server, a one-node RAC, or a full two-node cluster,” said Norman Weaver, managing director, Dataweave. “We saved around 5 to 10 days in configuration time, as we didn’t have to get the various architecture components talking to each other.”

“We set Dataweave a task that would normally take around 12 weeks to complete—and they did it in half the time, despite having to switch from deploying another system to Oracle Database Appliance two weeks into the project,” said Walters. “Dataweave played a major role in the successful deployment of Oracle Database Appliance.”
Nice Group Co., Ltd Streamlines Process Manufacturing with Oracle E-Business Suite R12

“Oracle E-Business Suite R12 enabled us to set up a nationwide supply chain network. The central e-bidding system has significantly lowered our procurement costs. Adopting a collaborative approach to supplier management gave us the upper hand over our competition and laid a solid foundation for us to establish nationwide presence."
— Zhang Caiying, Director, Department of Information Management, Nice Group Co., Ltd

Nice Group is a leading manufacturer of detergents and personal care products in China. The company’s three major product categories—soap, detergent powder, and dishwashing liquid—are local market leaders. Headquartered in Lishui, Nice Group has more than 50 branch offices and four manufacturing facilities. Many of the company’s products are exported to Africa, Australasia, Europe, South East Asia, and the United States.

Defending its market-leading position is a priority for Nice Group. The company’s main competitors are state-owned chemical organizations and multinational enterprises such as Procter & Gamble. To ensure it can maintain market share, Nice Group implemented a new, integrated business management system based on Oracle E-Business Suite Release 12.

The solution integrated Nice Group’s financial, manufacturing, and supply chain processes, giving the company greater insight into accounts, procurement, inventory, and production workflows. As a result, Nice Group has lowered inventory and procurement costs, streamlined manufacturing, improved quality control, and strengthened relationships with suppliers.

“As China’s leading manufacturer of detergents and personal care products, Nice Group needs to maintain its performance and price advantages to compete with state-owned chemical organizations. We also need to look to improving management and restructuring business models to protect market share from international companies like Procter & Gamble,” said Zhang Caiying, director of information management at Nice Group.

“By implementing Oracle E-Business Suite R12, we have set up a nationwide supply chain network. The central e-bidding system has significantly lowered our procurement costs. Adopting a collaborative approach to supplier management gave us the upper hand over our competition and laid a solid foundation for us to establish nationwide presence,” said Caiying.

Addressing Competitive Challenges

A rapid increase in demand for its products both locally and internationally has brought a raft of new challenges for Nice Group. As one of the three manufacturers of detergents and personal care products in China, Nice has been under strong competitive pressure from multinationals for years. To address the challenge, Nice adopted a two-step approach.

First, it set up self-operated production facilities across China. Second, it accelerated its restructuring to position itself for the medium and high-end markets. Within a few years, Nice Group had a nationwide network consisting of manufacturing facilities in Hunan, Sichuan, Hebei, Jilin, Xinjiang, and Lishui, where its head office is located. This nationwide presence enabled the company to rapidly increase manufacturing capacity and build the world’s largest production base for detergent products.
Key Benefits:

- Enabled automatic generation of accounts payable and accounts receivable statements
- Reduced procurement costs by setting up an e-bidding system that allowed staff to compare and select the best price from a list of approved suppliers
- Improved production planning so that last-minute orders or changes can be accommodated
- Protected intellectual property while retaining flexibility to make changes based on customer needs
- Enhanced quality control by enabling staff to quickly trace the source of defective products and determine what went wrong

However, the rapid expansion resulted in a number of management challenges. Nice Group needed integrated control of its nationwide production bases and sales branches. This would give senior managers an enterprise-wide understanding of issues or opportunities that needed addressing, as well as give them the ability to safeguard quality levels and maintain brand image.

The company also wanted to streamline manufacturing and reduce raw material costs. To do this, it had to find ways to optimize resource use across the organization and take advantage of economies of scale through bulk buying. Key to achieving this goal was to improve supply chain management and foster stronger relationships with suppliers, so that it could negotiate more favorable resource prices.

Nice Group’s other business goals included integrating sales and manufacturing processes to enable a faster response to changes in demand; standardizing financial management across the organization; and achieving centralized management. It was also keen to introduce best practice information management principles, which would assist in the efficient collection, processing, storing, and use of data.

To standardize management in support of its corporate development strategy, Nice Group built an enterprise resource planning (ERP) system based on Oracle E-Business Suite R12. The company adopted the advanced management concepts in the software to ensure it could reliably collect, transmit, process, store, update, and maintain business data.

"Improved data accuracy would support high-level decision making, medium-level control, low-level operation, and enhance the core competence of the group," said Zhang.

Improved Financial Management

Oracle Financials enabled Nice Group to integrate financial processes with other business activities, such as purchasing and order management. Accounts payable and accounts receivable statements are automatically generated, and staff can cross-check financial data to ensure its accuracy.

Reduced Procurement Costs

Nice Group developed an e-bidding system that enabled individual groups to purchase resources from an approved list of suppliers. The system allowed the company to take advantage of economies of scale and enabled staff to compare prices and select the supplier that made the best offer, helping reduce overall procurement costs.

The ability to exchange information with suppliers has also benefited Nice Group. The company can change or query orders in real time, improving the efficiency of order processing.
Streamlined Manufacturing

The Oracle system has helped Nice Group to better plan its production schedules and make better use of its nationwide manufacturing facilities. By collecting sales information and monitoring the output of factories, the company was able to develop flexible production plans that can accommodate last-minute customer orders or changes.

Nice Group is using Oracle Process Manufacturing to centrally manage its product formulas and techniques. The system allows the company to adjust materials and production techniques, depending on the needs of customers. This has two advantages: safeguarding intellectual property and enabling flexible manufacturing practices that help maximize profits.

Enhanced Quality Control

Quality control is highly important in helping Nice Group maintain brand reputation. The company has established quality-control standards using the Oracle system, including specifications for batch management on raw materials and semi-finished products. Consequently, it has become easier and faster for staff to issue a recall for defective products and trace the source of the products to determine what went wrong.

Why Oracle?

Nice Group evaluated a range of enterprise planning solutions before choosing Oracle E-Business Suite R12. According to Zhang, the company believed that the suite had the functionalities to support its business strategies.

"Based on future development goals and strategies, Nice Group hopes to improve its response to market changes by encouraging collaboration between the production and marketing teams," Zhang said. "We hoped to achieve this by integrating supply chain information, supporting the transition from function-based to integrated financial management, and centralizing business processing. Oracle E-Business Suite R12 provided an integrated solution from procurement to production and finance. The modules will ensure we achieve these targets."

A number of consulting firms were also invited to pitch for the implementation work. Oracle Certified Advantage Partner IBM was selected for the job.

Implementation Process

With IBM’s help, Nice implemented Oracle E-Business Suite R12 in two phases. Phase I covered three manufacturing bases (including eight production facilities) and was completed in November 2008. Phase II covered another three manufacturing bases (including four production facilities) and was completed in January 2009.

Nice Group is China’s leading manufacturer of detergents and personal care products. The company’s three major product categories—soap, detergent powder, and dishwashing liquid—are local market leaders.
**NTCC** Replaces Dated Manual Processes with Fully Integrated ERP, CRM, and Asset Management Solution

“Oracle E-Business Suite Release 12 immediately delivered business efficiency by replacing our manual entry, single-function desktop applications with a fully integrated system of planning and management software components. It provides the whole company with a single source of the truth while freeing highly-skilled people from time-consuming manual tasks.”

— Hisham F. Alhegelan, Chief Information Officer, NTCC

Founded in 2007, NTCC is a leading energy services company in the Middle East, delivering reliable and environmentally friendly solutions that cater to the energy needs of commercial, industrial, and government organizations. The company is a pioneer in building and operating sustainable energy development projects in Saudi Arabia and throughout the region. By using cutting-edge technology, NTCC offers customers efficient, economical, clean, and customized alternatives to conventional energy systems.

**Challenges**

- Deliver greater flexibility, accuracy, and efficiency across the entire energy services firm by replacing outdated desktop tools with tightly integrated management and planning applications
- Increase visibility and understanding of asset maintenance
- Ensure zero downtime and on time and on budget installation
- Enable transparent and efficient tracking, management, and maintenance of energy service assets without manual data entry
- Remove customer relationship data from insecure public cloud while enabling every department to share a single customer relationship management (CRM) system
- Help finance department accurately and rapidly cost projects

**Solutions**

- Replaced standalone accounts tools, office software, and paper based purchase orders with an enterprise-wide, fully-integrated solution, providing efficient shared services for finance, CRM, enterprise asset management, and project reporting
- Eliminated weekly project-sheet data entry, with seamless integration of finance and project management, improving accuracy and reporting while saving time of skilled personnel
- Tapped installation knowledge of Oracle regional energy sales representative and Oracle Partner Tata Consulting Services (TCS), and used off-the-shelf capability of the Oracle software, to get up and running, on budget and in just eight months
- Tracked 1,029 work orders in first month using Oracle Enterprise Asset Management
- Generated weekly asset management reports covering five large-scale energy projects in seconds rather than four days
- Moved customer data from Sales force to Oracle E-Business Suite Release 12, increasing security and in-house controls
OC² Improves Efficiency of Automation Processes with Oracle E-Business Suite Release 12

“Oracle technology is so flexible in its set-up that it is an effective, affordable, and reliable solution for mid-market businesses.”
— Jan Groenen, Chief Financial Officer, OC²

Established in 2006 by experienced Oracle specialists, OC² works with its partners to provide customers with total support for Oracle E-Business Suite, through implementation and beyond. The company operates a service desk in Dordrecht, The Netherlands and has consultants on-site at customer premises. Furthermore, OC² and related companies OC1, OC3, and OC4 provide implementations and solutions, hosting and managed services, and add-on product solutions for Oracle E-Business Suite.

Challenges

- Provide the small business with a reliable, affordable, and comprehensive professional services automation solution for more efficient internal personnel, financial, and project and customer management
- Keep consultants’ timesheets—a critical component of the company’s functions—fully up-to-date via an integrated Web-based application
- Improve total overview of all consulting projects with detailed management reporting
- Eliminate invoicing errors to accelerate the overall invoicing process
- Attract new customers in the small-and medium-sized enterprise segment

Solutions

- Implemented Oracle E-Business Suite Release 12 in less than four months to increase information visibility and improve the efficiency of financial management, human resources, payroll, projects, and contracts
- Enhanced OC²’s ability to monitor the invoicing status of consultants through management reports—enabling insight into details such as hours worked, total holiday and sick time taken, and internal training courses attended
- Accelerated the monthly invoicing process by four days
- Automated invoice generation and provided alerts for input errors by allowing consultants to directly enter hours worked via Web-based access to Oracle Time and Labor
- Saved back-office expenses by shortening the invoice process
- Expanded the company’s working knowledge of Oracle E-Business Suite Release 12, which OC² can leverage to improve its services to future midmarket clients
OIA Global Logistics Upgrades Business Applications for Greater Visibility and Improved Decision-Making

“With Oracle E-Business Suite Release 12, we are operating on a global platform, with a much faster turnaround time on our monthly closes and improved visibility into all transactions.”

— Paul Wogan, Chief Information Officer, OIA Global Logistics

OIA Global Logistics is a full-service supply chain management service provider. It offers freight management, creative packaging services, international logistics, ground transportation, customs brokerage, kitting, labeling, assembly, warehousing, and distribution services. It is a member of the International Air Transport Association. OIA operates local offices in Asia, Europe and the USA, connected by a global network and shared application platforms.

Challenges

• Replace legacy order management systems with an integrated solution that connects order flow and inventory control, while tying these functions to the logistics company’s financial management system
• Separate OIA from its previous shared environment with 23 other companies so it could run independently
• Optimize the supply chain and realize cost savings through improved management and sourcing

Solutions

• Implemented Oracle E-Business Suite Release 12 to replace four legacy order management systems with a centralized solution, enable OIA to run independently, optimize the company’s supply chain services, and roll up financial data globally. Reduced costs through greater visibility, efficiency, and coordination
• Worked with Jibe Consulting, Inc. and used its Oracle Accelerate solution to implement Oracle E-Business Suite Release 12 to future-proof the company’s business application environment and take advantage of new functionality
• Enabled 21 global locations to use multicurrency capabilities, multiple sets of books, and common financial accounts. Reduced the time needed to close the monthly financial books from six weeks to two weeks
• Enabled OIA to close its annual audit process—with an external audit company—three to four weeks more quickly
• Used Oracle iStore to quickly add new customers to the system and capture their orders while allowing flexibility for minimal order quantities and lead times, and flowing orders straight through to financial transaction
• Enabled OIA to track profitability by program, leading to better decision-making
• Optimized the company’s supply chain giving OIA a competitive advantage
• Positioned OIA to win additional business and quickly bring on new clients and suppliers due to improved visibility and the efficiencies gained by implementing Oracle E-Business Suite Release 12

Oracle Customer:
OIA Global Logistics
Portland, Oregon
www.oiaglobal.com

Industry:
Travel and Transportation

Annual Revenue:
US$100 to US$500 Million

Employees:
38

Oracle Products & Services:
• Oracle E-Business Suite R12
• Oracle Financials
• Oracle Order Management
• Oracle Inventory
• Oracle Purchasing
• Oracle iStore
• Oracle Accelerate for Midsize Companies

Oracle Partner:
Jibe Consulting, Inc.
www.jibeconsulting.com
OneCall.com Deploys Oracle E-Business Suite Release 12 for Increased Business Efficiencies

“We needed an integrated ERP application infrastructure that could scale for growth and support our overall business strategy. With Oracle E-Business Suite Release 12, we were able to increase our efficiency, improve our overall ability to remain competitive and pursue aggressive growth goals.”
— Kent Schafer, IT Director, OneCall.com

Founded in 1994, OneCall.com offers unmatched expertise, customer service, and prices on HDTVs, home theater products, and digital cameras. Biz Rate, Price Grabber, and the Better Business Bureau Online have recognized OneCall.com’s customer service excellence. Its sales staff is experienced, noncommissioned, and trained to answer questions about technology, compatibility, quality, performance, connectivity, and more.

Challenges

• Provide high level of customer service to remain competitive in the crowded electronics retail space
• Replace multiple disconnected business systems with an integrated enterprise resource planning (ERP) system that enables greater visibility and process efficiency
• Gain a reliable solution to ensure business continuity
• Enable the midsize company to deploy a new ERP system cost-effectively and rapidly in advance of the busy holiday season

Solutions

• Implemented Oracle E-Business Suite Release 12 modules to replace legacy systems for efficiency and customer service
• Improved call center efficiency by enabling service representatives to enter orders more quickly and provide more detailed information to customers
• Centralized customer information for OneCall.com’s high-end home theater install business, enabling the company to quickly generate custom quotes and drive increased efficiencies
• Streamlined the order process by enabling call center representatives to utilize only one application to log purchases instead of three to four applications used previously
• Ensured integration with trading partners, such as Amazon.com
• Improved forecasting and demand reporting processes for the company’s larger vendors
• Enabled OneCall.com to effectively track and manage vendor discounts and volume rebates
• Gained efficiencies in the warehouse and shipping processes
• Used Oracle Business Accelerators and worked with Oracle Partner DAZ Systems, Inc. to complete the implementation cost effectively and in just six months in time for the start of the busy holiday season
OpenTV Lowers Total Cost of Ownership with On Demand and E-Business Suite Release 12

“Our ERP system may not have as high volume as a large enterprise, but it is just as complex. With Oracle On Demand and the Oracle Accelerate program, we were able to quickly launch an industry-leading ERP and almost immediately realize new efficiencies.”

— SK Mohanty, Senior Director of Information Systems, OpenTV

OpenTV is a software company operating in the digital TV space. Its software enables a variety of advanced and interactive services including: advanced user interfaces, video-on-demand (VOD), personal video recording (PVR), high definition (HD), and interactive and addressable advertising.

Challenges

• Provide an industry leading, enterprise resource planning system that is cost-effective for a midsize technology company

• Support a complex enterprise system that manages data for five operating units in 11 countries and seven currencies

Solutions

• Worked with Oracle Certified Partner DAZ Systems, Inc. through the Oracle Accelerate program to implement Oracle E-Business Suite Release 12 in just 12 weeks with Oracle Business Accelerators

• Reduced manual processing previously required to unify 11 different general ledgers, accelerating financial closing and reporting

• Reduced manual effort in supporting statutory and regulatory requirements, enabling the company to fulfill Sarbanes-Oxley requirements without manually gathering data from multiple systems

• Eliminated customizations to key business processes, such as revenue recognition, making it easier to maintain the systems

• Provided an integrated project management solution for the professional services group, including project billing and project profitability analysis with Oracle Project Costing

• Eliminated the need to create manual invoices previously required for certain services, such as ongoing maintenance, with Oracle Order Management

• Realized 99% availability with Oracle On Demand, without requiring a large IT staff or extensive in-house knowledge base

• Estimated total cost of ownership (TCO) reduction of 25% to 30% for the first two years, and about 40% per year after that, due to reduced maintenance required for the On Demand solution
Oxbow Carbon LLC Standardizes Diverse Enterprise with Common Governance, Risk, and Compliance Procedures and Platform

“We selected Oracle Governance, Risk, and Compliance Controls Suite because it goes hand-in-hand with the Oracle E-Business Suite Release 12 implementation process that we’re executing. Together, they are the most flexible and robust out-of-the-box solution available and are instrumental in helping to create and modify various rules and controls to suit our business needs.”

— Patrick Palmer, Manager of Internal Audit, Oxbow Carbon LLC

Oxbow Carbon LLC engages in mining, production, marketing, and distribution of solid fuel and other carbon-related products, including coal, natural gas, and petroleum to customers worldwide—primarily in the cement, utilities, steel, and home heating industries. The company, founded in 1983, maintains operations in 17 cities across the United States, and 35 cities internationally. Additionally, the company operates four bulk shipping terminals, located on the Gulf Coast and the West Coast of the United States, the Caribbean, and South America.

Challenges

- Oxbow Carbon, focused on growth, has gone through numerous acquisitions in recent years. As a result, the company was running 13 distinct enterprise resource planning (ERP) systems, which limited visibility of critical business information and created IT governance challenges.
- It wanted to improve its ability to ensure real-time data and tight control of governance, risk, and compliance (GRC) processes, such as monitoring application access in real time.
- For example, Oxbow Carbon wanted to know immediately when remediation was required as a result of a user being assigned a role or access that was not appropriate or represented a conflict.
- The company also wanted to ensure that it could efficiently onboard and terminate access when employees join and leave the organization.
- Further, Oxbow Carbon looked to respond more efficiently to auditor requests.

Solutions

- To meet these requirements, the company rolled out Oracle E-Business Suite Release 12 as its enterprise application standard.
- As part of the initiative, it deployed Oracle Governance, Risk, and Compliance Controls Suite to facilitate compliance with regulatory requirements, automate controls in Oracle E-Business Suite Release 12, and ensure continuous monitoring of those controls.
- Today, Oxbow Carbon can efficiently provision access to enterprise applications when an employee enters or leaves the organization.
- It also effectively and consistently identifies segregation-of-duty issues in the ERP system as they occur, or in some instances, before they occur, to take a more preventive approach.
• Additionally, the company is using Oracle Configuration Controls Governor to track changes to application setup data, using notifications to facilitate change management and track changes.

• It now has a detailed audit history that permits quick comparison of values from different points in time and across environments, and it can continuously monitor setup for better compliance.

• “We are finding a tremendous time and cost savings with Oracle Configuration Controls Governor, to say nothing of the problems we are avoiding,” said Patrick Palmer, manager of internal audit, Oxbow Carbon.

• In addition, the organization is using Oracle’s GRC solutions to help expedite external audits, and has decreased the amount of time auditors spend on site, thereby reducing costs.

• The company can provide auditors with detailed reports in a more timely manner, and in some cases, provides them with access to the GRC solution to run reports and analysis off-site.

Implementation Process

“We with our Oracle GRC system, we’re able to provide systems auditors with more rapid analysis, while increasing the accuracy of our reports, to illustrate first-hand, that our business processes and controls are better because of improved governance, risk, and compliance. I would recommend that any company going through an ERP system upgrade or implementation consider Oracle GRC as a part of that implementation, as it has proved invaluable to our company,” Palmer said.

Partner

Oracle Specialized Partner Hitachi Consulting enabled the full suite of Oracle E-Business Suite Release 12 Financials, Process Manufacturing, as well as critical aspects of Oracle Human Resources and Oracle Projects. The final roll outs will span a total of 10 countries in North America, Europe, and Latin America. The project covers highly complicated process flows to accommodate flexible, scalable operations, and process variances across lines of business for manufacturing, shipping, sales, and logistics.

“Oxbow Carbon chose Hitachi Consulting primarily because of its flexible and friendly approach to our complex global project. It provided us a clear methodology, and proved that it had the required Oracle specialized staff to execute on promised deliverables. Hitachi Consulting’s depth and strength in the manufacturing industry and its expertise with the Oracle Manufacturing modules, provided us with the confidence to select them as our implementation partner,” said Patrick Palmer, manager of internal audit, Oxbow Carbon, LLC.
Pace Suburban Bus Upgrades to Oracle E-Business Suite Release 12 and Saves More than US$500,000

“Upgrading to Oracle E-Business Suite Release 12 expanded our existing functionality, improved usability, and allowed us to save more than US$500,000.”
— Terrance Brannon, Deputy Executive Director-Internal Services, Pace Suburban Bus

Pace Suburban Bus is the premier suburban transit provider, quickly moving people to work and school safely and efficiently. The backbone of Chicago’s suburbs, Pace serves over 130,000 daily riders with fixed bus routes, vanpools, and para transit services. Pace covers 3,500 square miles and is the one of the largest bus services in North America.

Challenges
• Replace more than 25 core critical business systems with an integrated, scalable, easy-to-use business application suite to streamline business processes and improve system performance
• Build business intelligence capability to support ridership and revenue segmentation and analysis
• Integrate applications to develop comprehensive performance metrics
• Eliminate shadow systems and minimize data redundancy

Solutions
• Implemented Oracle E-Business Suite Release 12 to streamline business processes and ensure continued access to application support resources
• Worked with Oracle Partner Booz Allen Hamilton to implement the application suite on time and on budget, as well as facilitate user adoption by providing an improved user interface
• Saved more than US$500,000 by deploying Oracle E-Business Suite Release 12 rather than a previous version—preventing the need to upgrade in the middle of the implementation
• Provided one authoritative source of data and enhanced reporting capabilities to track information—from financial data to key operations figures such as ridership numbers—to make more informed decisions
• Provided certification of Oracle E-Business Suite Release 12 on Oracle Fusion Middleware, to manage cross-application processes that extend the functionality of diverse legacy systems
• Automated the purchasing and requisition process, trimming weeks off procurement cycles
Pak Electron Limited (PEL) manufactures and distributes home appliances to the consumers market. It also manufactures energy meters, transformers, and switches for the power sector and offers power infrastructure installation services. PEL employs over 6,000 staff.

Challenges

- PEL is replacing up to 100 disparate systems with a single enterprise resource planning platform based on Oracle E-Business Suite R12 to manage its US$208 million manufacturing, sales, service, and distribution business
- Once the platform rolls out across all operations, PEL will be able to increase efficiency by standardizing accounting, purchasing, order management, sales, production, and distribution processes

Solutions

- The company expects to strengthen financial management through daily business performance analysis (including drilling down to individual business units and product categories); reduce costs by monitoring procurement by business units; improve service and on-time delivery by streamlining its distribution network; enable seamless production by keeping raw materials (silicone, plastic sheets) at optimum levels, and better understand the time, cost, and quality of power infrastructure projects and their value
Pak-Arab Pipeline Co. Ltd (PAPCO) Reduces Month-End Closure Time by 25%, Improves Governance, and Completes Successful Implementation in 70 Days

“Using Oracle Business Accelerators, we implemented Oracle E-Business Suite Release 12 in just 70 days. By transferring financial information on a scheduled daily basis and using features like workflows and alerts, we can make more informed business decisions, close our monthly accounting cycle faster, minimize month-end reconciliation efforts, and improve internal controls and governance.”
— Muhammad Abdul Qayyum Khan, Manager – IT, Pak-Arab Pipeline Co. Ltd

Pak-Arab Pipeline Co. Ltd (PAPCO) was incorporated in August 2005 as a joint-venture between PARCO, Shell Pakistan, Chevron, and Pakistan State Oil to construct, maintain, and manage a cross-country pipeline for transporting white oil from Karachi to Shikarpur and Mahmood Kot, Pakistan. The 817 kilometre pipeline is linked to two ports on Pakistan’s south coast and connects with PARCO’s pipeline.

PAPCO’s pipeline currently transports around 4 million tons of oil per year, with a built-in capacity of up to 8.2 million tons, which can be extended to 12 million tons if necessary. Its creation has eliminated the need for about 4,000 road tankers previously used to transport oil throughout Pakistan, helping to prevent road congestion, degradation, and accidents and to address environmental concerns.

Challenges

- Replace two disparate and unsupported enterprise resource planning (ERP) systems—including IBM Maximo, which was used for maintenance activities—to integrate financial, purchasing, inventory, and fixed assets information from five oil pipeline stations and terminals
- Upgrade to Oracle Financials Release 12 to leverage advanced features (such as an updated dashboard, daily business intelligence, and alert functions) and improve month-end accounting processes
- Enable system users and auditors to drill down into information across ERP applications, such as inventory and accounting data from pipeline stations
- Gain better insights into financial, purchasing, and inventory data and processes, to enable managers to make informed business decisions, such as how to more efficiently maintain inventory and fixed assets, like pumps and storage tanks, at its pipeline stations and terminals
- Implement the system as quickly as possible to prevent further delays in replacing the legacy systems and address rapidly mounting difficulties with outdated interfaces and system stability

Solutions

- Engaged Oracle Platinum Partner Jaffer Brothers Pvt. Ltd to implement Oracle E-Business Suite Release 12 using Oracle Business Accelerators to replace separate, outdated legacy ERP systems and integrate financial, purchasing, inventory, and fixed assets information from the oil pipeline network
• Working with Oracle Partner Inspirage, ONYX EMS implemented Oracle Rapid Planning. By leveraging the robust functional planning capabilities and simulation analytics in the application, ONYX EMS will be able to better manage available resources throughout its global supply chain.

• ONYX EMS now runs both 300- and 700-day plans, which it updates daily.

• The company has full-pegging capability, and it can simulate a change or new demand and know within minutes what actions it must take.

• ONYX EMS can also generate reports to compare plans and clearly see the net change from one plan to the next.

• In addition, by integrating the real-time decision-making functionality of Oracle Rapid Planning into its existing systems, including Oracle E-Business Suite and Oracle’s Agile Product Lifecycle Management, ONYX EMS will be able to reduce the time required for its sales and operations planning cycle.

• ONYX EMS expects to reduce average order acknowledgement times, improve the on-time delivery rate, reduce inventory levels, improve inventory turns, and reduce costs through more effective planning around labor, purchasing, and shipping.

• Even though the implementation is very new, within one day of going live, ONYX EMS was able to acknowledge an order in just two hours—a process that previously would have taken at least a full day.
Oracle Customer:
Papelería Farah S. de R.L.
Merida, Yucatan, Mexico
www.papeleriafarah.com.mx

Industry:
Retail

Annual Revenue:
US$5 Million

Employees:
85

Oracle Products & Services:
• Oracle E-Business Suite R12
• Oracle Financials
• Oracle Purchasing
• Oracle Inventory Management
• Oracle Order Management
• Oracle Business Accelerators

Oracle Partner:
Soft and Soulware Mexico
www.soft-soulware.com.mx

Papelería Farah S. de R.L. Automates Administrative Procedures and Extends Visibility and Transparency

“Papelería Farah made an outstanding decision by implementing Oracle E-Business Suite Release 12. We work in a more orderly and efficient way now, under high standards of quality and best business practices.”
— Karime Marin, Project Leader, Papelería Farah S. de R.L.

Papelería Farah S. de R.L. sells and distributes school and office supplies, gifts, and handcrafts in the Mexican state of Yucatan. The company serves schools, organizations, and businesses in various industries and sectors, including construction, government, and architecture, among others.

Challenges

• Automate administrative procedures for buying and selling stationery as well as school and office supplies for visibility into financial data and improved efficiency
• Provide up-to-date business information to improve administrative control and enable strategic decision-making
• Improve delivery times for purchase orders from clients who buy through telemarketing services
• Implement software in an efficient and timely fashion, with low consulting costs and minimal impact on company operations

Solutions

• Worked with Oracle Partner Soft and Soulware Mexico to implement Oracle E-Business Suite Release 12, automating administrative procedures, such as purchase orders, accounts payable, and inventory, while extending visibility into financial information and improving operating transparency
• Automated procedures for sending purchase orders to the company’s distribution center, reducing human error and unnecessary merchandise returns from points of sale
• Provided better visibility and control of inventory, reducing costs for product returns by 50%
• Accelerated the time needed to send orders for stationery and school and office supplies by 50% for clients who order through telemarketing services
• Improved inventory rotation and visibility into the supply chain—providing insight into stationery, school and office supplies regarding arrivals, transit times, and inventory levels, reducing storage costs by 30%
• Used Oracle Business Accelerators to implement software in three months, keeping consultation costs low and without interrupting the company’s operations
Parks Victoria was created as a statutory authority by the Parks Victoria Act 1998. The authority reports to the Victorian Government’s Minister for Environment and Climate Change and is responsible for managing more than 4 million hectares—about 18%—of Victoria. This area includes 45 national parks, 25 state parks, 13 marine national parks, and around 90 metropolitan, regional, and reservoir parks. The authority also manages more than 11,000 formally registered aboriginal cultural heritage sites and more than 2,500 nonindigenous historic places. Assets on this land include 47 visitor center buildings, 14,000 kilometers of roads, 3,700 kilometers of walking tracks, and 89 sporting facilities. The parks and waterways attract more than 85 million visits each year.

Parks Victoria’s primary responsibility is to manage the parks in the context of their surrounding landscapes and in partnership with traditional owners to ensure they remain healthy and resilient. The authority also assists with emergency management, such as responding to bush fires on public land.

Headquartered in Melbourne, Parks Victoria operates 120 offices across the state and has 1,100 employees. The authority’s predecessor, Melbourne Parks and Waterways, first implemented Oracle products in 1994. In 2000, Parks Victoria became one of the first organizations in Australia to deploy Oracle Human Resources Management System. The authority also implemented Oracle Payroll in 2002.

In 2007, Parks Victoria decided to upgrade to Oracle Human Resources Management System Release 12 and Oracle Business Intelligence Enterprise Edition to take advantage of advanced online employee and management self-service capabilities, improve leave and overtime management, streamline human resources (HR) processes, and reduce costs.

Challenges

- Replace an outdated HR system that had not been upgraded for approximately seven years
- Improve employee leave management
- Replace manual HR processes, such as filling in overtime and pay variation forms for work carried out in parks
- Reduce back-end office administration costs, such as temporary labor costs

"Oracle Partner Presence of IT’s knowledge of Oracle products and basic understanding of our organization helped us evaluate exactly how Oracle Human Resources Management System Release 12 would best meet our needs. We now follow Oracle best practices and have a series of online employee and manager self-service options that have streamlined our HR processes."

— Michael Boulton, Manager – Payroll and HR Systems, Human Resources, Parks Victoria

Oracle Customer:
Parks Victoria
Melbourne, Victoria, Australia
www.parkweb.vic.gov.au

Industry:
Public Sector

Employees:
1,100

Oracle Products & Services:
- Oracle E-Business Suite R12
- Oracle Human Resources Management System R12
- Oracle Business Intelligence Enterprise Edition
- Oracle Financials

Oracle Partner:
Presence of IT
www.presenceofit.com.au
Why Oracle

Parks Victoria has developed a strong partnership with Oracle since its predecessor, Melbourne Parks and Waterways, implemented its first Oracle product in 1994. Parks Victoria was one of the first entities in Australia to implement Oracle Human Resources Management System and Oracle Payroll, and it is extremely confident that Oracle applications are the most suitable to meet its business requirements.

“As a long-term Oracle E-Business Suite user, changing providers was not an economical alternative,” said Michael Boulton, manager – payroll and HR systems, human resources, Parks Victoria. “It was a logical move to upgrade our Oracle Human Resources Management System to Release 12 at the same time as upgrading our Oracle Financial modules, to take advantage of the advanced self-service capabilities the application provides.”

Implementation Process

Parks Victoria first decided to upgrade its HR system in late 2007. After completing a tender process, in January 2009 the authority engaged Oracle Partner Presence of IT to design and build the new HR system from scratch, based on Oracle Human Resources Management System Release 12.

Solutions

- Engaged Oracle Partner Presence of IT to upgrade from Oracle Human Resources Management Release 11.5.10 to Oracle Human Resource Management Release 12, and implement Oracle Business Intelligence Enterprise Edition, to streamline HR processes and take advantage of advanced online self-service capabilities
- Reduced the time taken to create a complete record of employee information, such as an employee’s position, park responsibilities, pay, and leave, from four hours to 10 minutes, by creating a new workforce establishment report
- Enabled HR and senior managers to make timely and better informed decisions regarding employee’s pay rates or assignments in different parks by configuring the information extract function in the workforce establishment report so it can be viewed with different parameters according to a manager’s responsibilities
- Viewed employee excess leave information instantly online, rather than taking a day to generate an excess leave report
- Saved US$60,000 on temporary labor costs by replacing manual payroll procedures, which required extra staff, with quick and efficient online, self-service HR forms
- Eliminated the risk of overtime requests being mislaid or submitted incorrectly by replacing paper overtime request forms with online self-service forms
- Improved leave approval and other HR processes by adopting Oracle best practice position and supervisor hierarchies
Presence of IT developed a range of configuration changes and personalization features to meet Parks Victoria’s specific requirements and helped the authority migrate its existing HR information to the new system.

After several rounds of system and user acceptance testing, the new HR system went live on November 22, 2009. Since going live, Presence of IT has helped Parks Victoria further improve business processes and workflow efficiencies, and it also provides ongoing support.

Partner
Parks Victoria has worked with some members of Presence of IT’s staff since its original Oracle Payroll implementation in 2002.

“We have worked with Presence of IT for more than nine years, and are extremely comfortable and secure in the team’s ability,” said Boulton. “The staff knows our IT systems and HR requirements and is conversant and knowledgeable about Oracle products. They were able to evaluate what we needed and advise us on how Oracle could best meet those needs.”

After designing and developing Parks Victoria’s new HR system, Presence of IT developed comprehensive step-by-step user guides to provide Parks Victoria’s staff with easy-to-use information about each of the system’s modules.

“Presence of IT has consistently acted as a genuine partner during the implementation project,” said Boulton. “The team was always adaptable and accommodating with our requests, and assessed our change requirements with minimal impact on the project’s budget. We agreed to a fixed-price contract and the team’s input was invaluable in getting the project completed on time.

“The company makes us feel we are its number one priority, and we have confidence in its work and its ability to support its clients,” he added. “The team has met all the key features of exceptional service. I really have nothing negative to say!”
Pellerin Milnor Corporation Extends Manufacturing Visibility with Integrated Enterprise Applications

“We are a relatively small company, but our broad product range and our vertically integrated nature make our manufacturing system quite complex. With Oracle E-Business Suite Release 12.0.6, we have gained invaluable visibility into our manufacturing processes that helps us maintain our position as a world-class manufacturer.”

— Tony Cloud, Information Technology Director, Pellerin Milnor Corporation

Founded in New Orleans in 1947, Pellerin Milnor Corporation is a leading producer of commercial and industrial laundry equipment. The company’s products include high-volume commercial washers dryers, extractors, and coin-operated machinery.

**Challenges**

- Replace legacy enterprise resource planning (ERP) system to enable the company to effectively compete as a world-class manufacturer of commercial laundry equipment
- Deliver a flexible manufacturing, supply chain, and order management solution to support a complex, vertically integrated business with a wide-range of products
- Provide dynamic visibility on the shop floor to enable real-time changes and to help support the essential laundry machine spare parts business

**Solutions**

- Worked with Oracle Partners Inspirage and Smart Dog Services to replace legacy system with Oracle E-Business Suite Release 12.0.6 to streamline manufacturing and order management
- Used Oracle Advanced Supply Chain Planning to increase visibility and improve response times due to the ability to update supply chain planning nightly instead of weekly
- Achieved full vertical integration of critical shop materials, including sheet metal, castings, and commodity buy items
- Increased shop floor visibility with Oracle Manufacturing Execution System, providing the ability to dynamically update order or schedule changes, avoiding costly delays or rework of orders for laundry machinery
- Improved the company’s ability to organize and prioritize spare parts orders—some of which are for low usage parts that may be ordered only every few years—into the shop floor schedule
- Replaced a manual order management system that required reentry of data into the ERP system with an integrated order management, quoting, and proposal system that uses Oracle Configurator, processing orders more efficiently
- Positioned Pellerin Milnor Corporation to improve competitive advantage by meeting rapidly changing customers’ needs for products that are manufactured and delivered accurately, with quick turnaround
PN International Increases Annual Revenue by 25% with Centralized Enterprise Resource Planning

“By integrating and streamlining our business processes, Oracle E-Business Suite Release 12 helped us meet delivery commitments more efficiently and keep better track of orders and payments. We have improved our customer satisfaction rates, and this helped us to increase our customer base and annual revenue.”
— Mukul Anand, Plant Operations and ERP Project Manager, PN International

PN International is a large manufacturer of aluminium safety products and adventure sporting equipment. The company produces a range of safety buckles, harnesses, lanyards, belts, shoes, helmets, and ropes used in various industries, such as building and emergency services, and for sports, like rock climbing.

PN International has over 5,500 end-to-end products, which it designs, manufactures, and sells in more than 40 countries, including the UK and the U.S. Headquartered in New Delhi, it has three manufacturing plants in Sitarganj and Lucknow and ten sales and marketing offices across India. As the company exports its products, it has to comply with European, American, Canadian, Singapore, Malaysian, and Australian industry safety and quality standards.

Before it has a centralized database, PN International relied on e-mail and telephone conversations to communicate a variety of design, manufacturing, and sales data, such as customized safety specifications and customer account and order information, which was recorded in separate, onsite spreadsheets. With such vast quantities of information to communicate, this process was time-consuming and prone to errors. The company found it difficult to meet its commitment to deliver customer orders within 60 days, so in early 2010, it decided to implement five Oracle E-Business Suite Release 12 modules to provide a centralized enterprise resource planning (ERP) system that would consolidate its product database and streamline its sales, design, and manufacturing processes.

Revenue Increased by 25%

PN International is using Oracle Discrete Manufacturing and Oracle Order Management to process thousands of products, such as climbing harnesses, belts, and buckles from design stage through to delivery. These products are tailored to customers’ exact specifications.

Because the company designs, manufactures, and sells its safety products in 40 countries around the world, many of the products have to be customized to meet complex international safety requirements or to fit various requirements of the industries in which they are used.

“Each product has a standard bill of materials, but many of the bills need to be changed to meet specific product requirements, such as the shape and size of the buckles,” said Anand. “Oracle Discrete Manufacturing gives us the flexibility to change the bill of materials depending on product specification, which allows the design team to communicate exactly what is required for each customization, and the manufacturing team to then order exactly the right materials for each product.”
Previously, materials had to be ordered to a standard bill of materials. Specific requirements for each safety product had to be addressed by the design and manufacturing teams manually. This added time to the manufacturing process and put extra pressure on manufacturing staff as they raced to meet the order delivery time frame of 60 days.

“Now our manufacturing process has been streamlined, we have reduced the pressure on our design and manufacturing teams and can easily meet our order commitments and international safety standards,” said Anand. “We can now produce more safety products for each customer, increasing customer satisfaction. We have also increased our annual revenue by 25% in the last year.”

**Improved Supply Chain Processes**

By integrating Oracle Order Management and Oracle Discrete Manufacturing, PN International is able to keep track of customer orders from the moment products, such as steel hooks and buckles, are sold by a sales representative, to the moment they are delivered to the customer. This has improved the company’s supply chain processes by enabling it to order necessary materials in advance and to deliver products on schedule.

“Previously, our order management processes were very disjointed,” explained Anand. “We had no way of knowing what orders had been placed with sales representatives until we received the order in the manufacturing plant. This meant we were always ‘working backwards’—unable to buy raw materials such as plastics or polyester until the order had been received. Communication between sales, design, and manufacturing departments was a struggle, and we had to rush to meet our delivery commitment, which sometimes led to errors.

“Now, as soon as an order is placed, the sales representative enters the information and specifications into the Oracle system, and we can see immediately what we need to produce, when we need to produce it, and what materials we need to buy,” he said. “Having this specific information available from the beginning of the process has improved our supply chain management; enabled us to make more comprehensive, fact-based management decisions regarding our products and sales, marketing, and manufacturing processes; and helped us meet our production deadlines.”

**Reduced Costly Production Stoppages by 30%**

PN International uses a range of materials to manufacture its safety equipment, including steel, aluminum, iron ore, polyester and other synthetic materials, and several types of plastics. Many of its products are made to order and include materials that need to be purchased as soon as an order has been received. The company also keeps a minimum level of materials, such as steel and aluminum, in its warehouse inventory at all times.

Previously, PN International struggled to manage inventory levels, and sometimes ordered stock that was already in the warehouse or ran out of key materials. This affected its ability to produce orders on time and put extra pressure on manufacturing staff to comply with the 60-day order-to-delivery commitment.
Oracle Inventory Management has enabled PN International to better plan its inventory levels. Having the right amount of raw materials available enables the company to complete the manufacturing process efficiently, rather than storing items as work-in-process inventory. This has reduced costly production stoppages during the company’s manufacturing process by 30%.

PN International can also complete larger orders for customers in the same timeframe.

“Taking better control of our inventory processes means we have improved our production and delivery standards,” said Anand. “In the past, we were able to fulfill basic customer orders comfortably, but as soon as a customer requested an extra product or a new customization, we struggled to meet our delivery commitment. The integrated Oracle system has helped us raise the benchmark when it comes to customer service, and we are now getting much more positive feedback. Happy customers are more likely to pass on a recommendation, which in turn has helped us win more customers. We grew our customer base by 10% to 15% in 12 months.”

Streamlined Invoicing

PN International is using Oracle Financials to keep better track of its customer and supplier payments and collection schedules, which has improved the accuracy and timeliness of its purchase orders and invoices.

“Sales, marketing, and procurement departments from every region now enter information, such as products that have been sold or materials purchased, into a central system,” said Anand. “This information can be checked online by department managers and the accounts team, so any errors are picked up straight away, and the order can be processed quickly. As soon as a delivery is sent or received, the information is moved into the general ledger, and we can immediately generate an invoice or payment. This streamlines the process and ensures we maintain good relationships with our customers and suppliers.”

Oracle Financials also enables PN International to monitor its budget allocation and actual budget more closely to ensure it does not over spend.

Improved Supplier Performance

PN International works with a number of suppliers to ensure it is able to buy the highest quality and most cost-effective materials for its specialized safety products. Oracle Purchasing has enabled the company to choose the most cost-effective supplier by integrating supplier information, such as prices and delivery times in a single database.

“We can now focus on suppliers’ performances to check that they are meeting their commitments and providing us with the best possible price and delivery times,” said Anand. “Comparing and analyzing these performances saves us money by ensuring we pick the most cost-effective options.”
Challenges

• Replace separate spreadsheets with a centralized, integrated product and customer database
• Improve communication between design, manufacturing, and sales departments to speed up the safety equipment production process and reduce the risk of human error
• Produce products that are customized to a customer’s exact specifications
• Ensure safety products such as belts, buckles, and harnesses are delivered within the company’s 60-day order-to-delivery timeframe to customers in 40 countries without putting unnecessary pressure on design and manufacturing staff
• Comply with industry safety and quality standards for Europe, America, Canada, Singapore, Malaysia, and Australia
• Streamline order, inventory, and manufacturing processes to improve efficiency and reduce costs
• Strengthen financial management by centralizing supplier payments
• Ensure the company receives the most competitive quotes from suppliers

Solutions

• Produced customized safety products, such as steel buckles and harnesses within the company’s 60-day order delivery commitment by streamlining manufacturing processes
• Increased annual revenue by 25% in 12 months
• Cut costly production stoppages by 30% and reduced items stored as work in process inventory by ensuring raw materials are available
• Met customer requirements and international safety standards by gaining the flexibility to change the bill of materials according to product specifications
• Improved the company’s supply chain processes by enabling it to order necessary materials in advance and deliver products on schedule
• Delivered orders on time, regardless of size or specifications, which improved customer satisfaction and helped the company grow its customer base by 10 to 15%
• Maintained good relationships with customers and suppliers by improving the accuracy and timeliness of its purchase orders and invoices and keeping better track of customer and supplier payments and collection schedules
• Monitored its budget allocation and actual budget more closely to ensure it does not over spend
• Reduced supplier costs and improved supplier performance by enabling the company to choose the most cost-effective option
PN International undertook a proof-of-concept for a new, integrated enterprise resource planning system in November 2009. The company assessed vendors, such as SAP, Microsoft, and Oracle, but decided Oracle E-Business Suite best met its business needs in terms of cost and flexibility.

“We also wanted an application that was adaptable but ready to go, out of the box, and Oracle E-Business Suite met that need,” said Anand.

Why Oracle?

Implementation Process


Partner

Felix Consulting guided PN International through the proof-of-concept and implementation stages, providing support, advice, and training. The company evaluated products for PN International and demonstrated how Oracle E-Business Suite could be adapted to fit PN International’s business needs.

“Our client was worried about how the new enterprise resource planning system would fit with its business’ complexity,” said Guarav Mathur, managing director, Filix Consulting “After we mapped the company’s business processes and requirements, we could reassure PN International that Oracle E-Business Suite would meet its business needs straight away, with very little customization.”

Felix Consulting carried out user acceptance testing at PN International, followed by a master upload. The firm then visited the manufacturing plants and marketing offices to deliver staff training. Felix Consulting continues to support PN International through its centralized support desk.

“Felix Consulting provided excellent help and advice at every step of the implementation,” said Anand. “The consultants went out of their way to guide, support, and reassure us throughout the process—we couldn’t be happier with the service we received.”
PRO BTP Optimizes Administrative Processes to Focus Greater Attention on Members’ Welfare Needs

“Oracle E-Business Suite Release 12 allowed us to focus on the heart of our business, which is not accounting or procurement, but being available to our 3.7 million members. Saving time through enhanced productivity enables us to spend more time improving and developing links with the men and women in building and public works.”

— Jean Rancati, Assistant Manager, Application Development and Management, PRO BTP

PRO BTP is a nonprofit organization that serves as the primary professional social welfare group in France with more than 3.7 million members. PRO BTP offers buildings and public works (BTP) professionals competitive solutions for pensions, social welfare, health, savings, insurance, social services, and holidays. PRO BTP has a network of 300 welcome sites, eight nursing homes, and 11 holiday camps for members.

Challenges

• Enhance steering and analysis capabilities to better monitor building and public works membership, contributions, services, and completed actions
• Ensure human and financial resources are used in the most efficient manner possible to provide members with optimal value, response, and advice
• Optimize spending and budgetary controls to ensure effective cost management

Solutions

• Modernized various management tools with Oracle E-Business Suite Release 12 applications for procurement, accounting, budgetary management, assets, and reporting
• Monitored PRO BTP activity more closely through month-end closing reports as opposed to one annual closing report
• Leveraged the capabilities of 600 users sharing one repository to cover different professions—such as pensions, health, and insurance—to obtain broader visibility into membership
• Established workflows to optimize buying and budget management, including forecasts and member follow ups
• Utilized new monitoring functions—such as costs for data stream processing—to better control the purchasing through real time visibility into expenditures
• Reduced the time needed to respond to member requests for advice or social work assistance
• Used Oracle Business Intelligence Applications to make reporting more adaptive to legal and institutional requirements for supervisory bodies
• Received end-to-end support for market testing and integration from Oracle Partner Logica, completing implementation in one year
**ProQuest Streamlines Subscription Renewals with Oracle E-Business Suite Release 12**

“We have realized significant savings with the upgrade to Oracle E-Business Suite Release 12. In particular, we streamlined our renewal process, which has increased customer satisfaction and retention. And, we minimized costs with an out-of-the-box deployment strategy for Oracle Service Contracts.”

— **Timothy Hall**, Senior Technology Manager, Global Management Systems, ProQuest

ProQuest creates specialized information resources and technologies that propel successful research, discovery, and lifelong learning. A global leader in serving libraries, ProQuest’s offers long-term brands, such as ProQuest, CSA, UMI, Chadwyck-Healey, SIRS, and eLibrary. The company supports the breadth of the information community with innovative discovery solutions that power the business of books and the best in research experience.

**Challenges**

- Manage a complex global order and billing system servicing approximately 60,000 contracts per year, including multiyear subscription models and contracts for numerous services brought together via acquisitions
- Enhance ability to offer flexible payment terms and schedules
- Increase efficiency with a unified, modern global solution

**Solutions**

- Worked with Oracle Partner Integretas, Inc. to upgrade to Oracle E-Business Suite Release 12, deploying new modules, including Oracle Service Contracts, to reduce cost and increase efficiency
- Consolidated five legacy order and billing systems and replaced a cumbersome, spreadsheet-based subscription renewal process
- Estimated a total reduction of 70% in the time required to manage renewals, once the system is fully deployed
- Eliminated the creation of multiple invoices from various acquired companies so that customers now receive one invoice
- Supported global operations by choosing a system that has multiple currency capabilities
- Leveraged Oracle Advanced Pricing to introduce more flexible pricing and discounting
- Increased customer satisfaction by offering flexible payment terms/schedules and consolidated invoicing, resulting in an increase in subscription retention rates
- Consolidated call center operations into one location, driving cost savings and streamlining customer service. Lowered IT costs by keeping customizations at a minimum
- Unified general ledgers from global operating units, accelerating the monthly closing cycle from one week to three hours
- Simplified inventory management with one product master and one customer master, resulting in reporting efficiencies
- Supported up to 10,000 users during peak times with Oracle Database 11g with Real Applications Clusters

**Oracle Customer:**
ProQuest
Ann Arbor, Michigan
www.proquest.com

**Industry:**
High Technology

**Annual Revenue:**
US$358 Million

**Employees:**
1,400

**Oracle Products & Services:**
- Oracle E-Business Suite R12
- Oracle Service Contracts
- Oracle Financials
- Oracle Order Management
- Oracle Advanced Pricing
- Oracle iReceivables
- Oracle Purchasing
- Oracle iProcurement
- Oracle Database
- Oracle Real Application Clusters

**Oracle Partner:**
Integretas, Inc.
www.integretas.com
PT Pertiwi Agung (Landson) Cuts Reporting Time from Months to Weeks with E-Business Suite R12

“We used to rely on manual systems, which left us with limited enterprise visibility. With Oracle E-Business Suite, we have greater insight into the manufacturing supply chain, giving us a complete picture of our operations and enabling us to take quick action to improve profitability and cut costs.”
— Lim Soeyantho, Managing Director, PT Pertiwi Agung (Landson)

PT Pertiwi Agung (Landson) is a pharmaceutical manufacturer based in Indonesia that makes prescription and over-the-counter medicines. The company is a subsidiary of The Mensa Group, a consortium of healthcare importers, manufacturers, distributors, and marketers.

Challenges

- Eliminate manual processes to increase efficiency and release staff from data entry to focus on higher value tasks
- Make it easier to retrieve and share information
- Provide top management with a consolidated business view
- Enable more accurate cost calculation to prevent overspending on raw materials and other resources
- Shorten the lead time needed to produce financial statements

Solutions

- Engaged Oracle Certified Partner PT Star Performa to implement an integrated enterprise resource planning system based on Oracle E-Business Suite R12
- Adopted business processes incorporated within Oracle to streamline the pharmaceutical manufacturing supply chain in line with world’s best practice
- Gained a single version of the truth regarding the company’s financial, procurement, order, inventory, and manufacturing activities, enabling managers to make decisions based on accurate, up-to-date information
- Shortened reporting time from months to weeks, as staff no longer need to manually consolidate data to produce reports; the aim is to produce reports within five days of a month’s end
- Minimized disputes with suppliers as all purchase orders now include item codes that describe the raw materials ordered
- Provided staff with online access to inventory costs and status, enabling them to make better inventory policies to streamline working capital
- Gave staff the tools to manage standard versus actual costs, enabling them to track variances and take early action to improve profitability
- Provided solid foundation to consolidate information and to synergize with sister companies by standardizing on a common platform

“Deploying a single instance of Oracle E-Business Suite Release 12 enabled us to promote globalization of the enterprise in a cost-effective manner. We were able to recover the total cost of the upgrade conversion in just three months.”

— Corporate Director of IT, RAE Systems

RAE Systems is a leading global provider of sensor networks that enable customers to identify safety and security threats in real time. The company provides its products to more than 95 countries.

Challenges

- Integrate enterprise resource planning systems across five global offices onto a single platform to standardize processes and extend visibility
- Automate internal financial controls and facilitate completing monthly financial closes in one week to ensure compliance with Sarbanes-Oxley (SOX) and global taxation requirements
- Increase the vertically integrated manufacturer’s ability to sell spare parts and services globally via the Web
- Promote global growth to maintain competitive edge over other industry providers

Solutions

- Upgraded to Oracle E-Business Suite Release 12 to consolidate global operations onto a single, flexible ERP platform
- Reduced the time required for monthly financial closes to one week, accelerating the process over time
- Ensured compliance with regulatory mandates—enabling the company to execute SOX transactional audits in less than one week, based on built-in, automated controls
- Automated financial controls to eliminate duplicate invoicing and redundant payments
- Accelerated order creation for customers by automating distributor discounts, shipments, and invoicing processes
- Improved inventory management with global data visibility
- Facilitated global transformation of the business with multi-language and multicurrency ERP system capabilities
- Provided access to business intelligence tools to measure performance of growing e-commerce revenue stream
- Enabled ease of future business customizations and acquisitions, without concern for fusion incompatibilities
Ricoh Americas Corporation Transforms Warehouse and Transportation Management, Cutting Order Picking Time by 25% and Reducing Labor Costs

“With Oracle E-Business Suite Release 12, including Oracle Warehouse Management and Oracle Transportation Management, we have significantly reduced order picking time and improved receiving time by 60%. These efficiencies, among others, have helped us reduce costs, improve supplier and carrier management, and enhance the service we provide to our customers.”

— Balaji Rangaswamy, Vice President Enterprise Solutions, Ricoh Americas Corporation

Ricoh Americas Corporation (Ricoh) is a subsidiary of Ricoh Company, Ltd., the 75-year-old leading provider of advanced office technology and innovative document imaging products, services, and software, with fiscal year 2010 sales in excess of US$23 billion. Ricoh’s fully integrated hardware and customizable services and software help businesses share information efficiently and effectively by enabling customers to control the input, management, and output of documents. Ricoh markets and distributes products in North, Central, and South America, directly or through its network of authorized dealers.

Ricoh was using paper-based processes to track and manage orders and inventory in its distribution centers and configuration centers. These paper-based processes required handoffs within operations making Ricoh less efficient and accurate than it wanted to be. In addition, Ricoh needed to resolve a complex data compatibility issue resulting from its various suppliers using different barcode standards and formats.

After rolling out Oracle E-Business Suite across all facilities, Ricoh was ready to modernize its supply chain. It worked with Data Systems International® (DSI®) and Infosys to implement Oracle Warehouse Management and Oracle Transportation Management and integrate the applications with the full enterprise resource planning (ERP) system. Ricoh now uses the Oracle system in its receiving, put-away, picking, packing, and shipping processes in 17 distribution and configuration centers. It has cut order picking time by 25%, decreased receiving time from eight hours to three, and consolidated its number of freight carriers from 60 to approximately 15.

Challenges

• Eliminate manual, paper-based processes to track and manage orders and inventory
• Enable the document management systems and services company to resolve complex data compatibility issues among suppliers that use different barcode standards and formats
• Deploy a new transportation management system to enable Ricoh to drill down into contracts and billing issues across many carriers
• Improve warehouse management and transportation efficiency, while reducing errors throughout these business processes
Solutions

• Worked with Data Systems International (DSI) and Infosys to implement Oracle Warehouse Management in six distribution centers and 11 configuration centers to automate manual-based processes, improve efficiency, and reduce costs

• Implemented Oracle Transportation Management to improve visibility into freight in the field

• Optimized transportation management planning to take full advantage of trailer capacity—consolidating the number of carriers from 60 to approximately 15 and reducing freight spend

• Leveraged advanced barcode scanning capabilities within Oracle Warehouse Management to decode multiple barcode formats and recognize multiple supplier part numbers—eliminating the need to ask vendors to change part numbers, update the system to match vendor part numbers, manually key-in the numbers, or relabel parts

• Cut order picking time by 25%—enabling warehouse employees to pick, pack, and ship orders within just nine hours each day

• Decreased receiving time from eight hours to three hours—including completing all receipts and clearing the docks

• Shortened physical inventory from two days to just six hours by leveraging the increased accuracy and efficiency provided by Oracle Warehouse Management Reduced labor costs and enabled Ricoh to reassign workers to other duties as needed

• Automated serial number tracking through product configuration and fulfillment

• Enabled license plate number control in the picking process

• Used Oracle Warehouse Management labeling rules to automatically print and apply product labels, eliminating previous manual processes to create and verify accuracy of product labels as received from suppliers

• Achieved a three-year return on investment

Why Oracle

Ricoh is a long-time Oracle E-Business Suite customer, and the ease of integration between its core ERP applications and Oracle Warehouse Management and Oracle Transportation Management—when compared to third-party options—made the Oracle solutions the clear choice.

Implementation Process

The first implementation of Oracle E-Business Suite began as a pilot in 2002 at IKON Office Solutions, Inc., which was acquired by Ricoh in 2008. Between 2006 and May 2008, it rolled the system out nationwide.
During this timeframe, Ricoh realized it had significant challenges in its logistics space. It decided to move forward with the implementation of Oracle Warehouse Management and Oracle Transportation Management. It upgraded to Oracle E-Business Suite Release 12 and completed the roll-out of Oracle Warehouse Management to 17 facilities in just 18 months—going live in July 2009. It implemented Oracle Transportation Management for freight invoice matching as well as inbound routing and load optimization over 15 months.

Partner
Ricoh selected Data Systems International® (DSI®), an Oracle Platinum Partner with specializations in consumer goods, natural resources, and oil and gas, for the implementation of the Oracle warehouse management system. DSI worked with Ricoh on solution design, implementation, and configuration of Oracle Warehouse Management to align the system with Ricoh’s business processes. Additionally, the solution included infrastructure labeling, data collection hardware, and configuration. DSI customized the solution to address Ricoh’s complex data compatibility issues around barcoding by utilizing Oracle’s facilities for advanced barcode scanning within the warehouse management system.

Ricoh later tapped Infosys, an Oracle Diamond Partner, to implement Oracle Transportation Management for freight reconciliation, load optimization, and route optimization. Infosys also assisted Ricoh in the warehouse customization, reversed logistics customer solution implementation, as well as rolling the solution out to 13 distribution centers and configuration centers.

By working with the Oracle specialized partners, Ricoh gained better visibility into inbound and outbound freight and freight cost; reduced freight spend; and improved management of the supply chain network, transportation costs, and activity via stronger control over planning, tendering, and execution of freight bill payments and settlements.

“The ease of the deployment can be attributed in significant part to the subject matter knowledge DSI and Infosys brought to the project. Their practices were quite good,” said Balaji Rangaswamy, vice president enterprise solutions, Ricoh Americas Corporation.

DSI’s dcLINK® Mobile Application Platform™ has achieved Oracle Validated Integration status with Oracle E-Business Suite, Oracle’s JD Edwards EnterpriseOne, and Oracle’s JD Edwards World.

Infosys has 25,000 consultants worldwide in Oracle practice and more than 20 specializations across the Oracle product portfolio.
Oracle Helps **Rizal Commercial Banking Corporation** to Drive Business Value

“RCBC recognizes the critical role of IT in the overall performance of the company. We are confident that with Oracle, we are investing in the right technology and working with the right partner. By moving to Oracle, we expect to boost our operational productivity as well as our competitive advantage.”

— Dennis Bancod, Executive Vice President and Information Technology and Operations Group Head, RCBC

**News Facts**

• Rizal Commercial Banking Corporation (RCBC), one of the Philippine’s top five largest private domestic banks, today announced the wide range deployment of Oracle solutions.

• The implementation of the Oracle E-Business Suite Release 12, Oracle Database 11g, and Oracle Fusion Middleware will provide RCBC best-in-class and reliable technology tools to effectively manage complex business operations, streamline processes, enhance decision-making, support growth, and lower IT cost.

• After assessing its primary requirements and evaluating solutions available in the market, RCBC believed that the rich functionalities offered by the Oracle E-Business Suite Release 12 will help manage the complexities of the global business environments. The key modules that will be deployed include the Oracle E-Business Suite Financials, Oracle Internet Expenses, Oracle iProcurement, Oracle Purchasing and Oracle Inventory Management. With the Oracle E-Business Suite Release 12, RCBC expects improved efficiencies in key business functions including finance, travel spend management, purchasing, inventory management, and procurement.

• RCBC expects to take control of its rapid data growth, gain better insight and quickly adapt to its competitive environment with Oracle Database 11g. Oracle Database 11g delivers superior performance, scalability, availability, security and ease of management on a low-cost grid of industry standard storage and servers. Its unique ability to manage all data from traditional business information to XML and 3D spatial information makes it the ideal choice to power transaction processing, data warehousing, and content management applications.

• RCBC will also benefit from Oracle Fusion Middleware products designed to work together and be hot-pluggable with existing application and technology investment. These products include Oracle Business Intelligence Standard Edition One and Oracle Data Integrator Enterprise Edition.

• Oracle Data Integrator Enterprise Edition will provide RCBC’s IT infrastructure with a high performance ELT architecture. A component of Oracle Fusion Middleware, Oracle Data Integrator Enterprise Edition will meet RCBC’s data integration needs for data warehousing and business intelligence. In the future, RCBC intends to incorporate Oracle Data Integrator Enterprise Edition into their enterprise information management initiatives to improve data quality and deploy data services in an SOA environment.

**Supporting Quote**

• “We are grateful to have the opportunity to provide RCBC with the IT solutions it needs,” said Edler Panlilio, Country Sales Manager, Applications, Oracle Philippines. “The superior functionality and scalability of the Oracle E-Business Suite Release 12 will not only drive real-time business value but will also provide RCBC with reliable platform for future growth.”
Rocela Completes Monthly Management Reports 50% Faster

“Oracle E-Business Suite Release 12 is unique in giving dynamic mid-sized businesses like ours the enterprise-class functionality needed to power growth cost-effectively while remaining agile, lean, and innovative.”
— Stewart Gabriel, Director of Corporate Services, Rocela

Rocela is the UK’s fastest growing independent Oracle consultancy—a global leader in advisory consulting for licensing, cost management, and compliance. Rocela’s award-winning expertise in helping its public sector and private customers with complex Oracle environments generated a 34% increase in revenue in 2009.

**Challenges**

- Leverage lean, efficient, agile financial and procurement management to support a targeted 20% annual revenue increase
- Reduce operational costs and increase staff productivity while increasing responsiveness to growing business needs through real-time performance visibility and timely, accurate reporting
- Guarantee seamless scalability to support planned expansion from a midsized to a large and fast-growing IT consulting firm
- Automate expense processing for IT implementation specialists and consultants working on customer sites
- Avoid the cost and disruption of lengthy IT implementations and ensure rapid employee adoption and time to value

**Solutions**

- Implemented Oracle E-Business Suite Release 12 for its affordable, efficient, yet agile and resilient infrastructure to replace standalone tier-two and spreadsheet-based financial and purchasing tools
- Completed the installation, using the Rocela Professional Services team, decommissioned legacy systems, and went live in eight weeks without loss of service
- Produced monthly management reports on the status of each consulting client engagement and revenue on day 7 instead of day 15, around 50% faster than with the legacy systems
- Saved US$30,000 each year by avoiding the need to employ an additional accounting resource to produce financial reports
- Leveraged employee self-service and automated, workflow routed approval processes to significantly reduce payables, receivables, purchasing, and expenses cycles
- Eliminated manual processing of expenses for the 35 implementation specialists and consultants working on customer sites, which saves two days each month
- Benefited from the Rocela Professional Services team to manage the application for Rocela’s finance department
- Anticipated gaining a 100% return on investment in 12 months
Rochester Institute of Technology Ensures Payroll and IT Support with Oracle E-Business Suite Release 12

“Our users like the new look and feel of Oracle E-Business Suite Release 12 and find it easier to navigate. We also feel secure knowing that we have access to continued support for our payroll applications.”
— Laura J. O’Donnell, Director, Finance and Administration Systems and Technology, Rochester Institute of Technology

Founded in 1829, Rochester Institute of Technology (RIT) is an internationally recognized leader in professional and career-oriented education, enrolling more than 16,000 students in eight colleges. RIT is chartered by the legislature of the State of New York and accredited by the Middle States Association of Colleges and Schools.

Challenges

- Upgrade campus payroll application to ensure continued application support
- Minimize strain on IT resources with efficient and consolidated approach to application upgrades
- Increase functionality to ensure continued support for human resources self-service and open enrollment capabilities
- Meet the university’s upgrade deadline to minimize disruption to campus community

Solutions

- Upgraded RIT’s payroll and financial applications to Oracle E-Business Suite Release 12 to ensure continued application support and increase functionality
- Deployed the upgrade efficiently, requiring only 80 hours of downtime—versus the originally estimated 90 hours—with access to expertise from Oracle On Demand
- Improved application testing capabilities, ensuring that upgraded payroll applications could handle RIT’s complex combination of semi-monthly and biweekly payroll processes
- Maintained application performance and availability by facilitating a seamless upgrade process
- Facilitated user adoption by providing campus users an improved user interface and easier application navigation
- Minimized the time required to add new users to the system with embedded Web ADI capabilities
- Accelerated resolution of testing and performance issues with access to Oracle Development through Oracle On Demand
- Increased reporting functionality, with access to account analysis and other expanded reports
Royal Group Gains 40% in Productivity with Single Instance of Enterprise Resource Planning for More Than 45 Companies and Subsidiaries

“We selected Oracle E-Business Suite Release 12 because it is the only solution in the market that suits both our organizational structure and our business needs perfectly, across all industries. With efficiency gains between 30% and 50% in our key performance indicators, the decision proved to be correct.”
— Abdulrahman Ishtaiwi, Head of Information Technology, Royal Group

Royal Group is a conglomerate of 60 large and midsize companies based in the United Arab Emirates. It has business activities in all major industries. Launched in the late 1990s, the group employs more than 4,000 people from a wide variety of countries and cultures.

Today, Royal Group is one of the largest business and investment holdings in the Gulf region. It has a significant and growing international presence, with a broad spectrum of investments and partners throughout the Middle East, Asia, the United States, and South America.

In a matter of only two-and-a-half years, the Royal Group deployed Oracle E-Business Suite Release 12 in 48 companies and subsidiaries, facilitating system administration and maintenance substantially and improving overall productivity between 30% and 50%.

Challenges

• Deploy a comprehensive enterprise resource planning (ERP) platform across Royal Group’s companies to overcome the enormous efforts and costs linked to using different ERP and legacy systems in dozens of companies

• Implement an ERP system capable of serving Royal Group in diverse lines of business—such as high technology, hospitality, investment, manufacturing, media, real estate, and trading—and establish full control over the group’s budgets, purchases, inventory, and financial situation

• Eliminate duplicate data across companies and establish a single data source at group level for enterprise wide visibility

• Provide Royal Group’s management with detailed and accurate insight into the group’s financial and operational position at any given time to enable agile and informed decisions

Solutions

• Deployed Oracle E-Business Suite Release 12 in 48 companies and subsidiaries of the Royal Group in only two-and-a-half years, facilitating system administration and maintenance substantially and improving overall productivity by 40%

• Standardized on Oracle E-Business Suite as the group’s ERP platform, centralized implementation, and installed robust backup systems to ensure high availability, thus laying the foundation for strong productivity gains

• Established full control over the group’s budgets, purchases, inventory, and financial situation
Why Oracle

“When we researched the market for a comprehensive ERP platform suitable for all industries, we found that Oracle E-Business Suite Release 12, with its large degree of flexibility, met our needs perfectly. Oracle’s strong background in the Gulf Cooperation Council (GCC) region supported our decision further,” said Abdulrahman Ishtaiwi, head of information technology at the Royal Group.

Partner

Royal Technology Solutions is a subsidiary of Royal Group in charge of the group’s information technology, from servers and storage, to applications.
Royal Mosa Seamlessly Upgrades to Accelerate Order Fulfillment

“Thanks to the migration to Oracle E-Business Suite Release 12, our sales staff now has instant access to production and logistics information and can tell customers exactly when an order can be delivered.”
— Joost Claassens, Head of IT, Koninklijke Mosa

Royal Mosa is a cradle-to-cradle certified floor and wall tile manufacturer. It specialized in tiles for the international project market and has many innovative tiles for this spectrum. Mosa has won a number of design awards, such as Red Dot, DesignPlus, Innovations Preis and the IF award. The company produces more than 8 million square meters of tiles annually that are sold in 30 countries on four continents.

Challenges

- Migrate from Oracle E-Business Suite 11.03 to Release 12 without jeopardizing business continuity
- Integrate all the new financial, logistical, and production processes into Oracle E-Business Suite 12 to decrease the complexity of the software environment
- Automate allocation of tile stocks via an algorithm developed by Mosa that takes account of the specific tints of tiles from different production runs for correct deliveries on possible repeat orders

Solutions

- Achieved seamless migration to Oracle E-Business Suite 12 without jeopardizing business continuity, thanks to the use of comprehensive process descriptions and three conference room pilots, assisted by Oracle Partner Atos Origin
- Succeeded in fully integrating all new production processes for recently installed tile manufacturing machines into the Oracle Discrete Manufacturing module
- Realized “available to promise” agreements with customers as sales staff now have instant access to production planning, thanks to the manufacturing system integration
- Reduced the complexity of order management by standardizing the order entry process, leading to faster order processing
- Integrated Oracle E-Business Suite with Mosa’s external logistics provider’s system, facilitating and speeding up coordination on delivery of end products
- Pared down the amount of customization in the enterprise resource planning systems relating to order management, lowering IT complexity and future development costs
- Automated the specific allocation algorithm within the new system, facilitating quick intervention into the order process to supply customers with exactly the same tint of tile as in previous orders
S&C Electric Company Efficiently Manages Specialty Applications Across Six Major Product Divisions

“Oracle Configurator has enabled S&C to transform order creation process for engineer-to-order and assemble-to-order products by automating the process end-to-end. We’ve reduced the process from 12 to 2 steps, saving time and resources.”
— Keith Connolly, Administrator - Product Configurator System, S&C Electric Company

S&C Electric Company, based in Chicago, designs and manufactures electric power switching, protection, and power quality products, primarily for application at high voltage. These products are utilized on the transmission and distribution systems of utilities and large power users around the world.

Challenges

- Improve management of a complex engineer-to-order and assemble-to-order process for S&C’s innovative products, which can have thousands of distinct configurations
- Enhance the process for fulfilling special orders—a capability for which S&C is renown in the electrical power industry

Solutions

- Implemented Oracle E-Business Suite, including Oracle Configurator—replacing an S&C-developed order entry, item creation, bill of material, and routing entry system, automating the process end-to-end
- Reduced number of steps in the order creation process from 12 to 2 freeing several employees to focus on other duties
- Integrated order entry, advanced supply chain planning, job order creation, and engineering processes—enhancing cross-organizational visibility and facilitating rapid response to engineer-to-order designs
- Reduced time from order entry to manufacturing visibility—from several weeks to just hours—enabling significant lead-time reductions for several product lines
- Simplified process for effecting bill of material changes and reduced time required to implement changes—in most cases from weeks to hours—improving ability while ensuring accuracy
- Provided immediate visibility for long-lead-time components—facilitating planning for S&C-manufactured components and reducing “rush” charges for purchased components
- Improved bill of material and routing accuracy
- Boosted productivity and supported company growth, without increasing headcount
- Realized a more consistent and repeatable design process for manufacturing across all six product divisions
- Upgraded to Oracle E-Business Suite R12 and its improved user interface, with current staffing
Saes Getters S.p.A. Integrates International Finance, Production, and Logistics Management

“We supported our international growth with Oracle E-Business Suite Release 12, speeding up and standardizing administrative procedures, improving management of accounts, and cutting operating costs.”
— Vincenzo Citro, Corporate Information System Manager, Saes Getters S.p.A.

Saes Getters S.p.A., for 70 years a leader in getter technology and all scientific and industrial applications requiring vacuum conditions or use of pure gases, produces liquid crystal displays (LCDs), industrial lighting systems for vacuum conditions, fine metallurgy, thermal insulation, semiconductors, and optic fibers. The company is headquartered in Italy and manufactures its products in Europe, the Far East, and the United States.

Challenges

- Implement a single enterprise resource planning (ERP) system to centralize account management for group companies and adapt to the company’s international presence
- Adopt a single business model to standardize operating processes
- Develop standard cost management methods for semiconductors, industrial applications, LCDs, solar, and photovoltaic material
- Improve the efficacy of the production planning and control processes
- Speed up logistics and procurement

Solutions

- Implemented Oracle E-Business Suite Release 12 in the group’s two Italian companies, with future plans to extend the deployment to Southeast Asia and the United States
- Made 200 users operative on the basis of a single ERP model with international applications
- Reduced the time required to close the company’s financial statements from 10 working days to 7 days
- Tightened control of investment initiatives, including plants and equipment with Oracle Project Costing
- Simplified account management for all production units, from semiconductors to industrial, using best practices defined at the corporate level
- Improved control of the company’s costs and adopted a structured approval process for purchase requests
Sandhar Technologies Limited Cuts Reporting Time from Months to Minutes, Streamlines Assembly

“Previously, each factory was following its own processes and using its own systems. Now, everyone is using one platform and following standard workflows. People are more organized and follow the same thought processes. Oracle E-Business Suite has completely transformed the way we work.”

— KK Malhotra, Advisor, Information Technology, Sandhar Technologies Limited

Incorporated in 1987, Sandhar Technologies Limited assembles and sells automotive systems and components. Its products include locking devices, rear view mirrors, door handles, sheet metal components, intricate PDC components, plastic IM components, tools and dies, handle bar assemblies, rims and wheel assemblies, and clutch and brake components.

Before September 2008, Sandhar Technologies’ 20 factories across India used standalone systems to manage financials, customer orders, procurement, inventory, manufacturing, and asset maintenance. This meant senior managers at the Gurgaon head office did not have a real-time, consolidated view of the company’s operations, hampering their ability to make informed purchasing, production, and inventory decisions.

To address this issue, Sandhar Technologies engaged Oracle Platinum Partner PwC to implement an integrated enterprise resource planning (ERP) system based on Oracle E-Business Suite Release 12. The Oracle system enabled the company to cut month-end reporting time, improve inventory and asset management, negotiate more favorable arrangements with suppliers, ensure customer orders are fulfilled as per their requirements, and deliver orders on time.

Looking for a Real-Time View of Operations

Sandhar Technologies has 20 factories across India assembling and supplying automotive components, such as brakes and clutches, locks, and rear-view mirrors to customers that include Honda, Hero Honda Motors Ltd., TVS Motors, GM, and Tata Motors. The company buys raw materials and parts from suppliers and combines them with in-house manufactured products to produce finished goods for customers. Factories are typically located near customers’ manufacturing facilities to ensure the fast and efficient delivery of automotive components on a just-in-time basis.

According to KK Malhotra, advisor, Information Technology, at Sandhar Technologies, the company needed to replace disparate systems with a single ERP platform to gain an integrated, real-time view of its business.

“We need to track every step in the supply chain, from the moment we order material from suppliers to assembly and dispatch to customers,” he said. “Previously we were using manual processes and standalone systems to track raw materials, inventory, production output, work in progress, finished goods, dispatch, and customer billing. This was inefficient and open to errors; for example, if a customer changed its specifications, it was difficult to communicate the modification to the production team quickly because the change may have been recorded on a piece of paper or in a system that the production staff could not access.”
Inventory control was also an issue. With up to 70% of the company’s value tied up in inventory, Sandhar Technologies needed to know the exact levels of raw materials, components, and finished products held at each factory. This would assist managers to ensure a high inventory turnover to prevent waste and minimize costs.

Financial Reporting Time Cut from Months to Minutes

In September 2008, Sandhar Technologies went live on Oracle E-Business Suite. According to Malhotra, the system has fundamentally changed the company’s business.

“Previously, each factory was following its own processes and using its own systems,” he said. “Now, everyone is using the one platform and following standard workflows. People are more organized and follow the same thought processes. Oracle E-Business Suite has completely transformed the way we work.”

He cites month-end consolidation as a key improvement. In the past, the use of disparate and manual systems meant financial and other data had to be collated and checked by staff.

“In the past it could take days, weeks, or even months to put together a consolidated profit and loss account and monthly balance sheet, depending on how many inaccuracies or inconsistencies the reports contained,” explained Malhotra. “Now, account consolidation has become very easy at a corporate level as we can produce monthly reports at the touch of a button using Oracle Financials. Our senior managers have the detailed, accurate data they need to better manage the business.”

Inventory Turnover Increased

In automotive assembling companies such as Sandhar Technologies, inventory can account for up to 70% of the value of the business. Companies must make efficient use of inventory to reduce costs, minimize waste, and increase profitability. In the past, when Sandhar Technologies was using standalone systems, the head office did not know how much and what type of stock was being held at its factories, and if the company was making the best use of its resources.

With Oracle Inventory Management, Sandhar Technologies has complete visibility of its inventory, including raw materials, in-house and third party components, packing materials, and spare parts for machines. It knows the type and quantity of inventory at each of its factories, from the raw materials and components scheduled for assembly, to the finished goods for dispatch to customers.

“We have reduced inventory costs considerably by increasing inventory turns from 72 to 96 per year,” said Malhotra. “Earlier we had no idea what our inventory turnover was; now we are averaging six to eight turnover cycles a month. Our aim is to have nine or ten turnover cycles a month.”
Purchasing Power Strengthened

Sandhar Technologies purchases raw materials and parts to produce automotive components. Before it makes a purchasing decision, the company gets quotes from at least three suppliers. It then conducts an internal costing exercise by reviewing the parts record, which displays historical prices for a particular product.

“Oracle Purchasing allows us to assign a code to each product,” explained Malhotra. “We simply click on the code to find out what we paid for a particular product in previous transactions.”

Using this data and its knowledge of the automotive market, Sandhar Technologies can decide on an optimal price and enter into negotiations with suppliers.

“The aim is to negotiate a price that is close to or below the last price we paid,” said Malhotra. “Very often, our suppliers will agree to the price we want. The data held in the Oracle system is valuable in helping us make quick, informed purchasing decisions.”

Oracle Purchasing also ensures that every purchase is properly recorded. A purchase order is issued with every transaction so that it can be cross-checked against supplier invoices.

“Payments will not be made until everything lines up,” said Malhotra.

Manufacturing Streamlined

As part of the Oracle implementation, Sandhar Technologies developed detailed workflows for its manufacturing and assembly operations. The company described the processes required to make different types of finished goods and related them back to the bill of materials.

“Oracle Discrete Manufacturing correlates processes with the resources raw materials, components, labor, even the power needed to operate the equipment required to produce the finished good,” said Malhotra.

“Currently we are in the process of standardizing our bill of resources as a backup to the above process, then actual versus standard analysis will give us the cost saved or incurred.”

Customer Orders Properly Captured

Sandhar Technologies offers a built-to-order service, where customers provide details of specifications, quantities, and their commercial terms. In the past, it was difficult to track changes in quantity or pricing as such modifications were captured on paper or in systems not accessible to all relevant staff.

Now, all customer sales order changes are electronically recorded in Oracle Order Management for easy access by staff.
Asset Management Improved

Machine maintenance is highly important to Sandhar Technologies. If assembly machines break down or are not working at optimum levels, the company will miss production deadlines and be unable to supply finished products to customers.

Each factory uses Oracle Enterprise Asset Management to manage preventative and breakdown maintenance activities and required for each machine. Employees can use Oracle Inventory Management to see if the required part is available, and if not, order it.

The system also allows the head office to determine how much the company is spending on maintenance each year, by factory and individual machine.

“We can find out how much we are spending to maintain each machine, and this allows us to determine if we should continue maintaining the machine, or if it has reached the end of its life and it would make more financial sense to replace it,” said Malhotra.

Solutions

- Cut financial reporting time from months to minutes by moving to a single financial platform
- Reduced inventory costs by improving inventory turnover to six to eight times a month, and between 72 and 96 times a year
- Strengthened purchasing power by providing managers with the data needed to negotiate fair prices from suppliers
- Streamlined assembly by correlating processes with the resources needed to produce the finished good
- Ensured every purchase is properly recorded by issuing a purchase order with every transaction so it can be cross-checked against supplier invoices; payments will not be made until supplier invoices line up with purchase orders
- Reduced maintenance costs year on year by scheduling regular preventative and breakdown maintenance activities for critical assembly machines

Why Oracle

Sandhar Technologies chose Oracle E-Business Suite over SAP for three reasons: Oracle’s track record, ease of use, and adaptability.

“During our due diligence, we found out that most of the major Japanese automotive companies use Oracle Financials, which is considered to be the best product for financial reporting,” said Malhotra.

“Oracle was more user-friendly than SAP, since, as a German product, we felt some of the terminology in SAP would not be as familiar to our users as an English-oriented product such as Oracle,” he said “The manufacturing module within SAP also included features that we did not require as an assembly operation.”
“Finally, we liked Oracle’s modular structure, which could be easily adapted to suit our changing requirements.”

Implementation Process
Sandhar Technologies engaged PwC to carry out the implementation, providing the firm with detailed “To Be” processes developed by Malhotra, based on his 35-plus years’ experience in the automotive manufacturing sector. To ensure a smooth deployment, the company asked PwC to put together a team of people who had rolled out at least two large-scale Oracle ERP projects.

The Oracle implementation began in January 2008 and was rolled out progressively, beginning with head office and followed by each factory in turn. The Oracle system is centrally managed at Sandhar Technologies’ Gurgaon data center.

Advice from Sandhar Technologies
Be very clear in your mind about what you want to achieve from your ERP implementation. Familiarize yourself with the ins and outs of your supply chain, as it will help you develop comprehensive “To Be” processes.

Avoid customization if possible. If you still want to customize the system, do it after you receive the desired reports.
Saudi Cement Company Integrates Workflows and Increases Automation to Maintain Middle East Cement Industry Leadership Role

“With Oracle E-Business Suite Release 12, we have improved our operational efficiency by automating workflows, achieving data integration for reporting accuracy and the ability to focus on analytic decisions. The system pays for itself with the performance gains it enables us to achieve.”

— Saeed S. Al-Zahrani, Manager & Project Director, IT Department, Saudi Cement Company

Saudi Cement Company (SCC), a Saudi Joint Stock Company established in 1955, manufactures and markets cement and related products. A cement industry pioneer in the Middle East since its founding, SCC produces three types of cement: ordinary Portland cement (OPC, Type I), sulfate resistant cement (SRC, Type V), and oil well cement (OWC). The company publishes official information, such as current revenue and employment figures, on its Website and the Saudi Stock Exchange “Tadawul”.

In preparation for its expected growth, SCC needed an integrated enterprise resource planning (ERP) system. Its legacy system prevented integration between various departments, which resulted in duplicate efforts and inefficiencies. By implementing Oracle E-Business Suite Release 12, SCC automated workflows, increased transparency and efficiency companywide, and was set to realize its vision of adding advanced modules in the near future.

Challenges

- Replace a legacy enterprise resource planning (ERP) system, which lacked robust functionality, integration capabilities, and flexibility, with a modern, integrated application infrastructure
- Eliminate duplicate data entry and administrative tasks and increase operational efficiency and employee productivity with an ERP system that facilitates process integration across departments
- Establish transactional, real-time, data-driven workflows where the company’s ERP system interfaces with the company’s (in and out) cement deliveries and automatically updates information about cement dispatching, inventory, sales order, and accounts receivables

Solutions

- Deployed Oracle E-Business Suite Release 12 to integrate and automate workflows across company departments, providing a 360-degree view of business processes—such as sales order processing and business-to-business (B2B) banking functions—and interface with the industrial knowledge management system to collect metrics
- Enabled the company to streamline processes and provide rapid order processing and responses to customer, as well as high-quality service
- Enabled departments to settle accounts directly at the end of each month with Oracle Financials, saving an average of three to four working days per month in each department, compared to the legacy system, and ensuring the latest figures are available for informed decision-making
Why Oracle

“We work with Oracle because its products and databases are integrated and stable. Furthermore, Oracle makes enormous investments in research and development. We chose Oracle E-Business Suite Release 12 for several reasons, including its ease of use, tight integration, ease of maintenance, and the availability of professional implementation partners and resources,” said Saeed S. Al-Zahrani, manager and project director, IT Department, Saudi Cement Company. “With Oracle’s configurability and flexibility, we can adapt dynamically to our automation needs and meet management’s expectations to meet given targets. Also, the quality support we receive from Oracle Saudi Arabia is very valuable.”

Implementation Process

Project stakeholders used Oracle’s Application Implementation Method for Business Flows (ABF) methodology for the implementation framework, which contributed to the successful deployment. The company’s IT leaders assigned project teams for each track in a balanced matrix organization. As part of user acceptance testing, all departments executed daily transactions on Oracle E-Business Suite for one month to confirm the solution’s accuracy. The positive result of this test gave management the confidence to go live. Continuous support from the steering committee and the company’s board also largely contributed to the project’s success.
SCC worked with two partners on the project: Saudi Business Machine (SBM) and Arowana Consulting. These partners conducted a conference room pilot and delivered more than 100 workshops for user orientation and 70 major training sessions for key and end users. SCC and its partners trained more than 300 employees on how to use different modules in Oracle E-Business Suite.

“We selected the partners after considering their professionalism and implementation track records,” Al-Zahrani said.
Savola Foods Arabia belongs to the Savola Group, one of the most successful and fastest growing multinational food companies in the Middle East. Founded in 1979, the Savola Group was ranked 12th in terms of revenue among the top 100 Saudi companies in a 2009 report published by Saudi Arabia’s leading daily newspaper, Al Eqtisadiah.

In light of Savola Foods Arabia’s goal of being the most efficient food product manufacturer in Arabia and Levant, the company needed to automate its manual supply chain by implementing an integrated information system. The company wanted to track each manufacturing-related activity—from forecasting to delivering finished goods—in a single, integrated enterprise resource planning (ERP) system.

To meet its goals, Savola Foods Arabia deployed Oracle Process Manufacturing and Oracle Advanced Supply Chain Planning—key Oracle E-Business Suite Release 12 applications—to automate important manufacturing functions—such as material requirements planning, production reporting, item-cost calculation, production scheduling, formula generation, and quality assurance—across the entire supply chain. It also established granular control over inventoried materials and facilitated analyzing the cost of goods sold. Using the Oracle applications, Savola Foods Arabia achieved 99.9% accuracy for monthly inventory tracking by continuously monitoring materials status, product shelf-life dates, and lot-expiration dates.

“With a goal of becoming the most efficient food product manufacturer in Arabia and Levant, we needed to streamline our IT infrastructure for more efficient delivery of high-quality products. Oracle E-Business Suite Release 12 provides an end-to-end view of our entire business to drive necessary performance gains for continued growth.”

— Fawaz Kilfaden, Regional IT Executive Director, Savola Foods Arabia

Savola Foods Arabia gains enterprisewide, real-time visibility, improves inventory tracking with enterprise resource planning solution.

Challenges

- Record and track each manufacturing-related activity—from forecasting demand to delivering finished goods to the customers—using a single integrated enterprise resource planning (ERP) system
- Reduce error-prone manual processes related to collecting and processing data from two manufacturing sites—including setups for 35 and 50 daily production batches, and 500 and 800 work-in-progress transactions, respectively—that produce edible oils and sugar
- Automate a fully-manual materials-requirements planning process that resulted in many purchase requisition iterations and corrections and often compromised materials availability and suppliers’ ability to comply, due to duplicative and inaccurate information
- Ensure edible oils and sugar batch releases and changes—due to sales and other unplanned demands and breakdowns—are immediately visible to shop-floors in the company’s two manufacturing plants
- Enhance month-end closing activity efficiency by avoiding manual calculations for the cost of sold goods
• Worked with Oracle Partner Mahindra Satyam to deploy Oracle E-Business Suite Release 12 to streamline business processes across the company and enable it to present business information in real time, enhancing productivity and operational efficiency

• Used Oracle Process Manufacturing to automate important manufacturing functions across the entire supply chain—from planning, to product development; inventory, manufacturing, and quality management, to costing—to enhance visibility and lower costs, ultimately providing managers with enhanced decision-support capabilities on product costing; profitability analysis; daily, month-to-date, and year-to-date production figures; inventory levels; and material turnover cycles

• Leveraged Oracle Process Manufacturing and Oracle Advanced Supply Chain Planning to integrate planning and production functions, reducing manual efforts and minimizing errors while establishing production and refinery plans, projected receipts, actual on-hand stock and shipments, and weekly production forecasts

• Made batch releases and changes immediately visible at the shop-floor level, thus shortening manufacturing times and substantially enhancing plant efficiency

• Strengthened the company’s transactional data security by introducing a single source of bills of materials and formulas with restrictive versioning control for manufacturing edible oils and sugar

• Achieved 99.9% accuracy in monthly inventory tracking by providing daily updates of raw material consumption in production batches, as well as continuous monitoring of materials status, product shelf life dates, and lot expiry dates

• Automated materials sourcing using Oracle Advanced Supply Chain Planning, which routinely calculates the most accurate materials demand while also considering all demands and supplies due, ultimately enabling the company to avoid errors resulting from a previously manual process

• Facilitated a “cost of goods sold” analysis using powerful drill-down capabilities, providing detailed resource and overhead cost allocations on raw, refined, and packaged goods—an essential component in optimizing manufacturing costs
- Introduced raw-material lot controls for edible oils, sugar, and packaging materials to enable full raw-material and traded-good traceability, including the ability to accurately and efficiently trace back from the finished goods to all the raw materials that were used to produce them

Why Oracle

“We had previously streamlined a number of key business processes with Oracle E-Business Suite and are very satisfied with the solution overall, said Fawaz Kilfaden, regional IT executive director, Savola Foods Arabia. “To include our manufacturing processes in the integrated application suite and manage our full business cycle with Oracle E-Business Suite, we added Oracle Process Manufacturing. We believe that Oracle E-Business Suite Release 12 is the best ERP solution in the market to meet our business needs.”

Implementation Process

The commitment of both Savola Foods Arabia and Mahindra Satyam’s project teams, as well as the harmony between these teams, were key factors in achieving a successful implementation. Savola Foods Arabia’s department heads and a steering committee facilitated the change management process. Further, Savola Foods Arabia went live during a seven-day factory shutdown, which enabled it to reduce the back-log for users in the initial Oracle Process Manufacturing introduction.

Partner

Savola Foods Arabia executed the Oracle implementation in close collaboration with Oracle partner Mahindra Satyam, a leading global IT services and consulting provider. Savola Foods Arabia’s implementation is part of a nine-phased project aimed at deploying key Oracle E-Business Suite Release 12 applications to cover financials, distribution, human resources, and manufacturing, and serve as a standard ERP system for Savola Group in Saudi Arabia and Egypt.
The Savola Group, founded in 1979, is one of the most successful and fastest growing multinational food companies in the Middle East. It is ranked 12th by revenue, among the top 100 Saudi companies in the 2009 report published by Saudi Arabia’s leading daily newspaper, Al Eqtisadiah.

Savola Group Egypt operates four business units—edible oils, sugar cane, sugar beet, and other food products—in Egypt.

To enhance operational efficiency, Savola Group Egypt needed to integrate key business processes and data, including charts of accounts, product codes for finished food products, raw materials, and packaging. The company also required real-time access to stock levels to accurately forecast and optimize purchasing ingredients required to produce its semifinished food products. In addition, as the company continued to expand, it needed to quickly integrate new acquisitions into its business operations.

Savola Group Egypt implemented Oracle E-Business Suite Release 12 to standardize business processes between headquarters and its companies in 14 countries. By leveraging Oracle Financials, the company can now send financial information to the corporate office in minutes, which eliminates administrative tasks and frees time for further analysis. The group used Oracle Human Resources Management System to standardize human resources data and can now quickly and accurately transmit and report this data to corporate headquarters. Lastly, with Oracle E-Business Suite, Savola Group Egypt was able to quickly onboard newly acquired Alexandria Sugar Company at only 30% of estimated integration costs.

**Challenges**

- Integrate Savola Group Egypt’s four business units with its Saudi-Arabian headquarters to standardize and simplify business processes and ensure identical master data management for charts of accounts, finished food product codes, raw materials, packaging, and supplier and customer codes
- Achieve fast and cost-effective data consolidation and retrieval for benchmarking and analyzing numerous aspects of the company’s operations—such as stock prices, raw materials costs for food production across markets, balance sheets, profit and loss data, and cross-border sourcing
- Optimize purchasing activities by gaining real-time access to stock levels and accurate forecasts of ingredients required for semifinished food products
- Enable fast and cost-effective integration of new business acquisitions and business units running on legacy enterprise resource planning (ERP) systems into the corporate structure

“Our implementation of Oracle E-Business Suite Release 12 spurred a major change in the company. We dramatically increased our efficiency with standardized and automated processes, integrated newly acquired business units in minimal time, and executed key operations within minutes—something that previously required enormous effort. Our company is more agile and efficient because of this implementation.”

— Ayman Mostafa Ahmad, Senior IT Director, Savola Group Egypt

The Savola Group, founded in 1979, is one of the most successful and fastest growing multinational food companies in the Middle East. It is ranked 12th by revenue, among the top 100 Saudi companies in the 2009 report published by Saudi Arabia’s leading daily newspaper, Al Eqtisadiah.

Savola Group Egypt operates four business units—edible oils, sugar cane, sugar beet, and other food products—in Egypt.

To enhance operational efficiency, Savola Group Egypt needed to integrate key business processes and data, including charts of accounts, product codes for finished food products, raw materials, and packaging. The company also required real-time access to stock levels to accurately forecast and optimize purchasing ingredients required to produce its semifinished food products. In addition, as the company continued to expand, it needed to quickly integrate new acquisitions into its business operations.

Savola Group Egypt implemented Oracle E-Business Suite Release 12 to standardize business processes between headquarters and its companies in 14 countries. By leveraging Oracle Financials, the company can now send financial information to the corporate office in minutes, which eliminates administrative tasks and frees time for further analysis. The group used Oracle Human Resources Management System to standardize human resources data and can now quickly and accurately transmit and report this data to corporate headquarters. Lastly, with Oracle E-Business Suite, Savola Group Egypt was able to quickly onboard newly acquired Alexandria Sugar Company at only 30% of estimated integration costs.

**Challenges**

- Integrate Savola Group Egypt’s four business units with its Saudi-Arabian headquarters to standardize and simplify business processes and ensure identical master data management for charts of accounts, finished food product codes, raw materials, packaging, and supplier and customer codes
- Achieve fast and cost-effective data consolidation and retrieval for benchmarking and analyzing numerous aspects of the company’s operations—such as stock prices, raw materials costs for food production across markets, balance sheets, profit and loss data, and cross-border sourcing
- Optimize purchasing activities by gaining real-time access to stock levels and accurate forecasts of ingredients required for semifinished food products
- Enable fast and cost-effective integration of new business acquisitions and business units running on legacy enterprise resource planning (ERP) systems into the corporate structure
Solutions

• Worked with Oracle Partner Mahindra Satyam to implement Oracle E-Business Suite Release 12 as the foundation for standardizing business processes across Savola Group companies in 14 countries and to substantially increase the efficiency of each Savola Group Egypt business unit

• Used Oracle Financials to integrate the group’s financial management processes with its headquarters by utilizing an established, automated process that takes only a few moments to execute and ensures error-free financial consolidations, saving time for more meaningful analytical tasks

• Utilized Oracle Human Resources Management System to consolidate human resources and employee vacation plan data across business units in a matter of minutes—a task that was previously almost impossible to achieve

• Used Oracle Enterprise Asset Management to reduce downtime due to plant maintenance and minimize the number of mechanical spare parts needed for food production machinery

• Enabled corporate executives to access stock levels and forecasts the ingredients required to complete semifinished food products, in real-time, to optimize purchasing activities and ensure that necessary ingredients will be available when needed

• Facilitated rapid and cost-effective integration of business units and acquisitions, such as newly acquired Alexandria Sugar Company, which Savola Group successfully integrated at only 30% of projected integration costs

• Enabled establishing its own data recovery center and reduced its dependence on the group’s main data center in Saudi Arabia
Schnitzer Steel Industries, Inc. Unifies Lines of Business with Enterprise Resource Planning Solution

“With Oracle E-Business Suite Release 12 we have realized significant efficiency gains in both business and IT. We continue to grow our business with speed and efficiency because the system is scalable and manageable.”
— Larry Luck, Chief Administrative Officer, Schnitzer Steel Industries, Inc.

Founded in 1906, Schnitzer Steel Industries, Inc. is one of the largest manufacturers and exporters of recycled metal products in more than 100 facilities in the United States, Canada, and Puerto Rico.

Challenges
- Deploy an enterprise resource planning system to support the growing company’s three distinct lines of business: metals recycling, automotive parts, and steel manufacturing
- Unify financials after acquisitions doubled the company’s size
- Centralize business processes—such as payables—for the company’s 100 plus geographically dispersed locations in order to gain operational efficiencies

Solutions
- Replaced legacy systems by upgrading to Oracle E-Business Suite Release 12 to take advantage of new functionality in the areas of asset management, purchasing, and projects
- Worked with OnPlan Solutions to unify all lines of business, including new acquisitions, with a single instance of Oracle E-Business Suite Release 12, in ten months to accommodate rapid company growth
- Eliminated a cumbersome, spreadsheet-based expense reporting system with Oracle Internet Expenses, reducing time-to-process, increasing accuracy, and improving employee satisfaction
- Leveraged new functionality to ensure the company accurately calculates taxes for its more than 100 geographically dispersed locations in the U.S., Canada, and Puerto Rico
- Optimized purchasing power by aggregating spending with Oracle Purchasing, resulting in significant cost savings
- Deployed Oracle Enterprise Asset Management and Oracle Inventory to automate high volume asset maintenance and parts inventory for the company’s heavy equipment—an expensive, vital part of the scrap metal business
- Avoided unnecessary downtime and revenue loss with the ability to quickly secure the necessary parts to track and manage preventative maintenance and repair activities
- Implemented Oracle Financials Accounting Hub to streamline accounting and improve reconciliation for the metals recycling business unit
Scottish Government Transforms Human Resources through Shared Services and Best Practices with Oracle E-Business Suite Release 12

“Oracle Human Resources Management Release 12 has helped us create a culture that empowers our staff to reach their career goals while helping us deliver on our corporate objectives.”
— Melanie Lawrie, E-HR Application Support Manager, Scottish Government

The devolved government for Scotland is responsible for providing key services such as healthcare, education, justice, and transport for Scotland’s five million people.

Challenges

- Enforce best-practice human resources (HR) processes for 8,000 core employees and 1,700 contractors and staff seconded from government-related agencies and other public bodies as part of the eHR transformation program
- Standardize processes while giving employees greater control over day-to-day HR issues and longer-term career development
- Streamline all processes throughout the hire-to-retire lifecycle
- Reduce administration, improve efficiency, and cut costs

Solutions

- Replaced legacy HR database for government and agency staff and disparate in-house, spreadsheet-based applications with Oracle Human Resources Management Release 12
-Benefited from the system’s intuitive self-service interface, greater user configurability, and workflow-enabled process flows that boost efficiency by linking HR actions to life events
- Leveraged the expertise of Oracle Certified Advantage Partner Tata Consultancy Services (TCS) to reorganize key processes in preparation for eHR and achieve a timely, on-budget go live
- Gained an accurate, up-to-date view of human capital assets by consolidating all data held on each person in a single record
- Relocated staff from the multiple HR teams used by the Scottish Government and agencies to a shared-service HR center of excellence operating a single, consistent set of procedures
- Cut administration costs by devolving responsibility for leave and sickness management to staff
- Gained the ability to track staff training and ensure skills are in place to meet organizational objectives
- Interfaced specialist third-party payroll, staff directory, and flexi-time applications with new system to ensure seamless, end-to-end HR processes
Seifert mtm Systems Malta Ltd Boosts Growth with Business Integration

“Oracle E-Business Suite’s automated, integrated processes underpinned our ability to grow sales by 20% in two years and increase profit without adding new staff members.”
— Ruben Cuschieri, General Manager, Seifert mtm Systems Malta Ltd

Seifert mtm Systems Malta Ltd manufactures 35,000 industrial cooling and heating systems annually at its 11,500-square-meter production facility. The company supplies all major global markets through a worldwide sales and service network.

Seifert needed to build a real-time integrated business by automating its materials requirement planning, and it replaced its legacy Sage and Swan Software Solutions financial and manufacturing systems with Oracle E-Business Suite Release 12. The company met 80% of its complex-manufacturing requirements without customization, confirmed delivery dates and quotations faster, optimized production capacity, and gained the ability to scale processes to support its growing business.

Challenges

• Scale financial, purchasing, manufacturing, and order management business processes to capitalize on the global growth in demand for industrial, thermal-management solutions, such as heating and air conditioning systems
• Switch production runs cost effectively and rapidly between the bulk manufacture of standard cooling and heating units and much smaller production runs of specialized units that are required to meet custom-order requirements
• Ensure just-in-time delivery for raw materials, such as sheet metal and other components, and maximize forecasting accuracy—essential for an island-based production facility where obtaining parts from the mainland takes days, which significantly impacts production schedules and costs
• Reduce back-office sales support, purchasing, and order-management overhead
• Gain timely insights into key financial and manufacturing performance indicators and track evolving customer trends to be first to market with new innovations, such as energy-saving cooling systems
• Avoid increase in IT cost of ownership, utilizing only two full time IT members while growing revenue

Solutions

• Benefited from Oracle E-Business Suite’s industry-leading business processes and ease of configuration to meet 80% of its requirements, out of the box, using Megabyte’s Oracle Accelerate solution, and manage unique and complex inventory, manufacturing, and order-management needs without software customization
• Managed and scheduled bulk and specialized production runs using Oracle Discrete Manufacturing, which eliminated the time and costs involved in operating and synchronizing two separate production systems
• Optimized scheduling bulk and custom production runs in line with lead times, promise dates, and the availability of raw materials and resources, which maximized output and minimized production line idle time

• Used Oracle Purchasing to ensure just-in-time ordering of sheet metal, sensors, and compressors, which enables the company to meet production schedules without incurring rush charges for components from mainland Europe

• Gained real-time data on the cost of every production run and the ability to calculate the most- and least-profitable products, customers, and geographic regions

• Cut the time needed to prepare order quotes from days to hours by consolidating price information previously held in multiple Excel spreadsheets in Oracle Order Management and making it available to all client-facing staff

• Confirmed delivery date for new orders to customers within two hours, a process that took up to four days using legacy tools and paper processes

•受益于自动化订单数据传递给制造和财务管理模块，以避免手动输入数据，减少后台行政管理，并为高管提供实时的销售表现视图

• Used Oracle Financials and Oracle Purchasing to enforce commitment accounting, gain a real-time view of items shipped, from machine components through to office stationery, and monitor spend with suppliers

• Began using Oracle Business Intelligence Enterprise Edition to replace reports created in Excel with consistently formatted monthly and quarterly performance reports

• Increased revenue by 20% in the two years following implementation of Oracle E-Business Suite Release 12, without the need for additional IT or line-of-business staff

• Calculated achieving full return on investment in 36 months

Why Oracle

Seifert rejected upgrading to newer versions of Swan Software and Sage in favor of the seamlessly integrated, real-time business applications offered by Oracle E-Business Suite that enable fully automated materials-requirement planning.

“Oracle E-Business Suite Release 12 gives us world-class functionality, scales to our business, and will allow us to upgrade to innovative new technologies and leaner processes rapidly and inexpensively as soon as they come on stream,” said Ruben Cuschieri, general manager, Seifert mtm Systems Malta Ltd.

Implementation Process

Seifert used the preconfigured templates offered by partner Megabyte’s Oracle Accelerate solution for general business to complete the implementation in nine months and gain rapid user acceptance, which minimized disruption and mitigated risk of new technology adoption.
“Megabyte’s Oracle Accelerate ERP Solution jump-started the implementation and steered us towards implementing standardized processes. The solution’s preconfigured templates helped us build 80% of our requirements out-of-the-box. Oracle Accelerate solutions make implementing a tier-one solution affordable and risk-free for midsize companies,” Cuschieri said.

Partner
Seifert chose Megabyte Limited, an Oracle Gold Partner for its Oracle expertise and reputation in successful Oracle E-Business Suite implementations in Malta. Megabyte configured the software to Seifert’s requirements, built the required customizations, and helped ensure an on-time implementation with rapid time to value. Megabyte’s consultants also transferred knowledge to Seifert’s two-member IT team to help them become self-sufficient in system support.

“Megabyte provided a one-stop shop for all our requirements. Their expertise was fundamental to our successful go-live, and their ongoing support ensures we maximize the benefit of our investment in Oracle technology,” Cuschieri said.
Seiko Epson Corporation Reforms Its Sourcing Process for Product Competitiveness and Better Supplier Relations

“To stay cost-competitive, we are revisiting our sourcing process, where my team plays a critical role in creating supply chain value.”
— Takao Kanai, General Administrative Manager, Production and Procurement General Center, Imaging Products Operations Division, Seiko Epson Corporation

Founded in 1942, Seiko Epson Corporation is a leader in imaging, robotics, precision machinery, and electronics. The company develops, manufactures, markets, and services information-related equipment (computers and peripherals, including PCs, printers, scanners, and projectors), electronic devices (semiconductors, displays, and quartz devices), and precision products (watches, plastic corrective lenses, and factory automation equipment).

Challenges

- Standardize sourcing processes across the imaging products business line to reduce the cost of materials
- Consolidate sourcing channels and streamline procurement processes to reduce operational costs
- Standardize cost estimating tasks that were usually handled manually
- Enhance compliance, corporate governance, and social responsibilities

Solutions

- Streamlined and automated the purchasing process by implementing Oracle Advanced Procurement Release 12
- Cut the cost of parts and materials for research and development
- Reduced the number of suppliers and parts
- Enhanced control over supplier relations
- Standardized cost estimating processes
- Made mass-production cost predictable at the research and development stage
- Eliminated the estimation tasks at the research and development department, which resulted in time savings
SEW Infrastructure Ltd Manages US$150 Million of Assets and Plans US$3 Billion Worth of Projects

“E-Business Suite R12 has significantly improved the way we manage our construction projects across India. The integrated system allows us to forecast and allocate the right resources to projects, track day-to-day execution, monitor asset performance, and it ensures end-to-end process visibility nationwide.”

— Sidhartha Meka, Chief Information Officer, SEW Infrastructure Ltd

Established in 1959, SEW Infrastructure Ltd is a leading and highly respected Indian infrastructure construction company that builds dams, barrages, canals, tunnels, pipelines, hydro and thermal power stations, metropolitan railways, as well as highways and buildings. Several of these projects are run in the build, operate, and transfer (BOT) and build, own, operate, and transfer BOOT (BOOT) financial models. The company employs over 6,500 full-time staff at project sites and regional offices in Hyderabad, New Delhi, Kolkata, and Vijayawada. It also has offices in Singapore and Indonesia. SEW owns and operates a coal mine and is building a port in Indonesia, to support its thermal power plants on the Indian east coast.

In late 2007, SEW recognized the need to introduce an integrated enterprise resource planning (ERP) solution to replace its legacy financial, materials management, and other systems, which required significant manual intervention to operate and reconcile information from all functions in the company.

“SEW’s projects are spread across India at many remote sites, which made it difficult to keep track of our day-to-day operations,” said Sidhartha Meka, chief information officer, SEW Infrastructure Ltd. “It often took a while to get basic information from each work site around the progress of projects, material consumption, pending work, and costs. We needed to find an integrated system to better manage the business and our subcontractor relationships.”

In mid-2009, SEW deployed Oracle E-Business Suite Release 12 to automate financial reporting, streamline supply chain management, and track real-time project execution. The company deployed Oracle Financials, Oracle Procurement, Oracle iProcurement, Oracle Inventory Management, Oracle Human Resources, Oracle Payroll, Oracle Self-Service Human Resources, Oracle Enterprise Asset Management, Oracle Process Manufacturing, and Oracle Projects. Additionally, the intranet was enabled using Oracle WebCenter Suite and Oracle Universal Content Management.

“Oracle E-Business Suite has significantly improved the way we manage our construction projects across India,” said Meka. “The integrated system allows us to forecast and allocate the right resources to projects, track day-to-day execution, monitor asset performance, and it ensures end-to-end process visibility nationwide.”

Saas on Private Cloud

SEW’s ERP implementation was set up as a private cloud from the beginning, which enables great flexibility in the deployment, monitoring, and scalability of business processes. The implementation is deployed on the software as a service (SaaS) model on the cloud, providing access to vendors and subcontractors. Subcontractors can adopt cloud computing as it eliminates the need for capital investments in hardware and facilities and leverages the complete capability and benefits of enterprise resource planning.
Key Benefits:

- Provided an integrated system that reduced the time required to audit the company’s accounts and process payments
- Allowed accountants to keep up with tax laws that vary across several states in India
- Helped secure volume discounts from suppliers to the tune of 3% to 4% by centralizing procurement
- Helped manage US$150 million worth of assets, including plant, machinery, and construction equipment
- Maintained an up-to-date asset book
- Automated preventive maintenance alerts for all equipment
- Improved the ability to allocate the right employee to the right role by recording all staff skill levels in a central database
- Enabled staff to view their pay slips and tax declarations and apply for leave online
- Helped managers plan material requirements, machine hours, and manpower requirements by giving them the tools to forecast the revenue according to the execution schedule
- Made it easier to share information internally by providing a central repository to store documents electronically

Integrated System Automates Financial Processing

Oracle Financials has provided SEW with an integrated system that reduces the time it takes to audit the company’s accounts and process payments to material and equipment suppliers and subcontractors.

Head office financial staff can analyze any piece of financial data from project sites across India in time. It previously took considerable time to transport CDs and USB sticks with the relevant financial data from each project site to the head office and reconcile the accounts.

The system allows accountants to keep up with current tax laws. This is particularly useful in India as every state has its own set of tax laws.

“Timely availability of financial data from nationwide projects gives us the capability to consolidate the balance sheet and forecast performance,” said Meka. “Earlier, we had to wait weeks for data CDs to arrive from remote locations, and it took tremendous effort to consolidate our accounts, work out taxes, and comply with statutory reporting commitments.”

Materials Costs Reduced, Data Entry Minimized

SEW has more than 100 construction projects worth an estimated US$3 billion in progress across India. The company now uses Oracle Procurement to manage purchasing steel, cement, diesel, and other bulk materials used during construction. The system is also being used to purchase uniforms, safety equipment, goggles, and helmets for staff. Oracle Procurement enables a centralized purchasing function based on project execution plans to ensure timely availability of the right materials.

“Because we are purchasing centrally and not at a local level, we can get volume discounts from our suppliers,” said Meka. “We expect our materials costs to reduce by 3% to 4%.”

Oracle Inventory Management has enabled the company to implement bar coding each item used during construction projects to eliminate data entry errors.

“We can track inventory at all our stores nationwide and potentially make better purchasing decisions,” said Meka. “The system also a reduced need to maintain high-value spares in all locations due to the cross-project visibility of items available, allowing us to potentially source what we need.”

Measuring the Efficiency of Assets

SEW uses Oracle Enterprise Asset Management to manage US$150 million worth of assets, including plant and machinery and construction equipment such as trucks, dozers, graders, excavators, and cranes. The system is also used to calculate depreciation on assets and maintain an up-to-date asset book.

The routine preventive maintenance alerts are automated when the equipment needs to be serviced to avoid possible failure. The system also allows day-to-day tracking of fuel consumption on owned and hired equipment.
“For example, we can set an alert that will notify us when a truck is using fuel above thresholds, so our maintenance staff can address the issue,” said Meka. “On a US$100 million project, we may spend US$20 to US$30 million on diesel alone, so fuel management is important for us, and being able to determine the efficiency of an asset in real-time is most helpful.”

**Improved Staff Tracking**

Oracle Human Resources and Oracle Payroll have helped SEW centralize its human resources department. The integrated Oracle Human Resources and Oracle Payroll modules enable SEW to determine exactly how many people are working for the company on all remote sites at any given time, how much tax and other statutory obligations are to be paid, and what benefits need to be administered to staff.

“Previously it was hard for us to determine how many people, particularly contract employees, were working on various projects across the country, since HR management was localized at the project site,” said Meka. “Now we can administer a common payroll and performance evaluation model based on individual competencies and periodic appraisals.

“Managers also have a system where they can record each staff member’s level of skills, which improves their ability to allocate the right staff to the right roles. For instance, a manager may use the system to find an expert with specialized skill requirements for quality control, quality assurance, and quantity survey roles.”

Oracle Human Resources is also integrated with an employee badge scanning system that records when a staff member arrives in the office. The system automates the reporting of working hours for staff and contract workers for supervisors. Employees also use Oracle Self-Service Human Resources to view their pay slips, tax declarations, and absence management online.

**Ensuring Revenue Targets Are Met**

Oracle Projects enables SEW to forecast and meet revenue projections according to the project execution schedule. This helps managers plan material requirements, machine hours, and the manpower requirements that need to be mobilized and deployed to ensure revenue targets are met.

“The overall plan and execution of each project is tied into the initial revenue projections that top management is committed to,” said Meka. “We can do this by keeping track of the cost of each piece of work. For example, on a typical road construction project, we have about 4,000 activities each month that are billed to the client. We are now able to determine our profitability at the activity level. The activities could be planned at a micro-level, activities that could be as simple as excavating a small pit.

“This data is used to build our information warehouse, which can be leveraged to improve our bid accuracy for future projects.”
SEW also uses Oracle Process Manufacturing to keep track of raw materials, production items, production costs, and plant operations.

“For example, we can track the cost of raw materials consumed to construct a kilometer of road based on the quantity of inventory consumed and the production delivered at the plant,” said Meka. “We previously used to record this information manually on paper, which was quite time-consuming for reconciliations.”

Instant Access to Important Documentation

SEW uses Oracle Universal Content Management to store various types of documentation, including payment vouchers, invoices, warranty documents, equipment manuals, and other documents that are required for tax and statutory purposes.

“We have a lot of information on paper, which is now in electronic form as well,” said Meka. “For instance, all our insurance policies are now scanned and maintained digitally in Oracle Universal Content Management. It is now easier to prepare insurance claims as we can rapidly retrieve supporting documents such as policy proofs, invoices, and incident images from the Oracle Universal Content Management system.

“In addition, we use the system to store any documentation required for a bid. The business development team involved in the bidding process can easily share documents in a secure manner. Previously, this information used to be floating around the company via e-mails and on USB sticks, which sometimes meant important documents were difficult to locate and secure.”

Why Oracle?

SEW evaluated offers from 26 vendors to provide an integrated ERP system before narrowing the field down to Oracle, Microsoft, and SAP. Oracle was selected due to its product strength in financial management and the support of open standards.

“We needed an application that suited our complex business,” said Meka. “Some projects are owned by us, some are joint ventures, and they are completed in various phases that last several years.

“Oracle E-Business Suite proved to be the best solution to manage our business processes. Because of the compliance with open standards, we are able to easily customize the applications based on the needs of our business.

“One of the reasons why we chose Oracle over SAP was because it was more cost-effective to customize on the Oracle platform,” said Meka. “SAP requires people with ABAP skills, which are quite expensive. Oracle requires people with SQL and some Java skills to develop screens using Oracle Application Development Framework and Oracle JDeveloper.”
Implementation Process

The project was completed in two phases. During phase 1, which began in December 2008 and lasted for six months, SEW deployed Oracle Financials, Oracle Procurement, Oracle iProcurement, Oracle Inventory Management, Oracle Human Resources, Oracle Payroll, Oracle Self-Service Human Resources, and Oracle Universal Content Management.

During stage two, which also lasted another six months, the company deployed Oracle Enterprise Asset Management, Oracle Process Manufacturing, Oracle Projects, and Oracle WebCenter Suite.

Oracle Partner PricewaterhouseCoopers (PwC) assisted SEW with the implementation of all modules in the two phases. PwC mapped SEW’s business processes to the core functionality of Oracle E-Business Suite modules. The systems integrator completed process mapping and other pre-go-live activities, such as data migration, testing, and end-user training before the system went live in mid-2009.

Established in 1959, SEW Infrastructure Ltd is a leading and highly respected Indian infrastructure construction company that builds dams, barrages, canals, tunnels, pipelines, hydro and thermal power stations, metropolitan railways, as well as highways and buildings.
Shanghai Xian Dai Architectural Design (Group) Enhances Management of 16 Subsidiaries with Oracle E-Business Suite Release 12.0.4

“The deployment of Oracle E-Business Suite will help us integrate and streamline management across 16 subsidiaries. This will improve our ability to compete against domestic and international design firms.”
— Li Jiajun, Director, Information Center, Shanghai Xian Dai Architectural Design (Group) Co., Ltd

Shanghai Xian Dai Architectural Design (Group) is a leading design organization comprising more than 20 companies and institutions. Its designs have been realized in Shanghai landmarks such as the Oriental Pearl TV Tower, Jin Mao Tower, and Pudong International Airport. The group has been named in the Top 200 International Design Firms and the Top 150 Global Design Firms by Engineering News Record for six consecutive years.

Challenges

• Build a unified information management platform that can be adapted for future business requirements and allow the group to adopt best practice business processes to improve efficiency

• Standardize financial management and account set-ups across the group and centralize budget management to the Shanghai head office to improve cost control

• Streamline project management to prevent overspending

• Centralize human resources (HR) management to head office

Solutions

• Consolidated the head office and 16 subsidiaries onto a single financial, project, and HR management platform based on Oracle E-Business Suite Release 12.0.4

• Unified accounting books and structures across the group, delivering consistent data that enabled financial analysis at enterprise level

• Achieved better cost control by enabling the accounting department to check invoice entries, staff claims, and procurement contracts against project budgets and take action if expenses are nearing the budget limit

• Streamlined HR management by consolidating employee and payroll data in a central repository

• Gave HR staff the capabilities to assess employee skills, experience, salaries, and other criteria, ensuring they matched the most qualified people to a particular project

• Provided easy access to integrated business data to give senior managers a better understanding of subsidiaries’ operations
**SimplexGrinnell** Extends Field Service Capabilities by Upgrading to Oracle E-Business Suite Release 12

“Upgrading to Oracle E-Business Suite Release 12 enabled us to optimize our customer relationship management applications to reduce manual data entry and search times for users. At the same time, we maintained consistent system performance and availability to facilitate user adoption of the upgraded system across our field service technician, call center, and financial department staff.”

— Sanjay Lall, Chief Information Officer, SimplexGrinnell

SimplexGrinnell, a Tyco International company, provides fire alarm, fire sprinkler, fire suppression, integrated security, sound and communications, and nurse call systems and services to businesses and institutions throughout the United States and Canada. The company serves 1 million customers from its 150 local offices.

**Challenges**

- Maintain support for the company’s customer relationship management (CRM) applications to facilitate field service support to customers
- Optimize field service technician dispatching and scheduling abilities to improve service efficiency
- Accelerate data access and entry by improving the user-friendliness of the company’s CRM applications
- Ensure consistent system performance and expand functionality to meet the needs of company field technicians and call center staff

**Solutions**

- Upgraded to Oracle E-Business Suite Release 12 to provide continued support, consistent system performance, and expanded field service capabilities
- Eliminated manual and duplicate data entry via customized user interfaces to reduce entry of service requests by 30 seconds while dispatchers talked with customers
- Accelerated access to information by optimizing click streams and eliminating rigid search parameters to enable information searches using any piece of data entered with a record
- Enabled SimplexGrinnell to realize additional efficiencies in ‘call to cash’ process (accept service calls, route calls to an assigned technician, collect tickets and debriefs, and send the data to the accounts receivable)
- Facilitated user adoption by ensuring consistent system availability and improved usability through customized solutions in collaboration with Oracle Development
- Provided IT scalability and flexibility by enabling SimplexGrinnell to extend its CRM capabilities without recoding—minimizing test cycles and supporting swift implementation of future patches and upgrades
SMART Technologies Deploys Oracle E-Business Suite Release 12 and Handles 40% More Orders

“We needed a solution that would scale as our business grows. Oracle E-Business Suite Release 12 is a functional and scalable solution we can count on.” — Mike Battistel, Vice President of Information Systems, SMART Technologies

SMART Technologies designs and creates easy-to-use interactive whiteboards and other group collaboration tools. Using SMART products, groups can access and share the information they need to meet, teach, train, and present, regardless of distance. SMART is best known for the SMART Board interactive whiteboard—used by over 25 million students in over 175 countries around the world today. In addition to the education market, SMART also sells to business, government, and military customers for enhanced collaboration and training.

Challenges

• Continue aggressive growth while improving productivity and customer service
• Implement a strong logistics capability to ship and deliver products to customers in a timely manner
• Integrate information from a variety of sources to provide a holistic view of the business
• Deploy financial capabilities to improve visibility and financial forecasting

Solutions

• Provided a scalable solution that will adapt as SMART Technologies continues to grow its business
• Handled 40% more orders without adding staff
• Reduced cost per shipment and improved customer satisfaction by picking, staging, and loading shipments more quickly and more accurately
• Simplified and reduced cycle time for adjustments to SMART’s global pricing models
• Delivered improved visibility to key financial data to manage current budgets and future financial requirements
• Eliminated manual pricing structure and replaced with an automated system that automatically determines and assigns pricing to reseller orders
• Processed more orders with fewer invoicing adjustments post sale
Social Security Administration Improves Accounting Integrity with Oracle E-Business Suite Release 12

“As a Federal agency, we are in the lead as far as upgrading to Oracle E-Business Suite Release 12 and standardizing on best practices that prepare us to meet future guidelines. Also, we continue to realize efficiencies as we replace manual integrations with real-time integrations via Web services.”
— Tom Bianco, Manager, Office Director, Social Security Administration

The Social Security Administration (SSA) is an independent agency of the United States Federal government that administers a social insurance program consisting of retirement, disability, and survivors’ benefits. The agency operates in 10 regional offices, 7 processing centers, nearly 1,300 field offices, and 35 tele-service centers.

Challenges

- Upgrade the agency’s financial system to Oracle E-Business Suite Release 12 and deploy real-time integrations to simplify accounting across geographically-dispersed offices
- Standardize on industry best practices to ensure compliance with the Office of Management and Budget’s (OMB) policies for efficiency in financial operations at Federal agencies

Solutions

- Worked with Oracle Consulting to upgrade the social security online accounting and reporting system (SSOARS) to Oracle E-Business Suite Release 12 to simplify subledger accounting processes and improve data integrity
- Eliminated the need to re-enter data into sub ledgers, which eliminates errors and improves productivity
- Ensured compliance with OMB’s financial management lines of business policies due to the common accounting codes, configurations, and standard processes inherent in Oracle US Federal Financials
- Made it easier for the agency’s approximately 1,400 field offices to report spending
- Implemented Oracle SOA Suite to establish real-time integration between the agency’s financial applications and various third-party applications with Web services
- Used Web services to automate key processes including travel requests and purchase card transaction verification
- Provided users with a near real-time view of spending, significantly reducing the delays that previously existed and enabling users to make better budget decisions
- Housed financial data for all of SSA’s programs in SSOARS, including the disability and supplemental income programs and the US$2.5 trillion trust fund managed by the agency
Sociedad Bíblica Colombiana Achieves Operating and Financial Control with a Unified, Scalable Platform

“Oracle E-Business Suite Release 12 gives us a unified and scalable platform for the next decade. It facilitates financial control, visibility of project costs, and total operational transparency.”

— Mireya Tunaroza, IT Director, Sociedad Bíblica Colombiana

Sociedad Bíblica Colombiana (Colombian Bible Society) is a church service organization that meets people’s needs by making the scriptures accessible through ministry projects, such as delivering more than 600,000 bibles per year. It has exported approximately 1 million bibles. It also offers biblical science seminars for pastors and church leaders, and provides training workshops for churches.

Challenges

- Replace outdated standalone systems with a unified, scalable platform that provides operational transparency and financial control of publishing projects
- Consolidate inventory, finance, manufacturing, and publishing data for better insight and to control publishing project costs
- Implement quickly, within budget and on schedule

Solutions

- Worked with Oracle Partner SIC to implement a unified Oracle E-Business Suite Release 12 infrastructure, replacing standalone systems and improving operational and financial controls
- Consolidated inventory, finance, and manufacturing information with Oracle Financials, extending operational transparency and facilitating audits and sponsor demonstrations
- Accelerated monthly financial closings by 40%, facilitating more efficient internal audits
- Created a supply plan for paper and raw materials to better manage inventory, procurement, and assets
- Improved inventory control of 50 agents, improving operational efficiency in the distribution process by 30%
- Accelerated estimates of development times for editorial projects from one month to one week, increasing customer satisfaction
- Accelerated order taking by 50%, optimizing customer delivery process
- Established organization wide business rules using Oracle’s best practices and standards of quality
- Used Oracle Business Accelerators and My Oracle Support to achieve full implementation in four months and within budget
Sorouh Real Estate PJSC Streamlines Business Processes with Enterprise Resource Planning Solution

“Oracle E-Business Suite Release 12 has allowed Sorouh to streamline all our financial, project, procurement, sales, customer relationship management, and human resources processes. Oracle enables our organization to control costs and be more agile and customer focused.”
— Abubaker Seddiq Al Khouri, Managing Director, Sorouh Real Estate PJSC

Sorouh Real Estate PJSC is one of the two leading real estate developers in Abu Dhabi, United Arab Emirates and one of the largest developers in the Middle East.

Challenges

- Streamline business processes with centralized access to financial, project, procurement, customer relationship management (CRM), and human resources (HR) data
- Increase and integrate reporting capabilities to accelerate report generation and improve data accuracy
- Improve budgetary controls over spending across the lifecycle of real estate development projects
- Automate business processes and enable electronic approvals to facilitate a paperless office and integrate business divisions
- Improve inventory, sales, and CRM management
- Streamline and automate HR services for employees

Solutions

- Worked with Oracle Partner Satyam Computer Services Ltd. to implement Oracle E-Business Suite Release 12 and Oracle Discoverer in just seven months to provide centralized access to data
- Consolidated financial data from disparate and manual legacy systems for sales, procurement, and real estate project management, providing integrated and real time data access
- Enabled end-to-end project cost tracking from budgets, contracts, and commitments to supplier invoices and payments, providing users with centralized access to critical information on real estate development projects
- Automated procurement processes with electronic approvals—eliminating errors associated with previous manual processes. Established total control over budget allocation
- Gained the ability to generate a 360-degree view of real estate customers by automating processes for the sales division
- Improved payment collection and reduced chance of outstanding invoices by improving data visibility and receivables management
- Enabled employees to view personal data and pay slips—reducing administrative burden and enabling HR staff to focus on more strategic initiatives
- Provided management custom dashboard reports of key performance indicators, including reports on sales, finance, projects, and HR, resulting in improved decision making
Spear Contract Logistics Completes Month-End Financial Reports 50% Faster

“Oracle Financials Release 12 provides us with the insight that we need to target key vertical markets and grow revenue.”
— Piyush Katharia, IT Manager, Spear Contract Logistics

Established in 2001, Spear Contract Logistics is a leading Indian logistics service provider. The company offers inventory management services from more than 50 warehouses and 1.5 million square feet of space. It employs more than 900 logistics and supply chain professionals across 11 offices and focuses on the engineering, chemicals, retail, and telecommunications markets.

Challenges

- Replace a legacy financial application that required time-consuming manual data entry
- Centralize and automate financial reporting across 55 locations and reduce the risk of accounting errors
- Generate more reliable financial reports that provide a breakdown of revenue from a range of vertical markets

Solutions

- Engaged Oracle Gold Partner KPIT Cummins to deploy Oracle Financials Release 12, which automated the company’s financial management processes
- Allowed staff to generate consolidated month-end financial reports 50% faster
- Enabled the company to meet Indian regulatory and taxation requirements, particularly relating to the new goods and services tax, which was introduced in April 2010
- Provided improved budgetary controls, which helped better manage spending and protected profitability
- Improved tracking of staff expenses and ensured these costs were billed to customers, which guaranteed that the company did not miss out on any revenue
- Provided an insight into the revenue generated by each vertical market such as retail, telecommunications, and automotive, enabling the company to better determine which segments to target
- Used Oracle Business Accelerators for E-Business Suite to deploy Oracle Financials Release12 in 58 days
Staffordshire Police Drives Efficiency with Comprehensive Enterprise Resource Planning System

“Origin ERP built on Oracle EBusiness Suite has a strong user base within the UK police force. By working with Oracle Partner Cedar HR, we gain the advantage of Oracle’s industry leading applications, as well as shared upgrades with other forces in the country, further reducing cost and improving efficiency.”
— Graham Liddiard, Director of Resources, Staffordshire Police

Staffordshire Police provides policing for a population of more than one million in Staffordshire and Stoke-on-Trent. The force’s area includes one of the largest counties in England, covering more than 1,000 square miles. Staffordshire Police works to keep its communities safe with the aim to deliver quality service, professional excellence, and value.

Challenges

- Improve efficiency and reduce costs by investing in streamlined and integrated back-office systems
- Replace a large number of paper-based and customized legacy systems with one core enterprise resource planning (ERP) system capable of managing financial, human resource, and purchasing functions
- Ensure that the new system is able to meet particular requirements for managing working patterns, including duties, shifts, and rest days
- Help to meet government cuts of 20% over the next four years by reducing back-office head-count by 120 full-time employees

Solutions

- Worked with Oracle Partner Cedar HR to implement Origin ERP, a comprehensive ERP solution—built on Oracle EBusiness Suite Release 12 and Oracle Database and designed specifically for the U.K.’s police force
- Consolidated many disparate, paper-based systems for personnel administration, workforce planning, and duty management, into an integrated, automated workflow
- Eliminated data entry duplication, for an example those created for sick time that were previously recorded three times, reducing costs and improving efficiency and accuracy
- Improved informed management decision-making during UK government cuts to police service funding with the help of integrated information and reporting
- Reduced back-office headcount by 120 staff and reduced costs by US$5.7 million (£3.5 million) per annum with improved efficiency and increased self-service while retaining a high level of service for internal customers within the police force
- Implemented systems for further efficiencies through self service options, such as internet expenses and automatic overtime calculations that significantly reduce the time police officers and staff spend on manual processing
As the largest privately held software and IT services company, SunGard Data Systems Inc. operates a large global network of more than 20,000 employees serving 25,000 customers worldwide. Not surprisingly, the company’s technology needs are quite extensive. For example, SunGard Availability Services—a business unit that provides disaster recovery services, managed-IT services, information availability consulting, and business continuity management software to more than 10,000 customers in North America and Europe—manages 5 million square feet of data center and operations space. For many years, SunGard Availability Services has relied on Oracle’s SPARC Enterprise servers and Oracle E-Business Suite Release 12.0.6 enterprise resource planning (ERP) applications to drive its own internal business processes.

“Oracle E-Business Suite Release 12.0.6 running on SPARC Enterprise servers is remarkably stable, reliable, and fast. The SPARC Enterprise servers are invaluable to SunGard Availability Services and our Oracle E-Business Suite environment.”
— Hal Moretto, Director, Database Platforms, SunGard Availability Services

As the largest privately held software and IT services company, SunGard Data Systems Inc. operates a large global network of more than 20,000 employees serving 25,000 customers worldwide. Not surprisingly, the company’s technology needs are quite extensive. For example, SunGard Availability Services—a business unit that provides disaster recovery services, managed-IT services, information availability consulting, and business continuity management software to more than 10,000 customers in North America and Europe—manages 5 million square feet of data center and operations space. For many years, SunGard Availability Services has relied on Oracle’s SPARC Enterprise servers and Oracle E-Business Suite Release 12.0.6 enterprise resource planning (ERP) applications to drive its own internal business processes.

Delivering on the Promise of Reliability

SunGard Availability Services relies on SPARC Enterprise servers to provide the high availability needed to support its mission-critical Oracle E-Business Suite applications. With a combination of virtualized and physical SPARC Enterprise servers, leveraging server partitioning, Oracle Solaris, and a four-node cluster on Oracle Real Application Clusters, SunGard services realizes the performance it needs. The reliable system also provides peace of mind for the IT team when it needs to perform maintenance or upgrades because IT staff can easily turn off one of the nodes and still operate at top performance.


The high level of security inherent in Oracle Solaris 10 has also been a benefit, ensuring that SunGard Availability Services’ business applications and data are safe even when being made available to a large number of users and pushed out over the internet. The business unit also leverages Oracle Enterprise Manager to monitor all of its databases, servers, and Oracle E-Business Suite applications, which not only helps when it comes to security, but also reduces the burden on a limited IT staff.

SunGard Availability Services also leverages Oracle GoldenGate applications to capture changes to various tables in the ERP system and replicate that data in its data warehouse to enable reporting. Oracle GoldenGate enables the process to happen seamlessly, in the background.

Reducing Costs with Virtualization

SunGard Availability Services has moved to virtualized servers to support many of its systems, using Oracle VM Server for SPARC, and in doing so it realized a significant cost savings.
“We have cut hardware and software costs by 70% by virtualizing our SPARC Enterprise servers,” Moretto said.

Further, the virtualization environment enables the company to quickly scale up capacity as needed. “Currently, we run at about 40% of capacity, reaching 60% during peak periods. This means we have much room to support business growth,” Moretto said.

**Delivering High Availability on the Front-End**

The Oracle hardware and software also drives key features of SunGard Availability Services’ online store for channel partners. The store runs on Oracle iStore, Oracle Configurator, and SPARC Enterprise T5220 and SPARC servers, which provide 99.999% availability.

“The online store has to be available around-the-clock for our channel partners all over the world, selling our products and services. With SPARC Enterprise servers in the background, we can deliver that availability. The partners can quickly access the online store to enter a customer request, which the system then processes through Oracle Configurator,” Moretto said.

Another area where availability is key is the company’s employee portal, which runs on Oracle Portal. Employees can log in to access key company data from around the world.

**Challenges**

- Provide highly available and reliable system to support mission-critical applications, even during maintenance and upgrades
- Reduce hardware and software costs associated with supporting various systems
- Make the online store available 24/7 for channel partners around the world selling SunGard’s products and services

**Solutions**

- Delivered 99.999% availability, which is necessary to operate mission-critical business systems
- Supported customer-facing solutions
- Provided channel partners with reliable online ordering

**Why Oracle**

A long-time Sun customer, SunGard Availability Services has continued its commitment to use SPARC Enterprise servers to run its Oracle E-Business Suite applications due to the high availability and performance provided. “It is one thing for a company to market a product and tell you how it should work, and quite another to put it in place and see what happens in reality. For our SPARC Enterprise servers from Oracle, the reality is that they work as advertised,” Moretto said.
Now that Sun is part of Oracle, Moretto said that his company benefits from a reduction in the finger pointing that can sometimes occur between vendors when there is a problem and it is not clear if it is in the application, the operating system, the database, or another component.

“By having it all, top-to-bottom, from Oracle, it makes it much easier to resolve any problems,” Moretto said.

Implementation Process

SunGard Availability Services has been using SPARC Enterprise servers for more than 15 years. It operates 13 Oracle E-Business Suite applications running in a shared services model. It completed an on-time upgrade to Oracle E-Business Suite Release 12.0.6 in August 2009.

Moretto shared an anecdote about a recent implementation of Oracle Real Applications clusters that illustrated just how reliable the Oracle system has been. During the implementation, SunGard Availability Services had one of its engineers complete a thorough testing exercise in which it tried to break the system. After exhaustive attempts, the engineer only found one or two failures, mostly related to configurations the company had done. After resolving those minor issues, the implementation go-live proceeded smoothly.

“By the time we finally flipped the switch, we were confident that the way the system was sold and configured would meet our availability needs,” Moretto said.

Going forward, the SunGard Availability Services IT team looks forward to the upcoming release Oracle Solaris Version 11.
Herbal Products Retailer **Sunrider International** Launches International Expansion Using Oracle Retail Stores Applications

“Oracle provides us the ability to be able to dynamically adapt to changing market conditions, and business needs by giving us information from our manufacturing processes down to our retailers and distributors. Oracle Retail applications extend that reach by providing an extensible platform to gather information about our end-customers.”

— Jonathan Chen, IT director, Sunrider International

### News Facts

- Sunrider International, a leading herbal products company with retail stores in China, Japan, Korea, Malaysia, Singapore, Taiwan, and Australia, has implemented Oracle Retail Stores applications and the Oracle E-Business Suite Release 12 in China, with plans to roll-out to Taiwan in 2011
- Sunrider is using Oracle Retail Store Inventory Management, Oracle Retail Point-of-Service, Oracle Retail Central Office and Oracle Retail Back Office to provide a single platform for store operations worldwide, fulfill the wide range of localization needs in each market, and enable easier compliance with varied international regulatory requirements
- Infogain, a Gold member of the Oracle PartnerNetwork (OPN), helped Sunrider to implement the Oracle Retail stores applications for three new stores in less than 12 weeks, speeding the initial phase of Sunrider’s international expansion program in Asia
- Sunrider is utilizing the integrated Oracle Retail Stores applications and the Oracle E-Business Suite to continue to improve and leverage centralized manufacturing, inventory and financial processes across its new store locations
- The retailer’s store operations, inventory and supply chain teams will use the integrated Oracle Applications to better anticipate local demand and manage the supply chain lead-time to optimize product availability
- Sunrider also will use the Oracle Applications to ensure high levels of customer service by delivering consistent pricing, promotions and loyalty programs across all markets
- Oracle Retail Store Solutions provide Sunrider with the key capabilities required by global, multi-national retailers such as multi-currency and multi-language functionality.
- Los Angeles-based Sunrider owns eight manufacturing facilities worldwide and operates in 44 countries, and for many years has supported its growing business operations with Oracle technology solutions including the Oracle Database, Oracle Enterprise Manager and Oracle Linux
- Sunrider invested in Oracle Retail Stores applications and the Oracle E-Business Suite Release 12 in August 2009
Supporting Quotes

• “Today’s international expansions in retail are happening faster and across more diverse markets than ever before,” said Andrea Morgan-Vandome, vice president, Oracle Retail Strategy and Solution Marketing. “This change is something we anticipated when developing Oracle Retail Release 13.1 and, as a result, we believe that Oracle is well positioned to help support global retailers like Sunrider by helping to address their unique language, currency, regulatory, and financial requirements.”

• “As a global roll-out specialist and proven Oracle implementation partner, Infogain provided the technical and functional knowledge needed to meet Sunrider’s aggressive expansion effort timelines,” said Ray Allen, vice president and general manager of Infogain’s Retail Business Practice. “Playing a key role in these international growth plans has been a tremendous accomplishment for Infogain. It’s a true testament to our long-standing relationship with both Sunrider and Oracle.”
Oracle Customer:
Taconic
Hudson, New York
www.taconic.com

Industry:
Life Sciences

Employees:
1,000

Oracle Products & Services:
• Oracle E-Business Suite R12
• Oracle Financials
• Oracle Procurement
• Oracle Discrete Manufacturing
• Oracle Order Management
• Oracle Projects
• Oracle Human Resources
• Oracle Field Sales
• Oracle TeleSales
• Oracle Marketing
• Oracle Daily Business Intelligence
• Oracle On Demand
• Oracle Database 11g
• Oracle Real Application Clusters
• Oracle Business Accelerators

Taconic Replaces More Than 25 Disparate Systems with One Integrated Application Platform

“We are one company. We have one system, and we want to deliver one, ultimate customer experience. Oracle is putting us on the path to achieve that.”
— Gary Marshall, Chief Information Officer, Taconic

Taconic provides life sciences solutions to researchers worldwide, offering innovative lab animal models and scientific services that facilitate in vivo studies and advance drug discovery. Taconic’s advanced solutions include custom model design, generation, and production, imaging, off-the-shelf model repositories, compound profiling, contract research, contract breeding, genetic monitoring, and health testing.

Challenges
• Keep pace with rapid growth while improving product and service quality for customers across the pharmaceutical, biotechnology, government, and academia industries
• Decrease number of point systems and technologies to reduce costs and time needed for software updates and maintenance
• Integrate genetic engineering and breeding activities per customer, across North America and Europe, as the industry becomes more focused on specific diseases

Solutions
• Worked with Oracle Consulting and used Oracle Business Accelerators to implement Oracle E-Business Suite Release 12, integrating more than 25 disparate systems and acquired companies while improving overall product and service quality
• Moved to Oracle On Demand to take advantage of an innovative, agile, scalable, and reliable application platform, while enabling the company’s internal IT department to focus on business process optimization
• Provided global visibility and instant access to critical business data, from sales operations through to payments and receipts
• Used Oracle customer relationship management applications to provide 40 sales and marketing users with global visibility into leads, opportunities, and customer activities—enabling more coordinated sales initiatives
• Used Oracle Daily Business Intelligence to provide reports on marketing, sales, and financial information
• Deployed Oracle Database with Real Application Clusters to realize more than 99.9% system availability
• Projected to reduce selling, general, and administrative expenses by up to 30%
TAM Linhas Aéreas S/A Wins the Loyalty of Millions of Passengers after One Year of Constant Technological Innovation

“During the last 15 years, Oracle technology has played a part in nearly all of TAM’s IT innovations. We have chosen Oracle in every case because of its wide range of robust solutions, the reliability of its products and services, its close relationship with its customers, and, finally, because it prioritizes innovation.”

— Marcos Roberto Teixeira, IT Director, TAM Linhas Aéreas S/A

TAM Linhas Aéreas S/A (TAM Airlines) possesses a fleet of 156 airplanes, offering flights to 48 domestic and 19 international destinations. It is part of StarAlliance, the world’s largest airline network. TAM has grown significantly in the last decade, transporting nearly 35 million passengers in 2010. In addition, the airline provides cargo transport services in 42 airports and 4,200 cities in Brazil, and 45 airports and 120 cities abroad. In August 2010, TAM and LAN announced their intention to merge their holdings into a single controlling entity—the LATAM Airlines Group. The two companies will continue to operate under their existing brands and operating certifications. To support continued growth while delivering superior customer service, TAM has consistently turned to Oracle solutions.

Challenges

• Maintain the company’s reputation for innovation by adopting vanguard technologies
• Support aggressive growth plans that saw an increase in passenger volume from 13 million in 2001 to 35 million in 2010
• Reinforce TAM’s spirit of service, offering customers a steadily increasing number of personal and cargo transport facilities with the help of new technological solutions
• Develop a close relationship with repeat customers and personalize their service through a frequent-flier program

Solutions

• Developed an electronic ticketing system with Oracle Developer to replace the traditional paper-ticketing method, thereby reducing intrinsic process costs, loss and theft problems and fraud in issuing manually generated tickets
• Created a ticket sales portal for travel agencies, based on the Oracle JDeveloper and Oracle Application Server, enabling the airline to monitor sales in real time instead of relying on information from the company’s global distribution system, which took time for agencies to load
• Offered complete tracking of transported orders through the door-to-door cargo system, bringing transparency and reliability to its services
• Launched Programa de Fidelidade TAM (TAM Frequent-Flier Program), a pioneer, no-seat-limit mileage program in Brazil in 1993, a program that today has more than 8 million registered participants and enables the company to know its customers better and design more aggressive promotional campaigns for them
• Reduced monthly account closing time from 15 days to 6 days
• Integrated private cloud computing critical systems, such as ticket sales and check-in, 100% with the airline’s architecture through Oracle technology

• Eliminated customizations of previous versions of the corporate management system, keeping Oracle E-Business Suite Release 12 as standard as possible, ensuring TAM a reduction in long-term and medium-term total proprietary costs

• Reorganized the company’s IT architecture and made it more flexible by adopting SOA Suite for Oracle Middleware for Oracle Applications, replacing point-to-point integration between applications by using Oracle E-Business Suite Release 12, which preserved TAM’s integration investments and simplified maintenance and upgrades

• Expedited the budget planning cycle using Oracle Hyperion Planning and obtained more indicators that improved the ability of executives and managers to monitor goals and objectives during the entire fiscal year

• Reduced report generation and consolidation time from 12 hours to 30 minutes using Oracle Hyperion Planning

• Improved reliability of the airlines most critical operations and significantly decreased technological risk by taking advantage of Oracle Advanced Customer Services, including its around-the-clock support services with a dedicated hotline and immediate response

Why Oracle

“Our association with Oracle began in 1995, when we opted for Oracle Database, as we were looking for a platform capable of supporting TAM’s projected growth. During the last 15 years, Oracle technology has played a part in nearly all of TAM’s IT innovations. We continue to choose Oracle because of its wide range of robust solutions, the reliability of its products and services, its close relationship with its customers, and finally, because it prioritizes innovation. In addition, the manufacturer has end-to-end solutions that range from databases, to integration architecture and development tools, to applications, such as enterprise resource planning and business intelligence systems.”
Tanishq Upgrades ERP System to Cut Supply Chain Lead Times by 30% and Closes Monthly Financial Accounts Six Days Faster

“Oracle E-Business Suite Release 12 has significantly improved the level of service we provide our customers by reducing the time it takes to process and deliver jewelry. Some customers were previously waiting for three to four weeks to receive their products, and we have now reduced that to around two weeks.”
— C.S. Ramesh, CIO, Titan Industries Limited

Established in 1994, Tanishq is the jewelry division of Titan Industries, a large manufacturer of jewelry, watches, sunglasses, and prescription eyewear, and a division of the global conglomerate Tata Group.

Since July 2005, Tanishq had used older versions of Oracle E-Business Suite to manage its financials, inventory, order management, purchasing, and manufacturing activities. In January 2012, the organization upgraded to Oracle E-Business Suite Release 12 to streamline financial management, reduce supply chain lead times, and cut manufacturing costs.

Tanishq reduced supply chain lead times by 30%, cut month-end accounting times from 10 days to 4 days, and streamlined manufacturing processes by improving the availability of online inventory. The organization also ensured that employees ordered from the right suppliers, that were selected based on sourcing history, and gained a clear view of the profitability of each piece of jewelry sold.

Need for an Integrated System to Support Business Growth

Tanishq is India’s fastest growing jewelry brand, selling gold, white gold, diamond earrings, chains, bracelets, and rings. These products are sold at around 150 retail stores throughout India and manufactured at Tanishq’s state-of-the-art facilities and by subcontractors at 100 locations. The company’s main jewelry production and research facility is in Hosur, in the Indian state of Tamil Nadu.

Before 2005, Tanishq used in-house-developed legacy applications to manage its jewelry manufacturing and distribution, inventory, asset management, and purchasing operations. However, as organization outgrew these applications by expanding its multiple manufacturing plants and processes, it took too long to produce jewelry.

“Tanishq has been growing by between 20% and 30% per year, and the absence of an automated system to manage our core operations was putting a strain on our business,” said C.S. Ramesh, CIO, Titan Industries Limited.

To address these issues, Tanishq deployed Oracle E-Business Suite Release 12, using Oracle Financials, Oracle Inventory Management, Oracle Order Management, Oracle Purchasing, and Oracle Process Manufacturing.

Inventory Optimized with Improved Visibility

Oracle Inventory Management provides Tanishq with more visibility over its stock levels. This enabled easy identification of gold and jewelry that needs to be managed across the value chain.
A product may be moved if it is not selling at a particular store or a customer requests that it be shipped to a certain location.

“We can manage and optimize our stock levels instantly to make jewelry available at any store, which improves customer service and satisfaction,” said Ramesh. “We are no longer spending an unnecessary amount of time identifying and tracking specific items of jewelry.”

“Oracle E-Business Suite has significantly improved the level of service we provide to customers by reducing the time it takes to process jewelry. Some customers were previously waiting three to four weeks to receive their jewelry, and we have reduced this to around two weeks.”

Monthly Accounts Closed Faster with Streamlined Costing

Oracle Financials has helped reduce the time it takes for Tanishq’s accounting staff to calculate monthly financial accounts. The automated system also enabled closing accounts in 4 days, compared to a week to 10 days previously.

This ensures senior managers are provided with relevant information to decide the types and quantities of jewelry to make, and the raw material—gold, diamonds, and other precious metals and stones—required.

Streamlined Raw Material Purchasing and Order Management

Tanishq uses Oracle Purchasing and Oracle Order Management to buy raw materials, such as gold, silver, and copper to make jewelry. Raw materials and finished jewelry products are then sent to the network of subcontractors.

Tanishq can optimize inventory, because it’s available in real time and ordered from the right supplier, with the choice based on sourcing data.

More Accurate Costing for Finished Goods

Tanishq is using the lot-actual-costing function in Oracle Financials and Oracle Manufacturing to precisely calculate the cost of finished jewelry. Pricing for gold and other precious metals may vary greatly during the manufacturing and sales cycle. Prices are also based on the complexity of each design. Oracle Financials and Oracle Manufacturing helps Tanishq monitor and control the cost of each piece of jewelry.

This helps Tanishq track the gross profit margin for each product, based on the price of gold on a particular day. This provides Tanishq with a clear view of the profitability of each piece of jewelry sold. It also helps in calculating refunds when customers return or exchange jewelry, by tracing the purchase back to the lot number.

“The price of our finished goods, such as gold bangles and earrings, is based on the weight of each finished product,” said Ramesh. “Oracle E-Business Suite has enabled us to create around 600,000 stock keeping units (SKUs) for our products, and accurately reflect the variations in the weight of each piece of jewelry, even if for those that have the same SKU.”
Duplicate Sales Transactions Reduced by 60%

The Oracle system has enabled Tanishq to cut the number of duplicate sales transactions by 60%, from 500,000 to 200,000 per month.

“This has reduced the time it takes to process sales transactions by 30%,” said Ramesh. “It also means that we can complete a more transactions.

“We expect to grow by up to 30% per annum over the next three years, and we now have an integrated, reliable system that will support business growth without impacting the time it takes to process transactions and our labor costs.”

Hardware Costs Eliminated by Arresting Data Growth

Tanishq has used Oracle E-Business Release 12’s subinventory feature to reduce data growth by avoiding duplication in master files related to discrete and process manufacturing activities.

“Each time a new item is created, it is no longer being multiplied by the number of warehouses and item categories, which has helped us keep a lid on data growth,” said Ramesh.

“Before we deployed Oracle E-Business Suite Release 12, we were creating around 1,300 items for the same product SKU. We have reduced this to 105, and, as a result, we are managing 500GB of data rather than 3TB.

“This enables us to more easily manage our data and expand the business without having to worry about investing in additional hardware,” said Ramesh. “We currently have 150 showrooms across India, and we are planning to increase that number by 100 over the next three years.

“The migration to Oracle E-Business Suite Release 12 has been highly successful, and the business started reaping the benefits from day one,” he added.

Challenges

- Deploy an automated enterprise resource planning system to manage the core jewelry operations and support annual growth of between 20% and 30%
- Reduce the time to manufacture jewelry by streamlining raw material purchasing, inventory management, and manufacturing tasks
- Shorten order processing to ensure customers receive their jewelry in a timely manner
- Streamline monthly account closings to ensure managers receive sales information quickly
- Calculate the cost of precious metals used in jewelry more accurately
- Eliminate potential additional hardware purchasing costs by arresting data growth across the organization
Solutions

- Reduced jewelry supply chain lead times by 30%, from three to four weeks to two weeks
- Closed monthly financial accounts within 4 days, compared to 7 to 10 days previously
- Cut the time it takes for staff to process jewelry transactions by 30%, by reducing the number of duplicate sales by 60%, from 500,000 to 200,000 per month
- Enabled senior managers to quickly determine where to allocate gold and more accurately determine the amount of inventory required for each vendor
- Provided a clear view of profitability for each piece of jewelry by using the lot-actual-costing function to precisely calculate the cost of finished jewelry
- Improved efficiency by creating around 600,000 product SKUs and accurately reflecting the variations in the weight of each piece of jewelry
- Enhanced customer service by easily identifying and moving jewelry between 150 stores
- Completed a higher number of transactions than previously by simplifying sales processes
- Eliminated the need to invest in new hardware by reducing the data growth rate
- Reduced the number of duplicate files related to discrete and process manufacturing, so the organization manages 500GB of data rather than 3TB

Why Oracle

Tanishq chose Oracle E-Business Suite Release 12 because it met the company’s unique requirements, such as robust lot costing and the ability to manage inventory items in two unrelated units of measure.

"Jewelry in India is sold by number and weight, which means that each SKU can be sold at a different price, based on the weight of the product," said Ramesh. "The Oracle system tracks every SKU on the lot number, enabling us to accurately price and easily track our products."

Implementation Process

According to Ramesh, the initial implementation was a challenge because the jewelry industry is quite disorganized.

"We needed to introduce a lot of standardization and procedures to ensure best practices were implemented," said Ramesh. "This is the first end-to-end enterprise resource planning implementation for such a large jewelry organization.

"Oracle provided the right amount of support to ensure this project succeeded, and we would experience a fast return on our investment," added Ramesh.
Teatre Nacional de Catalunya Optimizes Show Production through Integrated Applications

“Creating a theater production involves hundreds of people with multiple job roles and working arrangements—from actors, to set designers, to sceneshifters, and more. Our theater couldn’t work without this team spirit. Oracle E-Business Suite helps us to manage and balance all these elements and avoid the unexpected.”
— Xavier Vilà Julvé, Technical Management Director, Teatre Nacional de Catalunya

Created in 1996, Teatre Nacional de Catalunya is a theater company with a special focus on producing original plays written in the Catalan language. It has three stages on which cast members deliver 428 performances of 24 different shows each year to the delight of 180,000 audience members.

Challenges

• Improve and simplify show production, a multifaceted project that includes budgeting and human resources (HR) management
• Optimize use of diverse human resources, including actors, set designers, make-up professionals, stage crew, costume designers, technical staff, and others involved in the course of a production
• Integrate the theater company’s e-ticketing, payroll, and HR management systems to improve the utilization of the three theater stages

Solutions

• Implemented Oracle E-Business Suite in a two-step project over nine months, with the assistance of Oracle Partner Grupo Choice, enabling show production management
• Achieved decentralized management for production subprojects that are ultimately orchestrated into the whole vision
• Gained the agility to manage each production as a separate project from start to finish, ensuring the visibility needed to ensure that each show is ready on time and on budget
• Achieved real-time, accurate information from a single source and enabled the theater to trace data related to budget approvals, ticket selling strategies, promotions, and more
• Gained efficiency in budget and HR resource allocation
• Enabled the theater’s executive board and department heads to make more informed decisions
• Set the stage to build on the theater’s Oracle implementation for marketing campaigns geared towards increasing tickets sales
Technical Standards & Safety Authority Unifies Systems for Lean Operation

“By unifying systems on Oracle E-Business Suite Release 12 On Demand, we have improved our ability to affect positive safety outcomes, while dramatically improving efficiency across the organization. This is the largest technology project TSSA has ever undertaken, and we could not have done it without the close partnership with Oracle and Oracle Consulting.”

— Richard Smart, Chief Financial and Information Officer, Technical Standards & Safety Authority

The Technical Standards and Safety Authority (TSSA) is a self-funded, non-profit organization that administers and enforces technical standards in Ontario, Canada. Founded in 1996, TSSA conducts safety inspections, engineering reviews, certifications, and education programs focused on key industries, ranging from elevators and ski lifts to amusement rides to fuels.

Challenges

• Improve organizational excellence by establishing a standard business system to replace the six disparate systems in place since the standards organization devolved from the government
• Increase positive safety outcomes by facilitating public safety advocacy efforts, within the limitations of TSSA’s small staff
• Support the organization’s complex structure, which includes oversight of companies in four dynamic industry groups and 11 subindustry groups, and delivery of a variety of services
• Ensure data accuracy to protect the organization’s integrity, especially around product inspections and engineer evaluations

Solutions

• Worked with Oracle Consulting to deploy Oracle E-Business Suite Release 12 On Demand to unify business systems and enable the lean operation necessary for a non-profit
• Improved efficiency and saved paper with automated processes such as direct deposit and online expense reporting
• Supported a diverse workforce—including remote inspectors spread across the province—with real-time, online access through Oracle Field Services to the customer and technical data necessary to conduct inspections and reviews, which previously might have taken days or weeks to compile
• Improved inspector and engineer productivity by approximately 20% by enabling them to quickly mine data to research and complete reviews in less time, while ensuring accuracy
• Streamlined call center operations with Oracle TeleService, accelerating responses to customers
• Helped staff to respond more quickly to safety concerns or violations, thereby improving province wide safety
• Leveraged Oracle iSupport and Oracle iLearning to interact directly with customers to provide access to safety messages and engage them in advocacy partnerships with TSSA
The Lemelson Foundation Improves Financial Visibility, Productivity

“With the help of Jibe Consulting and Oracle Business Accelerators, we were able to deploy a robust and agile financial management system in just four months. Today, we are reaping the benefits of that investment with greater visibility, more informed decisions, and improved productivity.”

— Philip Varnum, Chief Financial Officer, The Lemelson Foundation

Established in 1993 by Jerome Lemelson, one of America’s most prolific inventors, the Lemelson Foundation sparks, sustains, and celebrates innovation and the inventive spirit. It supports projects in the United States and developing countries that nurture innovators and unleash invention to advance economic, social, and environmentally sustainable development.

Challenges

- Implement a flexible financial and grants management system to meet the unique accounting and reporting requirements for the foundation, which provides grants around the world
- Accelerate reporting to the board, streamline tax return preparation, and reduce audit complexity and costs
- Deploy the solution quickly with limited internal IT resources

Solutions

- Worked with Oracle Partner Jibe Consulting to deploy a robust and integrated financial management system in just four months
- Ensured rapid implementation through the use of Oracle Business Accelerators, which enabled Jibe Consulting to quickly create a baseline configuration for the deployment
- Implemented a system that supports the foundation’s unique accounting requirements involving the need to keep books on both a cash and accrual basis
- Gained the ability to post a journal entry in one set of books and have it populate the other, reducing the time spent making journal entries and supporting greater accuracy
- Accelerated preparation of draft tax returns from one month to a just few days with Oracle Financials
- Streamlined the audit process with the visibility provided by Oracle Financials applications
- Gained greater visibility into the funds that the foundation must disburse monthly enabling more precise management of the foundation’s investments that fund its grants
- Reduced the time needed to generate treasury reports for the board from three-to-four weeks to just a few days
- Enabled program managers who travel extensively to access grantee information from any country in the world with the new Web-based system
Support plans to grow across the Midwest by using a single distribution center and enhanced warehouse systems to increase productivity in the warehouse and home delivery operations.

- Handle efficiently a high volume of shipments, which can range from 50,000 to 75,000 pieces of furniture per month, and a high monthly turnover of furniture inventory.
- Reduce inventory levels and associated handling costs while ensuring the company can meet its next-day delivery guarantee.

Challenges:

- Support plans to grow across the Midwest by using a single distribution center and enhanced warehouse systems to increase productivity in the warehouse and home delivery operations.
- Handle efficiently a high volume of shipments, which can range from 50,000 to 75,000 pieces of furniture per month, and a high monthly turnover of furniture inventory.
- Reduce inventory levels and associated handling costs while ensuring the company can meet its next-day delivery guarantee.

Solutions:

- Implemented Oracle E-Business Suite Release 12, including Oracle Warehouse Management and Oracle Advanced Supply Chain Planning, to deliver an advanced, integrated, real-time warehouse and logistics system to replace the company’s disjointed legacy applications.
- Worked with Oracle’s Insight team to build the business case for the project and match it to strategic growth goals.
- Improved productivity by streamlining the inventory picking process through use of optimal pick release rules, task refinement, and barcode scanning.
- Leveraged warehouse management rules engine to refine picking and put-away processes for maximum labor efficiency, allowing for shift reduction.
- Deployed an open-to-buy system, which enables users to do strategic inventory planning and scale to meet growth goals.
- Reduced significantly the furniture inventory stored in the warehouse—which ultimately reduces costs—without sacrificing the next-day delivery guarantee.
- Implemented planned cross docking for optimal inventory handling and reduction of inventory carrying costs.
- Improved visibility into customer data, orders, and service requests, enabling service representatives to more quickly respond to queries regarding order status and warranty service.

The RoomPlace

Streamlines Inventory Management to Support Growth and Deliver on Next-Day Guarantee

“Oracle E-Business Suite helped us reduce inventory without sacrificing our promise to our customers. Today, we have improved customer service and are well positioned for growth.”

— Michelle Pacynski, Chief Information Officer, The RoomPlace

Serving the Chicago area since Sam Berman first began selling furniture door-to-door in 1912, The RoomPlace operates 24 furniture stores, throughout Illinois and Indiana, supported by a single distribution center. The RoomPlace takes a total-room approach, displaying fully furnished rooms and enabling customers to buy the room or build their own.
**Oracle Customer:**

**Tikona Digital Networks**  
Mumbai, India  
www.tikona.in

**Industry:**  
Communications

**Employees:**  
200

**Oracle Products & Services:**

- Oracle E-Business Suite R12  
- Oracle Financials  
- Oracle Purchasing  
- Oracle Inventory  
- Oracle Business Accelerators

**Oracle Partner:**  
New Generation Consultants  
www.newgenusa.com

---

**Tikona Digital Networks Deploys ERP System in 35 Days with Oracle Accelerate Methodology**

“As a new business, it was vital that our ERP infrastructure was deployed quickly so we could start serving customers. Using Oracle Business Accelerators, we installed the solution in record time.”

— Tarun Kumar, Chief Technology Officer, Tikona Digital Networks

Tikona Digital Networks is a wireless broadband service provider based in Mumbai, India. Established in mid-2008, Tikona is currently building a framework that can deliver data, voice, and multimedia content services over any broadband or IP-based network. The company is operated by a group of telecommunications experts who have built some of the largest mobile, broadband, and direct-to-home services networks in India.

**Challenges**

- Find an enterprise resource planning solution that would meet the needs of an organization with a complex, sophisticated product line  
- Deploy the solution in a short time frame of five weeks

**Solutions**

- Engaged Oracle Certified Partner New Generation Consultants to deploy Oracle E-Business Suite Release 12 to automate financials, purchasing, and inventory management functions  
- Used Oracle Accelerate methodology to capture the company’s business requirements, automate the configuration process, and go live within 35 days  
- Enabled monthly financial reports to be completed within one hour to two hours  
- Improved visibility, tracking, and control of 20,000 network components and devices at customer sites, which helped to maintain an accurate inventory of assets  
- Automated the procure-to-pay cycle, which eliminated errors resulting from manual data entry  
- Installed a Web-based product ordering system, which allowed the purchasing department to process transactions within one day  
- Enabled the company to meet its regulatory, taxation, and reporting requirements  
- Integrated with existing Siebel CRM, Oracle billing, and operational support systems
True Religion Apparel Selects Oracle E-Business Suite Release 12 to Support Growing Business

“As a rapidly-growing midsize business, we selected the Oracle E-Business Suite Release 12 because it has the flexibility and capabilities we need to support our future growth. To benefit from our investment quickly and gain access to industry-specific functionality, we chose to use an Oracle Accelerate solution from DAZ Systems, which will enable us to more easily and cost-effectively deploy the applications.”

— John Dohm, VP, True Religion Apparel

News Facts

• True Religion Apparel, a global leader in premium denim and related sportswear, has selected the Oracle E-Business Suite Release 12 to help streamline its supply chain and financial operations and support the company’s long-term growth.

• To help ensure a rapid, cost-effective implementation, True Religion invested in an Oracle Accelerate solution, a pre-packaged application bundle designed for midsize companies. The solution was supplied by DAZ Systems, a Certified Advantage Partner in the Oracle PartnerNetwork, which also provided implementation services and apparel related extensions.

• For True Religion, the Oracle E-Business Suite implementation is part of a broader strategic initiative in which True Religion intends to expand upon its product collections and improve inventory management to meet the growing international consumer demand for its American-made, vintage style jeans and related sportswear products.

• True Religion evaluated competing solutions and selected the Oracle E-Business Suite because of its ease-of-use, ability to support future growth, robust industry-specific functionality, and the application hosting and management provided by Oracle On Demand.

• True Religion expects to use the Oracle E-Business Suite to create short-term value and help ensure profitable growth by incorporating day-to-day business flows and best practice processes drawn from the retail sector into its operations.

• With the Oracle E-Business Suite, True Religion expects to cost-effectively meet the current needs of the organization while simultaneously benefiting from the breadth and flexibility of a comprehensive solution to facilitate the company’s growth.

Supporting Quote

• “True Religion is one of today’s fast-growing success stories and Oracle Accelerate is an ideal solution for rapidly deploying Oracle’s best-in-class solutions. Oracle Accelerate should deliver immediate benefit to help True Religion continue to drive growth and expansion,” said Tony Kender, Senior Vice President, Oracle Global Accelerate Program Office.

“The rapid deployment of Oracle E-Business Suite Release 12 facilitated by Oracle Business Accelerators helped to seamlessly transition operations to our new, standalone company within an extremely tight timeline and without disrupting daily business users.”
— Mark Fernberg, Chief Financial Officer, TV Guide Magazine, LLC

For almost six decades, TV Guide Magazine has guided its subscribers to the best of television. In December 2008, a private equity company acquired the print version of the guide. In 2009, as an independent company, TV Guide Magazine launched a new Web site, tvguidemagazine.com, as the company’s new digital platform.

Challenges

- Facilitate the swift deployment of a new enterprise resource planning (ERP) solution to meet the nine-week deadline for the company to operate as an independent entity
- Maintain capabilities from the previous IT platform to ensure continuity of business operations across the enterprise
- Ensure the deployment costs of the new ERP solution do not exceed the company’s limited implementation budget
- Streamline and standardize financial processes and minimize process reengineering to facilitate the transition from a large corporation to a smaller, stand-alone company

Solutions

- Selected Oracle E-Business Suite Release 12 and Oracle Certified Advantage Partner BizTech over competing solutions to meet a mandatory accelerated timeline
- Deployed the solution on time and on budget in only 60 days using Oracle Business Accelerators
- Minimized required in-house IT resources by deploying a hosted implementation of the Oracle ERP applications and related infrastructure
- Provided a streamlined approval process that met all process requirements, simplifying previously complex financial processes
- Enabled two-way data exchange with other systems to facilitate financial reporting, planning, and cash management processes
- Avoided disruption of core business processes—facilitating a seamless transition for users across two company locations
UGI Utilities, Inc. Reduces Customizations and Streamlines Financial Processes Through Enterprise Resource Planning Upgrade

“The extensive new functionality we found in Oracle E-Business Suite Release 12 has enabled us to significantly reduce customizations and remove the need for third-party vendors, saving us money and easing IT management. With Oracle E-Business Suite Release 12, we are leaner and more efficient.”
— Scott Culbertson, Chief Information Officer, UGI Utilities, Inc.

UGI Utilities, Inc., which is wholly owned by the UGI Corporation, distributes natural gas to approximately 575,000 customers and provides electric service to 62,000 customers in eastern, northeastern, and central Pennsylvania. Other subsidiaries in the region include UGI Penn Natural Gas and UGI Central Natural Gas.

The company had used Oracle E-Business Suite as its enterprise resource planning (ERP) system since 2006. When its current iteration was nearing end of life, UGI saw this as an opportunity to ensure maximum support and reduce the number of customizations it had developed over the years for accounting, payroll, and management processes. For example, the company used a third-party vendor to print checks, which cost several thousand dollars each year.

With this in mind, UGI worked with Oracle Partner Wipro to upgrade to Oracle E-Business Suite Release 12. With the upgrade, UGI reduced ERP customizations by 22%, such as eliminating an intercompany accounting trigger, complex payroll costing systems, and a third-party invoice approval routing system. In addition, the company consolidated bill payments to vendors from three disbursement accounts into one, which reduces costs.

Further, UGI Utilities established an environment that will enable it to overhaul other financial applications in the future—such as its billing system—cost effectively, as new systems can integrate easily with Oracle E-Business Release 12.

Challenges

• Upgrade the ERP environment to minimize maintenance and support costs

• Reduce customizations, such as intercompany accounting triggers and invoice approval routing, to enable the company to respond more quickly to utility requests from customers and bill customers and vendors accurately

• Consolidate accounts payable from one company, as opposed to three, to lower costs and enable better financial monitoring

• Establish a framework that enables UGI to replace legacy applications, such as the customer information and billing systems, which no longer meet evolving needs within the utilities industry

Solutions

• Reduced ERP customizations by 22% by using native functionality found in Oracle E-Business Suite Release 12

• Eliminated third-party check printing, which could save more than US$8,000 per year
• Consolidated payments to customers and vendors to be generated by a single company, as opposed to three separate subsidiaries, which reduced costs and improved account management

• Established a framework to realize future cost savings as the system is easier to maintain and has fewer maintenance costs than the previous iteration

• Assisted in positioning UGI to replace other business critical and aging mainframe-based applications

• Computerized work processes, such as dispatching a crew for meter reads, to flow through Oracle E-Business Suite, which helps administrators better track capital improvements, meet customer needs, and generate billing for contractors

Partner

UGI Utilities worked with Oracle Diamond Partner Wipro on the upgrade. Wipro helped with end-to-end project management, along with functional and technical consulting, and it served as the technical architect. The Wipro core team was on site on a near-full-time basis supported by an offshore team. Wipro leveraged its upgrade methodology to create a simple approach for UGI to follow. In addition, Wipro used its Easy-Upgrade solution, a rapid assessment and planning tool, which helps organizations evaluate their current Oracle landscape, plan for the future, and implement upgrades. Wipro estimates Easy-Upgrade can deliver as much as a 40% reduction in assessment costs for organizations looking to embrace Oracle E-Business Release 12 or Oracle Fusion Applications.

Wipro developed more than 500 Oracle User Productivity Kit training scripts to cover all functions associated with Oracle E-Business Suite Release 12, helping UGI’s employees take full advantage of the new product and mitigating implementation risk. Ultimately, UGI Utilities began its upgrade in May 2011, and went live in February 2012. With Wipro’s expertise, the final upgrade was completed one week ahead of schedule and 10% under budget.

“Wipro developed a program that provided very specific steps for us to follow, matching our internal processes with Oracle E-Business Suite’s extensive functionality. Wipro was instrumental in ensuring a partnership between our functional, technical, and project management teams, enabling a smooth upgrade. Wipro was very flexible and a great partner for our implementation,” said Scott Culbertson, chief information officer, UGI Utilities, Inc.
United Online, Inc. Improves Financial Control with New Features in Oracle E-Business Suite Release 12

“We needed more advanced functionality to manage the various legal entities we had acquired, but we have a strict no customization policy. So we decided to make the move to Oracle E-Business Suite Release 12 and found it is a perfect fit to our business needs, right out of the box.”
— Craig Williams, Technology Director—Business Applications, United Online, Inc.

United Online, Inc. provides consumer products and services over the internet, with strong brands that have attracted an online audience of more than 60 million accounts. The company divides its offerings into four lines of business: floral related products and services (FTD and Interflora); online social networking (Classmates) and online loyalty marketing (MyPoints); communications services, including internet access and e-mail (NetZero and Juno); and an online advertising network.

Challenges
- Support acquisition growth and manage a decentralized family of companies managed via a structure of four independently-operated business units
- Improve financial control and enhance insight into data
- Facilitate compliance with a complex web of internal and regulatory requirements that are unique to each of United Online’s four business units

Solutions
- Worked with Oracle Consulting to upgrade to a single global instance of Oracle E-Business Suite Release 12 to gain additional functionality to support the growing and changing business and to simplify IT management
- Leveraged new features in Oracle Financials that eliminate manual journal entries for cross-charging between companies, which was important for the online advertising network that also services the company’s various online brands
- Settled intercompany allocations on a more timely basis
- Changed the company wide accounting system drastically in just three weeks, benefitting from new subledger accounting features that provide advanced flexibility and control
- Reduced risk with greater control over accounting data
- Ensured compliance with various governance rules—including separation of duties and other Sarbanes-Oxley rules—as required by each individual business unit’s legal status
- Consolidated access accounts for all of the company’s IT systems on the E-Business Suite log-ins, resulting in significantly improved security and reduced costs
- Completed the upgrade without customizations, simplifying maintenance and facilitating release currency
Vaisala Oyj Unifies Core Business Operations with End-to-End Enterprise Resource Planning System

— Jaakko Hirvensalo, Program Director, E-Business Suite, Vaisala Oyj

Vaisala Oyj specialized in environmental and industrial measurement, providing observation and measurement products and services for meteorology, weather critical operations, and controlled environments. Vaisala has 28 offices worldwide, with primary markets in Europe, the Middle East, Africa, the Americas, and the Asia-Pacific region.

Challenges
- Deploy a new, comprehensive enterprise resource planning system to support global operations and ongoing growth
- Unify the product, project, and business service processes for the company’s observation and measurement products and related services
- Shorten lead times and improve task cost estimates
- Create more transparency through common metrics and a single reporting system used throughout the company
- Improve performance measurement to support decision-making

Solutions
- Worked with Oracle Partners, Tieto, Deloitte Consulting LLP, and Infosys to implement Oracle as a vehicle for strategy execution and end-to-end process harmonization
- Achieved global, harmonized processes for performance management and human relations data, and improved performance measurement with Oracle E-Business Suite Release 12, which provides a controlled and documented process for conducting performance reviews and setting targets
- Gained better visibility into sales with consolidated data collected from sales offices worldwide, using Oracle Marketing, Oracle Quoting, and Oracle Sales
- Cleaned and simplified financial master data, and obtained readiness for fact based decision-making and optimization based on improved real-time measurement
- Gained the ability to react faster to demand and market changes that impact project portfolio management due to more efficient reporting with Oracle business intelligence solutions
- Shortened lead times and achieved better utilization of global resources, providing service help desk staff a shared view of open cases and allowing follow-the-sun response to queries
- Improved ability to manage project costs and labor through better visibility into resource utilization, progress, and margins
Veterans Canteen Service Transforms its Retail Business with Oracle Retail Applications

“I am very energized by how our organization continues to transform into an even more Veteran-centric and customer focused company. The Oracle Retail Applications are state-of-the-art and give us more consumer data at all levels and departments within the company. This will allow VCS to respond faster to emerging trends, be good stewards of the assets we control, and most importantly, optimize inventory levels to provide better customer service to our Veterans.”

— Marilyn Iverson, Director, Veterans Canteen Service

News Facts

• Veterans Canteen Service (VCS), the resale entity for the Department of Veterans Affairs (VA) facilities, has implemented Oracle Retail applications and the Oracle E-Business Suite Release 12 to establish new merchandising, inventory and price processes designed to help increase sales and establish more control over inventory throughout its locations

• VCS has implemented the Oracle Retail Merchandising System suite of applications, including Oracle Retail Store Inventory Management, Oracle Retail Price Management, Oracle Retail Invoice Matching and Oracle Retail Sales Audit. In addition VCS implemented several Financials modules within the Oracle E-Business Suite, such as Oracle General Ledger, Oracle Accounts Payable and Oracle Fixed Assets

• VCS staff is using the integrated merchandising, store and inventory systems to identify faster turning merchandise and quickly replenish key items in their stores, freeing up employees to better serve customers

• Oracle Retail applications also have improved VCS’ quality of inventory information, giving staff access to real-time data and control over inventory management to reduce carrying costs

• The Oracle Retail applications replaced the VCS legacy system that failed to supply detailed visibility into store inventory, relied on manual data entry and was very time consuming to operate

• VCS selected the Oracle Retail applications and Oracle E-Business Suite Release 12 based on integration capabilities and product attributes. The Oracle E-Business Suite is also one of the software programs with Financial Systems Integration Office (FSIO) compliant status

• Next, VCS will integrate and improve merchandising, financial and planning operations by implementing Oracle Retail Merchandise Financial Planning and Oracle Retail Demand Forecasting applications

• VCS, the VA technical department and Logic Information Systems, a Gold level member in Oracle PartnerNetwork (OPN) collaborated to implement the Oracle Retail applications

• VCS provides America’s Veterans, enrolled in VA’s Health Care System, their families, caregivers, VA employees, volunteers and visitors reasonably priced merchandise and services essential to their comfort and well-being at 172 VA facilities across the United States and Puerto Rico
Supporting Quotes

- “The implementation of Oracle Retail applications has been a game changer for us and transformed the way we do business at our VA facilities,” said Joseph Tober, Chief Operating Officer, VCS. “We now have visibility into our inventory which frees our store staff to improve customer service. We are an organization striving to be more efficient, innovative and customer driven. The Oracle products allow us to implement industry best practices to accomplish these goals.”

- “VCS offers an important service to America’s Veterans and Oracle Retail is proud to be a part of the team working to provide better service to canteen customers,” said Mike Webster, General Manager, Oracle Retail. “VCS is building a foundation to optimize its operations at every level, from the back office to the store floor.”
wep solutions Uses Timely Data to Improve Call Turnaround Time and Monthly Close

“The Indian IT services market is competitive, and providing good service keeps us ahead of the pack. Oracle E-Business Suite Release 12 provides us with the key data we need to offer a high level of service to our customers and protect our revenue.”
— Venkataramanan P, Head of Finance and Information Systems, wep solutions

wep solutions India (wepsol) offers technology systems integration, managed printing, and security product distribution services. wepsol’s Managed Printing Solutions division installs, monitors, and maintains printers and supplies consumables to customers who pay a fee for each page they print. The company’s Infrastructure Management Services division offers IT infrastructure management and monitoring, network design, information security, and compliance consulting services; while its Select division is a value-added distributor of security, storage, virtualization, and WAN acceleration products. It employs 245 staff and has 12 offices and 16 warehouses across India.

Up until mid-2009, wepsol was using a legacy enterprise resource planning (ERP) system to manage its financials, distribution, servicing, ordering, billing, and inventory functions. The system was integrated with an in-house-developed Web application used for ordering, billing, service, and detailed reporting.

“Our business has grown significantly over the past few years and the ERP system was reaching the end of its life,” said Venkataramanan P, head of finance and information systems, wepsol. “We needed a scalable system that was well supported and would integrate more easily with our front-end application.”


Oracle E-Business Suite Release 12 provides more visibility over individual customer contracts, and reduces the company’s credit risk.

“The Indian IT services market is competitive, and providing good customer service keeps us ahead of the pack,” said Venkataramanan. “Oracle E-Business Suite Release 12 provides us with the key data we need to offer a high level of service to our customers and protect revenue.”

Financial Reporting Faster and More Efficient

The company uses Oracle Financials to manage its general ledger, accounts receivable, and accounts payable for its three business divisions. The system gathers financial data from wepsol’s head office in Bangalore, 11 branch offices across India, and one office in Singapore.

Oracle Financials enables accounting staff to close the monthly accounts for the entire group by the seventh day of the following month, and by the close of FY11, the organization expects to close by the fifth day of every month.

“We plan to provide financial staff and senior managers with key financial data earlier, so they can make faster and more informed business decisions,” said Venkataramanan.
Key Benefits:

- Closed monthly accounts for the whole group within seven days
- Positioned to reduce call closure time with access to timely data
- Reduced credit risk by preventing customers from ordering products and services if they exceed their credit limits
- Used Oracle Business Accelerators to jump start the implementation for deployment within three weeks

Call Closure Times to be Reduced

Oracle Field Service is used to assign and track calls through the company’s Bangalore call center. A customer logs a call through the toll-free number or through a sales representative, who contacts the staff member nearest the customer.

“The system also automatically allocates calls to the right technical staff and engineers,” said Venkataramanan. “Right now, we are looking at various ways to improve customer service by keeping better track of pending calls, therefore improving the turnaround time to service customers.

According to Venkataramanan, the company will do this by using the system to reduce the number of steps that are required to capture customer information so customers can be served more efficiently and won’t necessarily need to call back.

This will help protect the company’s revenue, particularly in its Managed Printing Solutions division where getting timely access to information enables technicians to solve problems faster, such as by helping to reduce printer downtime.

“We can now provide as much information to the customer as possible during each interaction,” said Venkataramanan. “We can also educate call center staff to use the system to close customer calls faster by capturing information in a more disciplined way.”

Improved Asset Tracking

The company uses Oracle Install Base to track assets (such as printers, multifunction devices, and consumables) at the point of purchase from the manufacturer through to the time when they need to be replaced.

“We can now track the life of these assets over several years and gauge which assets are giving us the expected rate of return,” said Venkataramanan. “For example, we may discover that a particular part on a printer model is failing frequently, and we can make a decision about whether to discard or keep the printer.”

Oracle Inventory Management enables wepsol to track serial numbers on every piece of equipment the company sells, including PCs and laptops, printers, multifunction devices, security software and hardware; as well as its own office equipment.

“We have many machines at customer sites,” said Venkataramanan. “Oracle Inventory, for example, enables us to identify the exact machine that may be causing a problem, and we look to address the issue much faster.”

Customer Credit Tracking Protects Revenue

Oracle Sales Orders enables wepsol to prevent customers from ordering products and services if they exceed their credit limits. This reduces the company’s credit risk, particularly in its high volume distribution business.
“Customers have to pay their invoices within a certain period or the products are shipped back to the vendor,” said Venkataramanan. “We can easily identify and chase down customers that are not paying on time to eliminate the risk of credit defaults. Previously, customers didn’t have credit limits.”

**Easier Access to Contract Information**

Oracle Service Contracts is used to capture all aspects of contracts with clients, including the contract period, responsibilities of each party, pricing plan, type of bills that the customer receives, and the number of service calls requested by the customer.

“We now have all contract information in one place, so that anyone can search and find the most up-to-date information relating to any contract, which will enable us to serve our customers more efficiently,” said Venkataramanan.

“Previously, staff had to switch between multiple systems to find the information they required.”

**Faster Implementation with Standard Methodology**

During the implementation, Chain-sys Corporation used Oracle Business Accelerators, a set of best practice methodologies that enabled the company to deploy the solution faster. Oracle Business Accelerators helped jump start the implementation for deployment within three weeks, ensuring it was completed on time.

**Why Oracle?**

The company considered many ERP systems before deciding to deploy Oracle E-Business Suite. According to Venkataramanan, Oracle and Chain-Sys Corporation did the best job of demonstrating how the solution could handle wepsol’s complex managed printing business.

“Oracle E-Business Suite was the best solution to accommodate the flexible billing plan we offer customers, where every pricing plan is made-to-order,” said Venkataramanan.

“We were really convinced by Oracle’s methodology and approach to solving our problems.”

**Implementation Process**

The company engaged Chain-Sys in April 2009 to work with its own IT team to deploy the system. By July 2009, wepsol had deployed Oracle Financials, Oracle Field Service, Oracle Sales Orders, Oracle Purchasing, Oracle Inventory Management, and Oracle Install Base. Oracle Service Contracts was deployed in May 2010.

During the deployment of each module, Chain-Sys Corporation used its own tool to update the Open data into the Oracle database.
Chain-Sys Corporation’s experienced and certified consultants worked closely with the wepsol’s IT staff at every stage of the deployment and ensured the systems were stable, especially given the complex activities involved in the printing business processes.

wep solutions India (wepsol) offers technology systems integration, managed printing, and security product distribution services. The company employs 245 and has 12 offices and 16 warehouses across India, as well as a branch office in Singapore.
Wm Morrison Supermarkets Plc Boosts Application Performance, Stability, and Visibility, and Improves Database Administrator Productivity

“Oracle Enterprise Manager enables us to increase visibility into our IT systems while reducing complexity. By improving productivity, administrators can now focus time and effort on delivering value to the business and, ultimately, to our customers.”

— Mark Westwood, DBA Manager, Wm Morrison Supermarkets Plc

Established 100 years ago, Wm Morrison Supermarkets Plc (Morrisons) is the United Kingdom’s fourth-largest food retailer with 11.5 million customers shopping at its 476 stores each week. The company sources and processes most of the fresh food it sells through its own manufacturing facilities, which gives it very close control over provenance and quality.

Following the acquisition of rival supermarket Safeway in 2004, Morrisons needed to combine and consolidate the IT infrastructure for two large supermarket chains as well as Morrisons' manufacturing solutions. Morrisons sought to unify the stores across the United Kingdom to create a consistent brand.

In 2006, Morrisons chose Oracle as its preferred software supplier for the newly expanded organization. Oracle now underpins the entire Morrisons operation, from warehousing and retail management, through to finance and human resources. Oracle provides Morrisons with the flexibility and scalability it needs to adapt and expand in a highly competitive and fast-moving environment while maintaining tight control over its distribution processes.

Morrisons chose Oracle Enterprise Manager to streamline and improve management of its IT systems. Working with the Oracle Strategic Customer Program Plus team to optimize its use of Oracle Enterprise Manager, Morrisons has improved application performance, service quality, and visibility across its data center. Oracle Enterprise Manager helps Morrisons to manage and keep its business applications running smoothly, ensuring that the right products are in-store at the right prices to meet customer demand.

Challenges

- Improve management of a growing and complex IT environment to ensure smooth manufacturing, distribution, and sale of fresh foods and groceries delivered via an expanding network of 476 stores across the United Kingdom
- Maintain compliance with Oracle's recommended patch set update (PSU) and critical patch update (CPU) release cycles to ensure availability and stability of business-critical systems, such as manufacturing, retail, finance, and human resources applications
- Achieve standardized and consistent ways of issuing alerts across Oracle Databases, Oracle SOA Suite, Oracle Service Bus, Oracle Weblogic Server, and other Oracle applications to detect any potential issues before they adversely impact IT service levels
- Improve remote monitoring of business-critical retail applications by the head office database administrator (DBA) team to maintain database performance and service quality at each remote site
• Participated in the Oracle Strategic Customer Program Plus to optimize use of Oracle Enterprise Manager and improve business performance—from manufacturing through sale of food and grocery products

• Improved remote visibility into entire IT environment, alerting a team of 30 DBAs based at the head office to any in-store issues and enabling them to address those problems before they adversely impact application service levels and, potentially, the customer grocery-buying experience

• Enabled fast and effective response to changes in grocery-buying patterns on a national and regional basis, with the improved visibility and control afforded by Oracle Enterprise Manager

• Used Oracle Enterprise Manager to save 1,800 working hours each year and effectively gaining one additional team member

• Improved management of a voice-activated warehouse picking system, which is orchestrated through Oracle Database to ensure that picking queues are not overloaded

• Achieved consistent management of Oracle Database 11g, Enterprise Edition, Oracle SOA Suite, Oracle Service Bus, Oracle WebLogic Server, and other Oracle applications across all operational teams with Oracle Enterprise Manager’s centralized management console, improving visibility and DBA productivity

• Saved hundreds of hours previously spent on manual patching by automating the PSU and CPU update process using Oracle Configuration Management Pack and Oracle Provisioning and Patch Automation Pack, ensuring compliance and greater security across all systems

• Deployed user defined metrics within Oracle Enterprise Manager to monitor and manage standard components within the Oracle Retail application stack, which helps Morrisons to manage pricing and promotions-freeing up the IT team to focus on core business requirements

• Compared configurations across 476 remote sites feeding a central Oracle Retail repository to enforce consistency and compliance with every component, improving core retail system availability

• Decreased deployment time for new environments, such as a new warehouse management system, reducing average build and deployment time for all systems by 85%, from three weeks to just three days

• Created a standardized, consistent approach for monitoring and issuing system alerts across the entire Oracle ecosystem—from development to production environments

Solutions

• Improve configuration management to ensure consistency and compliance with corporate standards
Why Oracle

“At Morrisons we like to have a long-term relationship with our vendors. We have already been working with Oracle for more than six years. With Oracle Strategic Customer Program Plus, we can move very quickly on our IT projects and always get a swift response, with hands-on expertise and advice from the team at Oracle. This has a very positive impact on the speed of new implementations,” said Mark Westwood, DBA manager, Wm Morrison Supermarkets Plc.

“With Oracle E-Business Suite Release 12 and Oracle Business Accelerators, we realized rapid improvement to our financial processes including the ability to quickly roll up multiple profit and loss statements to accelerate our monthly close process. With Oracle Business Accelerators, we implemented Oracle E-Business Suite in just six months, a process that would have taken three times as long using a traditional implementation methodology.”

— Charles Deskins, President, Zanett Commercial Solutions, Inc.

Zanett is a business and technology consulting firm that serves North America and Europe. Zanett provides full lifecycle implementation and integration for Oracle applications and managed services including application hosting as well as remote and onsite database administrator support. Zanett provides deep industry experience in healthcare, manufacturing, state and local government, life sciences, and retail.

Challenges

- Enable rapid rollup of a number of monthly profit and loss statements
- Capture time and expenses and process revenue and billing quickly, to provide accurate invoices with supporting details for consulting and hosting services rendered
- Provide practice leaders with real-time reporting of key performance indicators so they can more quickly react to issues and improve client satisfaction

Solutions

- Improved accuracy of data and invoices, which shortened sales outstanding by 10 days and improved revenue and cash flow
- Established Oracle E-Business Suite Release 12 as the foundation for configuration and business processes in four months—a process that would have taken two to three times as long without Oracle Business Accelerators
- Reduced supplier payment turnaround and improved overall supplier satisfaction
- Deployed specific reports to practice leaders, helping them to better manage projects and practices, reducing the number of non billable hours charged to projects
- Provided more accurate profit and loss details to better manage and consolidate financial reporting, reducing the time required to close the monthly books from 15 days to 5 days
- Automated expense approvals, enabling employee reimbursements a week earlier than previously
- Automated invoicing, reducing sales outstanding by three-to-five days, gaining greater visibility for improved forecasting
- Strengthened vendor relationships by ensuring, through automation, on-time and accurate payments
ZyXEL Corporation Improves Manufacturing Efficiency and Cuts Time-to-Market with Oracle E-Business Suite R12

“Oracle E-Business Suite R12 eliminated the problems associated with using disparate systems. We have improved production scheduling, which has enabled us to deliver products faster to the market. Oracle’s flexibility and scalability also supported the reorganization and growth of our business.”
— You Zhengqin, Senior Manager, Information Section, Department of Finance, ZyXEL Corporation

Established in 1989, ZyXEL Corporation provides broadband access solutions to service providers, businesses, and home users. The company offers DSL customer premise equipment, internet security appliances, switches, WLAN equipment, network-attached storage, and centralized network management systems. It has 33 sales offices and two R&D centers worldwide, as well as distributors in 70 countries reaching over 150 regional markets.

Challenges
- Install a flexible enterprise resource planning system that supports changes in business patterns, multilateral trade, and cross-company activities
- Improve supply chain management for communications equipment manufacturing, particularly order management, material planning, and supplier coordination, to assist in analysis and decision-making around global strategies
- Eliminate the need for IT staff to check the accuracy of data flowing between heterogeneous systems and to write programs linking different systems
- Ensure that the IT team has the knowledge to maintain and optimize new applications

Solutions
- Implemented core modules from Oracle E-Business Suite Release 12, as well as Oracle Advanced Supply Chain Planning and Oracle iSupplier Portal, to form a new integrated business management platform
- Eliminated the cost and burden of maintaining custom-designed systems accumulated over the past 10 years
- Enhanced efficiency by redesigning 175 workflows and redefining customer and service provider roles and the division of rights and responsibilities of different subsidiaries
- Minimized inaccuracies by ensuring a smooth flow of information from the order-taking to the inventory and manufacturing divisions
- Provided production planning staff with easy access to order and inventory information, helping them develop efficient manufacturing schedules that cut time-to-market
- Ensured optimum performance by providing system maintenance training to 45 core-application team members
NOTES