ORACLE®

e-**business**suite

**Oracle Corporation
Customer Profiles**
November 2002

Table of Contents

Customer Profile Index by Implementation

Upgrades

American Power Conversion (APC)
Cap Gemini Ernst &Young UK (CGE&Y)
Kvaerner Pulping Inc.
Millipore Corporation
Sandia National Laboratories
SICO Paints
ViewSonic
Westpac Banking Corporation

Global

American Power Conversion (APC)
Beijing Founder Electronics
Hyosung
Millipore Corporation
Mykrolis
Royal Air Force Traning Group
Timex Corporation
ViewSonic

Rapid / Simple

C-COR.net Corporation
eSilicon Corporation
General Dynamics UK Ltd.
John I. Hass, Inc.
MARSO Ltd.
Qlogic
Riverstone Networks
Timex Corporation
United Asset Coverage, Inc. (UAC)
ViewSonic

Outsourcing

Achilles Group Limited
Commercial Net Lease Realty, Inc. (CNLR)
John I. Hass, Inc.
Kvaerner Pulping Inc.
Paradigm Wireless Systems
Three Rivers Pharmaceuticals, Inc.
WaveSmith Networks, Inc.

Customer Profile Index by Industry

Aerospace and Defense

Sandia National Laboratories

Automotive

MARSO Ltd.

Chemicals

The Dow Chemical Company

Communications

WESTEL Mobile Telecommunications Co.

Consumer Packaged Goods

John I. Hass, Inc.

Consumer Products

Timex Corporation

Education

Oregon Health & Science University
  (OHSU)
University of San Diego

Energy

Rotterdam-Rijn Pijpleiding (RRP)

Financial Services

Banking:
The British American Group
Commercial Net Lease Realty, Inc. (CNLR)
UBS Switzerland
Westpac Banking Corporation

Insurance:
AEGON Spain
Beneficial Life Insurance

Government

Jet Propulsion Laboratory
Liverpool City Council
Sandia National Laboratories

Healthcare

IPC-The Hospitalist Company
Waitemata District Health Board
William Beaumont Hospitals

High Technology

*Computer Peripherals, Consumer
  Electronics:*
Sony Corporation
ViewSonic

Complex Equipment:
American Power Conversion (APC)
McDATA Corporation
Mykrolis

Electronic Components, Semiconductors:
Ametek
Intersil Corporation
Inventec Multimedia & Telecom
Silterra

Industrial Manufacturing

Hitachi
Knowles Electronics Holdings, Inc
Kvaerner Pulping Inc.
Pohang Iron & Steel Co. (POSCO)

Life Sciences

Jackson Laboratory
Pharmaceutical Resource Corporation

Professional Services

Cap Gemini Ernst &Young UK (CGE&Y)
Gevity HR
Kelly Staff Leasing

Retail

Hudson's Bay Company

Travel and Transportation

Color Line ASA

Utilities

TransGrid
Waterbedrijf Gelderland

Customer Profile Index by Product

Full E-Business Suite

Empirix
McDATA Corporation
Pella Corporation
Sandia National Laboratories

Advanced Planning

Intersil Corporation
Mykrolis

Call Center/Telephony

Eaga Partnership

Configurator

Pella Corporation

Contracts

Danka Office Imaging

Discrete Manufacturing

American Power Conversion (APC)
eSilicon Corporation
Inventec Multimedia & Telecom
Sony Corporation

eCommerce

Carulla
DRIVEScom
Inter-Tel
Papa John's International, Inc.

Financials

Cap Gemini Ernst &Young UK (CGE&Y)
Hudson's Bay Company
Maple Optical Systems, Inc.
Westpac Banking Corporation

Human Resources

Lloyds TSB Plc (LTSB)
William Beaumont Hospitals

Marketing

Color Line ASA

Order Fulfillment

Millipore Corporation

Process Manufacturing

SICO Paints

Procurement

Ametek
Cathay Pacific Airways
Xerox Corporation

Product Development

The Dow Chemical Company

Projects

TransGrid

Sales

Carulla
Data Advantage
Gevity HR

Service

Gevity HR
Prosegur
Riverstone Networks

Sourcing

Achilles Group Limited

WMS/MSCA

Clinical Trial Services (CTS)

Achilles
Serving the procurement professional

Achilles Delivers 17% Savings to Customers Using Oracle Sourcing

"Oracle Sourcing is an excellent tool that supports the complete auction process and enables us to offer simple and effective auctions to a multitude of clients." -- Colin Maund, Chief Executive Officer, Achilles Group Limited

Key Benefits

- Full ROI within four months
- 17% average cost savings for customers
- 20% reduction in procurement time
- £5.7 million of goods and services transacted in nine months
- Quick-start implementation with no software installation
- Hosted software with fixed support and maintenance costs

Oracle Products & Services

- Sourcing
- Oracle Applications Outsourcing

Corporate Profile

Achilles Group Limited
United Kingdom

www.achilles.co.uk

Achilles Group Limited is one of the UK's fastest-growing companies. The company's focus is on internet-based procurement solutions that combine database management and procurement expertise with market sector knowledge. Achilles provides market leading software and critical supplier information to purchasers and has a strong presence in training, consultancy, and tailored procurement conferences and events.

Industry
High Technology

Employees
Fewer than 500 employees

Revenue

Achilles Achieves Full ROI in Four Months with Oracle Sourcing

The Achilles Group Limited is a global leader in providing supplier relationship management, specialist procurement, and business solutions to companies throughout Europe. It provides tailored internet services to its core sectors of business and its extensive customer base. Since September 2001, Achilles has managed a total of 10 auctions for its customers and transacted goods and services worth over £5.7 million using Oracle Sourcing, delivered as an outsourced service.

Online auctions enable buyers to establish the price and other key criteria for goods and services they require in a fast, transparent, and highly competitive way. The benefits to bidders include being able to see competitor prices and respond with a more attractive offer. To complement its expertise in the procurement process, Achilles wanted a technology partner that could provide auction software as a hosted service and allow it to bring its new product to market quickly and cost-effectively.

High-Level Project Goals

- Provide real-time, online auctions for utility, rail, and public sector companies
- Achieve rapid ROI on auction software
- Generate substantial cost reductions on goods and services for customers
- Speed up the sourcing cycle
- Outsource management of auction software to reduce risk and operating costs

Why Oracle?

Achilles evaluated Freemarket's auction software, but Oracle Sourcing provided a more cost-effective solution that also included training and support. "Oracle's package included training our staff in the software functionality," said Gareth Jones, auctions manager for Achilles. "The support team actively participated in our first live customer auctions and their ongoing assistance has been invaluable. Our partnership with Oracle enables us to provide a service which most closely meets the needs of our customers while complying with European Community (EC) procurement rules."

Achilles' Auctions Shorten Sourcing Cycle by 20%

Oracle Sourcing, delivered by Oracle Outsourcing, enabled Achilles to begin offering auctions within just a few weeks. After less than four months, Achilles had completed enough auctions to recover its investment. A Web-based analysis and collaboration solution, Oracle Sourcing supports the full procurement process from assessing a buyer's need to gathering information, negotiating both price and non-price elements of an offer, and awarding the final contract. Oracle Sourcing's efficient, workflow-based process automation has reduced the typical procurement cycle for Achilles' customers by approximately 20%.

Using its extensive knowledge of the utilities industry and Oracle Sourcing,

2 Million to 100 Million

Achilles created a complete auction package that can be tailored to each company's requirements. Achilles advises customers on how to include auctions in the tender process and comply with EC legislation. Achilles' pre-qualification database gives buyers instant access to more than 16,000 records of prospective suppliers to facilitate the selection process.

Suppliers receive full training on how to manage the process and can participate in dummy auctions prior to the actual event. The auction is held at Achilles' fully equipped Event Center where a professional team manages each event to track and monitor progress.

Outsourcing Reduces Risk

"Having our auction software delivered by Oracle Outsourcing has enabled us to achieve market penetration for our product very quickly," said Jones. "It also gives us a fixed cost for management and support, which removes a lot of risk and unpredictability and lets us focus on our core competencies. Oracle's commitment to continually upgrading its products means we will always be using the latest software versions with the most advanced auction functionality."

Customers Save 17% on Average

Achilles has won market-leading clients including Transco, Severn Trent Water, and Seeboard Power Networks. These and other companies have achieved savings averaging 17% on transactions ranging in value from £50,000 to £1.5 million.

"Auctions are rapidly becoming a best-practice tool in any professional procurement environment," said Colin Maund, chief executive officer for Achilles. "Oracle Sourcing enables us to combine Oracle technology with our own procurement expertise to create a best-in-class solution that brings substantial cost and time savings to our customers."

Future Plans

Achilles is planning to purchase additional actual transaction volume (ATV) from Oracle to support the growing demand for its online auctions

ORACLE®

AEGON Spain Personalizes Customer Communications with Oracle CRM 11i and Oracle9*i* Portal

"Oracle Customer Relationship Management (CRM) is fundamental to our strategy to increase revenue by turning knowledge about our customers into new business opportunities." -- Enrique Mendizabal, E-Business Director, AEGON Seguros Espana

Key Benefits

- Customer churn to be reduced by 10%
- Greater customer knowledge through built-in analysis tools
- Improved customer service levels
- Reduced administration costs
- More effective targeting of marketing spend
- Competitive advantage through Web-enabled CRM

Oracle Products & Services

- Marketing Online
- Marketing Intelligence
- Scripting
- Oracle9iAS - Enterprise Edition
- Marketing
- Oracle Database
- Oracle9iAS Portal
- TeleService
- E-Business Suite - CRM

Corporate Profile

AEGON Spain
Spain

www.aegon.es

With headquarters in Holland, AEGON has major operation in the US, UK, Hungary, and Spain. Nearly 90% of its existing business is in life insurance, pensions, and related savings and investment products. The company is also active in accident, health, and general insurance and banking activities.

Industry

Financial Services

Oracle Provides the Most Cost-Effective, Integrated, Out-of-the Box CRM Solution on the Market

AEGON Spain, one of the world's largest insurance groups, has chosen Oracle CRM 11i and Oracle9*i* Portal to build stronger customer relationships and expand its channels to market in Spain. Prior to the implementation of Oracle CRM in January 2002, the only contact with customers was through independent sales agents who sell AEGON's spanish services to the public. The company had no customer database and no information about its clients, other than details of the policies they held.

"We knew that increasing our knowledge of customers by building relationships with them would enable us to sell more policies and grow their value to us," said Enrique Mendizabal, e-business director at AEGON. "We also wanted to use the internet to expand channels to market, improve customer service, and reduce administration costs." Making the Web an integral part of AEGON's spanish marketing strategy would give the company a head start over competitors.

High-Level Project Goals

- Identify profitable customers and market sectors
- Set up interactive channel for customer communications
- Sell wider portfolio of products to existing clients
- Market new services using Web-enabled channels
- Create electronic repository for customer data

Why Oracle?

AEGON Spain evaluated several CRM solutions, including Siebel and Vantiv, but selected Oracle11i CRM because of its functionality and ease of integration with back-office applications. "Oracle CRM's modular--rather than 'big-bang' approach--meets our needs better than competitor products," said Mendizabal. "We were able to implement the core applications and add to them as required. Oracle also offered the most cost-effective solution and the most comprehensive technical support package."

AEGON Spain Gains a 360 Degree View of Its Customers

Today, Oracle's integrated CRM applications are used by call center staff to assist customers with queries about their policies and process claims. Details of customer interactions by telephone, letter, and email are entered into the customer database and are accessible to all call center agents, giving AEGON Spain a 360-degree view of its customers and the policies they hold with the company.

AEGON Spain Plans to Reduce Customer Churn by Approximately 10% Using Oracle CRM and Oracle 9*i*AS

Using Oracle9*i*AS Portal, AEGON Spain has created Mi Cartera, a self-service application that allows customers to access their portfolios online and change personal details, report incidents, and lodge claims. AEGON Spain uses Mi Cartera to remind clients when policy renewals are due and to advise them about

Employees
More than 10,000 employees

Revenue
501 Million to 1 Billion

new services that are relevant to their lifestyle. "Mi Cartera is very popular with clients because it gives them 24-hour access to their policy details and ensures they receive a personalized service from us," said Mendizabal. "Oracle's self-service content publishing tools allow us to create and post information very easily on the portal, and our customers can pull their information at their convenience. Oracle Portal provides a very cost-effective framework for implementing our CRM strategy."

Identifying cross-selling opportunities has helped the company to grow revenue per client and improve customer satisfaction. Call center productivity has also improved as staff now take less time to complete routine tasks.

AEGON Spain is using the business intelligence and data mining capabilities of Oracle9*i* and the Oracle CRM 11i applications to analyze customer data and develop outbound marketing campaigns. Telesales tasks are simplified and automated across all channels, whether its selling over the telephone, via the Web, or through mobile devices. Proactively selling new policies to customers will continue to help AEGON Spain grow its business and expand its direct sales channel.

Future Plans

AEGON Spain plans to roll out additional Oracle11i CRM modules and will exploit the usability, efficiency, and configurability of Oracle9*i*AS Portal to communicate with customers via Mi Cartera.

American Power Conversion Enables Real-Time Access for All Employees to Accurate, Reliable Data through a Single Global Instance

"By using the Oracle E-Business Suite and having an integrated set of application modules in a single instance, we enjoy the ability to pass information seamlessly from the time a customer books an order to the time the customer is paying the invoice. You get a global perspective in one place, in real time." --Lisa Sipe, CIO, American Power Conversion

Key Benefits

- Reduces inventory levels of raw materials and finished goods by 56%
- Facilitates pull-based manufacturing
- Removes guesswork from manufacturing planning
- Improves decision making by providing a global view of the business
- Supports aggressive worldwide growth

Oracle Products & Services

- Financials
- Discrete Manufacturing
- Order Management
- Advanced Supply Chain Planning
- iProcurement
- Human Resources
- Self-Service Human Resources
- Consulting Services
- Oracle Database

Corporate Profile

American Power Conversion Corporation
W. Kingston, RI
www.apcc.com

American Power Conversion is a leading provider of AC- and DC-based power products and services. With corporate offices in West Kingston, Rhode Island, APC has approximately 7,350 full-time employees and annual revenues of $1.4 billion.

Industry
High Technology

Employees

The Need for Real-Time Information

Founded in 1981, American Power Conversion Corp. (APC) is number one worldwide in market share for IT equipment power protection. Based in West Kingston, Rhode Island, APC is a provider of global, end-to-end AC and DC-based power protection products and services. With a worldwide installed base of more than ten million satisfied users, APC is known for Legendary Reliability and sets the standard for quality, innovation, and support for power protection solutions - from desktop, to data center, to entire facilities. The company has sales offices throughout the world and manufacturing facilities on three continents. Its 7,350 full-time employees generated 2001 annual revenues of $1.4 billion and shipped products to 120 countries.

As an acquisition oriented company, APC needed an ERP system that would support its fast paced and ever-expanding requirements. "We wanted to implement an ERP system that could help us reduce the amount of inventory we were carrying and respond to demand in a just-in-time fashion," recalls Lisa Sipe, CIO at APC. "We also required a multi-org system to simplify accounting and financial planning as we grew the global organization."

High-Level Project Goals

- Provide real-time access to all supply chain information through a web-based, scalable open architecture
- Support one ledger for all financial information
- Extend single system for HR to all global regions
- Support growth initiatives on common system, including two manufacturing facilities
- Enable web-based self-service transactions for customers, employees, and suppliers

Why Oracle?

APC upgraded a global instance from Release 10.7 to Release 11*i* in January 2001. APC chose to upgrade to Release 11*i* of the Oracle Applications suite because it met the business vision to "...provide near-real time access to all APC supply chain information for all APC entities through a web-based, scalable open architecture. Oracle has supported our growth extremely well," Sipe says, reflecting on a successful history with the software since 1996. "Since the original Oracle implementation, we have tripled our operating units and quadrupled our inventory organizations. Yet, it has been simple to add plants and order-taking entities."

Single Global Instance Provides Visibility and Real-time Information

Today, APC supports 3,200 users in 120 countries with a global single instance of the Oracle software. This single global database has replaced 13 separate instances for APC. A centralized team of 30 IT professionals manages data processing activities at 16 factories and 25 distribution centers located in Asia, North America and Europe. "When I compared our installation with a Meta Group benchmark survey in which IT directors described ongoing support and maintenance requirements for ERP systems, I discovered that we are supporting

5,000 to 9,999

Revenue
More than 1 Billion

twice as many users per IT equivalent as the benchmark," Sipe says. This is partly due to the economies of scale that come from running a single instance of the software. "Running discrete versions in each location would require adding operations team members," she adds. "Database administrators are expensive. So the single instance allows us to make the most of some of our most expensive resources."

One global view of all operations within APC enables the company to give customers accurate order status and decrease inventory. States Sipe, "By using the Oracle E-Business Suite, and having an integrated set of application modules in a single instance, we enjoy the ability to pass information seamlessly from the time a customer books an order to the time the customer is paying the invoice. You get a global perspective in one place in real time."

Superior Supply Chain Management Increases Efficiency and Velocity

APC is making extensive use of Oracle's distribution planning capability for its vast network of manufacturing, distribution, and supplier sites. APC is using Oracle for both internal replenishment and customer orders providing it with a complete supply view, from the customer through finished goods in warehouses and distribution centers, to inventory in the manufacturing plants, to inbound shipments from their suppliers. "For the first time, we could set up a clear sourcing network, set minimum and maximum levels, and drive internal replenishment based on demand. This took a lot of the guesswork out of manufacturing planning and greatly reduced our inventory levels," says Sipe. APC can now split EDI supply signals among key suppliers for greater flexibility in inventory planning. For the first time, APC has a global DRP with a 12 month planning horizon, giving them and their suppliers more extended visibility than they've ever had before. "Before we implemented Oracle, we found it very difficult to obtain this type of global perspective of the business."

Through the use of Oracle's Procurement solution, APC has consolidated 13 Lotus Notes databases into one common system and is using EDI to procure over 50% of all raw materials. APC is leveraging web capabilities to connect with suppliers and no manual intervention is required from the time a material request is generated at a distribution center to the supplier delivery. This new system has enabled APC to reorganize all procurement organizations and transition to worldwide commodity buying for both direct and indirect products. Now a single buyer for a material procures products for the global organization, comprising over 57 independent inventory organizations.

Processing over 400,000 lines per year, APC runs all internal replenishment orders and customer orders through Order Management and Shipping Execution. Customer orders can be sourced from EDI transactions, the APC web store, or manually entered, while the internal replenishment orders are automatically planned and released by DRP. Oracle Order Management's ability to seamlessly handle all of these inputs as well as its support for the complex mix of pick-to order, assemble-to-order, and standard item shipments made by APC make it a key component in APC's overall supply chain solution.

Reduce Inventory with Mixed-Mode Manufacturing

During the mid-1990's, APC was predominantly a make-to-stock manufacturer leveraging the repetitive scheduling capabilities of Oracle Manufacturing. That all changed with the acquisition of Silcon in 1998. Silcon had a large, complex and customer-configurable product line, which required APC to implement new assemble-to-order manufacturing techniques in their production facilities. They found the Configure-to-Order capabilities of Release 11*i* to be the perfect fit for these new product lines.

The flexibility of Oracle Manufacturing allows APC to manage both configurable items and repetitive schedules in the same system to improve asset and resource utilization for all of its 16 manufacturing sites. "Our move to pull-based manufacturing was made possible by Oracle Applications," says Sipe. According to Sipe, measurable cost savings have accompanied the Oracle implementation. "We made serious improvements in our inventory levels of raw materials as well as finished goods by exploiting the ERP capabilities," she continues. "For

example, with the help of Oracle Applications, we reduced raw material inventory on hand by 56%."

Consolidated Financials and Global HR Increases Visibility

Oracle Release 11*i* has simplified Financial consolidation and reporting for the company. APC now operates with one Set of Books with 20 Legal Entities and 26 Operating Units for all financial information. Oracle Financial Applications enabled APC to eliminate duplicate reporting systems in Europe while maintaining the capability of reporting ledgers for local currency requirements. Additionally, the migration to Release 11*i* has allowed APC to take advantage of iExpenses to move all expense reporting in the company to self-service. With new HR functionality, APC now has the "first ever global organization hierarchy and headcount report by cost center" says Sipe. In the past, one global view was nearly impossible, as data resided in multiple systems.

Leveraging the Oracle Investment

In July 2000, APC began to upgrade its Oracle software to Oracle 11*i*, going live with the Oracle E-Business Suite in January 2001. In order to leverage the wealth of functionality provided by the new software suite, APC decided to implement the new software in a 'plain vanilla' fashion, avoiding customization as much as possible. Sipe says adopting the standard software simplifies the implementation and makes future software upgrades easier. "We may move a few fields around and add minor functions, but we don't actually customize the transactions," she explains.

Future Plans

A key APC business objective is to improve self-service access for employees, customers, and suppliers. Adding to existing web-based functionality, APC is currently looking at iProcurement, iStore and iReceivables to increase this self-service capability. Providing a "stable technology stack that supports add-on modules," says Sipe, is another objective of APC's 11*i* upgrade. Additional module implementations of the Oracle E-Business suite are also underway, leveraging the common data model of Oracle Applications. These products include Advanced Supply Chain Planning, Demand Planning, Advanced Pricing, Configurator, and Mobile Supply Chain Applications.

AMETEK Reduced Costs by 14% -- a Savings of Nearly $600,000
"We conservatively expect our Oracle Internet Procurement initiative to reduce our maintenance, repair, and operating spend by ten percent resulting in millions of dollars in savings and a substantial positive impact on earnings." --Bill Lawson, CIO, AMETEK, Inc.

Key Benefits

- Reduced machine-tooling costs by 14% - nearly a $600,000 savings
- Enables the company to pursue an aggressive path to rapid growth
- Allows buyers to leverage the company's purchasing power with suppliers more effectively
- Reduces administrative costs significantly

Oracle Products & Services

- Financials
- Discrete Manufacturing
- iProcurement
- Work in Process
- Bills of Material
- Engineering
- Tutor for Applications
- Inventory
- Oracle Database
- Reports Developer
- Discoverer Desktop Edition

Corporate Profile

Ametek
Paoli, PA

www.ametek.com

AMETEK Inc. is a leading global manufacturer of electronic instruments and electric motors. The company's Electronic Instruments Group manufactures advanced monitoring, testing, calibrating, and display instruments for the aerospace, process and heavy-vehicle industries. AMETEK's Electro-mechanical Group is the world's largest manufacturer of electric air-moving and drive motors for the floor-care, outdoor power equipment, and household appliance markets.

Streamlining the Procurement Process

AMETEK Inc. manufactures electronic instruments and electric motors for many of the world's largest companies. Indeed, if you own a common household appliance such as a vacuum cleaner or an electric saw or a hot tub, you probably own an AMETEK motor. The company's 8,000 employees produce more than 50 million motors each year and purchase more than $500 million worth of direct and indirect supplies from 20,000 suppliers worldwide. The company also manufactures a wide range of electronic instruments, including aircraft cockpit displays, process analyzers, and sensors.

AMETEK recognized that its approach to procurement was cumbersome and inefficient. "We're a highly decentralized company," says Bob Mandos, corporate controller at AMETEK. "Within North America alone, we have fifteen different operating businesses, each with its own staff and systems. We had virtually no leverage on our consolidated North American spend. We saw a tremendous opportunity to identify common suppliers and discuss how much we were buying from them and how we could partner on deals that would benefit both of us. Besides a reduction in price that we could spread across our North American operations, we also wanted to standardize and reduce our procurement costs."

"Our own customers are no different than we are in terms of asking for continuous price reductions," says Bill Lawson, CIO at AMETEK. "In order to remain competitive and profitable, we must cut costs as quickly as they ask for price reductions. We need to be very agile with customers while leveraging our size with suppliers."

High-Level Project Goals

- Allow purchasing managers to increase their strategic value to the company
- Standardize and streamline the procurement process with 20,000 suppliers around the globe.

Why Oracle?

AMETEK began implementing Oracle 11*i* Procurement in North America and integrating the system with its existing Oracle ERP and business intelligence applications. Over the next 18 months, AMETEK plans to roll out the new system around the world. "We are extremely pleased with being able to implement so much so quickly," says Lawson.

Employees across North America now use Oracle 11*i* Procurement to purchase indirect business supplies and services such as maintenance supplies and office equipment. AMETEK expects about $80 million worth of spend to flow through Oracle 11*i* annually. The company plans to eventually expand the system so that employees can purchase direct inventory as well. "We see tremendous opportunity on the direct inventory spend," says Lawson. "We plan to purchase items such as electronic components online. The entire opportunity is our $500 million annual spend."

Leveraging Technology and Business Acumen

Benefits from its new procurement system are rippling across AMETEK every day. "We have professional buyers who also do a lot of clerical work," says Lawson. "So we expect to generate a savings by reducing the size of our

Industry
Industrials

Employees
5,000 to 9,999

Revenue
More than 1 Billion

procurement organization and allowing our purchasing managers to increase their strategic value to the company."

"Our new system also allows us to offer more shared services and self-services to employees and streamline our expense reporting," says Mandos. "We're going out over the Web to suppliers and forming partnerships with companies such as TPN and ICG to manage supply catalog content for us. This system makes us much more competitive."

Suppliers are already embracing the new approach. "When we went out to negotiate a machine-tooling contract, our largest suppliers were selling us less than $500,000 worth of goods each," says Sue Eckel, corporate procurement manager at AMETEK. "With Oracle, we consolidated our spending and reduced machine-tooling costs across the company by 14 percent - which is a savings of nearly $600,000."

Oracle 11*i* Procurement is expected to deliver strategic benefits as well. "We have a very aggressive acquisition strategy so these opportunities give us leverage when acquiring new companies," says Lawson. "The other beauty of this project is that it has allowed us to reduce costs through our financial reengineering initiatives. We conservatively expect our Oracle Internet Procurement initiative to reduce our maintenance, repair and operating spend by ten percent, resulting in millions of dollars in savings and a substantial positive impact on earnings."

Beijing Founder Electronics Realizes Huge Cost Savings With a Single, Centralized System From Oracle E-Business Suite

"Oracle could provide us with the best support for database products, has been very successful with numerous international companies, and has already had great success using its own system to reduce its own overheads. [Oracle] has boldly predicted the future for how commerce will be conducted by developing a whole suite of integrated Internet-based applications. Our choice was made.
-- He Tian-Liang, CIO of Beijing Founder Electronics

Key Benefits

- Better information-flow has improved decision-making and made the company more responsive across the board
- Huge cost savings in managing a single, centralized system instead of disparate islands across five branches
- More efficient use of working capital
- Results and sales reporting from branches reduced by 75%, to 3 or 4 days

Oracle Products & Services

- Oracle Discrete Manufacturing
- Oracle Financials
- Oracle Human Resources
- Oracle Order Management
- Oracle Purchasing

Corporate Profile

Beijing Founder Electronics
China
http://www.founder.com.cn

Beijing Founder Electronics is China's world leading developer of Chinese-language electronic publishing and digital media solutions.

Industry
High Technology

Geography
Asia

Employees
3,200

Catalyst for Change

Beijing Founder Electronics (BFE) is the principle vehicle for the Mainland China business of Founder (Hong Kong) Co., Ltd - a Hong Kong-listed company since 1995 and part of Peking University's Founder Group. Evolved from the high-profile research activities by Peking University in the 1970s, which were sponsored at the highest level by Deng Xiao-Ping and Jiang Ze-Min, BFE is the pioneer of Chinese-language electronic publishing both at home and abroad. Its core business comprises an electronic publishing system commanding 80% of the world's Chinese publication market, and digital media technologies including broadcast and TV, as well as systems integration consultancy.

Throughout China, the company has more than 30 branches, a network of more than 1,000 distributors, and one of the Mainland's largest and most-respected R&D centers. As part of the Founder Group network with subsidiaries in Hong Kong, Japan, Malaysia, Singapore and Canada, and channel partners in Macau, South Korea and Chinese Taipei, BFE's mission is to continue innovating and driving the global development of digital products and services for the Chinese-language media and publishing sectors.

At the end of the '90s, Beijing Founder Electronics found itself at a major crossroads, realizing it needed a comprehensive ERP system to unite its enterprise-wide communications, and integrate its previously disparate financial reporting and logistics systems. As with many Mainland ventures, it needed to finalize its asset-base following various restructures, totally revamp day-to-day operational procedures for greater efficiency and cost-savings, and tie-in the reporting of branches.

But, above all, management realized, with the Internet now vital to both its own prospects and those of its customers, the company needed a flexible, powerful Web-based information system for leveraging its competitive advantage in one of China's youngest, yet increasingly important, industries.

BFE turned to Oracle to unravel the past, streamline the present and provide focus for the future. through Years 1999 and 2000, BFE instigated a major transformation bringing Oracle E-Business Suite online, in March< 2000, at its Beijing headquarters. The system is now being rolled-out to branch offices in Guangzhou, Hangzhou, Nanjing, Shanghai and Shenyang.

High-Level Project Goals

- Integrate email communications and databases
- Speed departmental and branch financial reporting
- Take better control of inventory that was too high
- Implement a solution with a secure migration path for putting everything online

Why Oracle?

"We had a clear idea of what was required from ERP system so we evaluated Oracle and SAP over a two-month feasibility study, and eventually decided on Oracle," said CFO of Beijing Founder Electronics, Zhang Shu-Ren. "Our objectives were to integrate email communications and databases; speed

departmental and branch financial reporting; take better control of inventory that was too high; and give ourselves a secure migration path for putting everything on the Net as our business becomes more international."

"Oracle could provide us with the best support database products, has been very successful with numerous international companies, and has already had great success using its own system to reduce its own overheads. [Oracle] has boldly predicted the future for how commerce will be conducted by developing a whole suite of integrated Internet-based applications. Our choice was made," said He Tian-Liang, CIO of Beijing Founder Electronics.

Immediate Benefits with Oracle E-Business Suite
Immediate benefits were realized by management simply having better access to the various parts of enterprise, and enabling them to communicate more effectively with each other. Specifically, the merger two separate accounting systems - one financial and other for stocks and WIP - has reduced the time branches report their results from 13 days, to three four. Apart from significant staff time, efficiency cost savings, excessive inventory levels of BFE's software for sales have been eliminated, excessive headcount reduced and working capital released for better use.

Importantly, greater efficiency through Oracle E-Business Suite has re-invented BFE anew; as a leaner, more productive company able to react to, and even anticipate, rapidly-changing market conditions. Sales and marketing managers, in particular, have been freed from administrative burden to concentrate on generating revenues, improving customer service and elevating the support provided to its channel partners.

Future Plans
With the financial, marketing and support functions revamped, managers can now fully-embrace Phase 2 of the project; namely the implementation of a state-of-the-art, interactive Customer Relationship Management - or CRM - solution and the HRMS. The result will be a wholly-integrated organization with total supply chain management capabilities and one of the most responsive sales and marketing arms in the Mainland technology market. As domestic and overseas companies look to China following its entry to the WTO, and the run-up to the 2008 Beijing Olympics, BFE will be better-equipped to use all its resources to maximize new business opportunities.

"With the concerted effort of management, Oracle and its partner, Han Pu Consulting, we have successfully undertaken one of the earliest and most comprehensive ERP deployments in China - and we're not finished yet," continued He Tian-Liang.

"We have not only reinforced Beijing Founder Electronics' position as an Information Technology pioneer in China, we have created a new enterprise that is supremely poised to continue building on its market-leading position in the world of Chinese language publishing and digital media solutions", Mr. Zhang added.

Contact Us | Legal Notices and Terms of Use | Privacy Statement

ORACLE®

Oracle Customer Care Enables Beneficial Life To Reduce Costs, Increase Turnaround Time, And Improve Customer Service

"With Oracle Customer Care, we have the capability of recording every customer contact within our database. The new system tracks 3,000 to 5,000 customer contacts per month." -- Chris Miller, Senior VP of Customer Operations, Beneficial Life

Key Benefits

- Complete view of customers' policies
- Fast turnaround time on transactions
- Cost savings from reduced head count and employee turnover

Oracle Products & Services

- Oracle Support
- Oracle Consulting Services
- Oracle Internet Application Server
- Oracle Interaction Center
- Oracle Database
- Oracle9i Developer Suite
- Oracle Database Lite

Corporate Profile

Beneficial Life Insurance
Salt Lake City, Utah

www.beneficiallife.com/

Beneficial Life enjoys a reputation as one of the strongest, most stable insurers in the United States. It ranks among the nation's top 10% of life insurers in both assets and insurance in force. The company has always operated profitably, despite economic and historic hardships. Beneficial Life is owned by DMC, a holding company of The Church of Jesus Christ of Latter-day Saints.

Industry
Financial Services

Beneficial Life Company

Beneficial Life is a privately held, full-service insurance company with more than $1.9 billion in assets. During the past decade, the company's increases in policy reserves, net investment income, insurance in force, and policy-owner benefits have surpassed the averages of the nation's 25 largest life insurance companies.

Beneficial Life uses Oracle8i Lite and Oracle Customer Care applications to help track customer contacts. According to Chris Miller, senior vice president of Customer Relations at Beneficial Life, one of the primary benefits of using Oracle's customer relationship management products is the ability to obtain a holistic view of each customer.

In the past, Beneficial life used a mainframe system without any automated functionality as a customer management tool. "Because everything had to be done manually, I didn't know what types of transactions were taking place in our service areas on a weekly or monthly basis," said Miller. "I had no idea of the volume of calls, what the turnaround times were, and what was occurring."

Why Oracle?

The Oracle Customer Care application provided Beneficial Life with the capability of recording every customer contact within its database. For the first time, customer service representatives could view from one place exactly which policies a customer owned, when the policies expired, and any previous contacts Beneficial Life had with the customer.

Using Oracle's Customer Care as a solution, Beneficial Life has doubled the calls resolved on first contact--from 30% "once-and-done" calls to 60%--with fewer customer service representatives. Oracle is also contributing to enhanced levels of service for Beneficial Life's agents by providing quicker turnaround time on transactions. Better reporting and metrics have reduced the average transaction turnaround time from three days to two.

Beneficial Life hired Oracle Consulting to assist its internal development team in customizing the application to meet its specific needs. Implementation was completed within eight months.

In addition, voluntary employee turnover at Beneficial Life has decreased from 18% in previous years to 12%, reducing the time and expense of training new workers. In conjunction with the turnover, Beneficial Life plans to reduce the total number of service representatives by the end of this year because the company can now accomplish more in less time.

ORACLE®

British American

British American Standardizes on 11*i* Financials Delivered by Oracle E-Business Suite Outsourcing for Global Implementation

"Oracle E-Business Suite Outsourcing removes the biggest and most unpredictable risk involved in running software - the cost of management and support." - David Connoley, Program Manager, The British American Group

Key Benefits

- Low service entry costs and monthly service costs (savings up to $500,000 per year)
- Fixed management and support costs
- Global monthly consolidation reduced from 40 to 5 days
- Scalability enables ongoing business growth
- Single data model for all ERP implementations

Oracle Products & Services

- Financials
- Financials and Sales Analyzers
- Oracle Applications Outsourcing
- Oracle Consulting Services
- Property Manager
- Internet Expenses
- Purchasing
- Oracle Projects
- Financials Intelligence

Corporate Profile

The British American Group
UK

www.bahgroup.com

The British American Group of companies, founded in 1920, has established a strong and prosperous business foundation since its inception. As an investment holding group, its primary interests lie in financial services, media & communications, travel, leisure & hospitality, property development & management, professional education & consulting and healthcare management services.

Industry
Financial Services

Employees

Leading Investment Holding Company Set to Globally Consolidate its Financial Books Faster with Oracle 11*i* Financials

In 2001, British American sought to replace its disparate financial packages with an integrated, single-vendor offering worldwide. Standardization was a key objective of the implementation, enabling British American to shorten monthly Group consolidation times, reduce support costs substantially, improve business intelligence and continue its strategy of rapid growth across its diverse operations.

"The results of British American's findings put Oracle head and shoulders above other leading ERP system suppliers, and made Oracle the only choice for our global financial management system," says David Connoley. "Our problem was that we did not have sufficient Oracle-skilled IT staff or a server large enough to implement and manage the system ourselves on a worldwide basis. We were also looking for low start-up costs, real-time support, rapid roll-out, a business-focused implementation with minimal technical resourcing challenges, and a flexible, scalable IT environment that would meet our acquisition and growth requirements."

In December 2001, British American opted to have Oracle 11*i* Financials delivered over the internet by Oracle E-Business Suite Outsourcing.

High-Level Project Goals

- Standardized financial applications worldwide.
- Flexible, scalable IT environment.
- Rapid worldwide rollout.
- No upfront investment in hardware, software or IT support staff.
- Reduce lifetime cost of ownership.
- 24 x 7 support.

Why Oracle?

"Oracle has more experience than most vendors at providing outsourcing services and has been delivering its applications as an outsourcing service for more than three years," says David Connoley, program manager at The British American Group. "Oracle's vision of software as a service fits perfectly with our strategy of focusing on business growth while outsourcing non-core activities. The outsourcing model also takes the risk out of software management and has been proven to reduce significantly the lifetime cost of ownership."

Global Monthly Group Consolidation to Reduce from 40 Days to 5 Days

Key Oracle 11*i* Financials applications were implemented across British American's UK operations in just 68 days with Oracle E-Business Suite Outsourcing. Property Manager and Financials Intelligence are currently being evaluated to provide a single, seamlessly integrated suite of financial management applications accessible globally via a standard web browser. The complete solution is scheduled to roll out across the company by the end of 2002 with over 100 users.

The Oracle implementation will enable British American to consolidate across its

2,000 to 4,999

Revenue
100 Million to 500 Million

global companies within five days, down from forty. In addition, the delivery of Oracle applications as an outsourcing service will enable British American to avoid investing in annual IT staffing and infrastructure costs, which could amount to $500,000 per year. The company will also be able to take advantage of real-time support and unrivalled security based on Oracle's leading security technology.

"Going with Oracle E-Business Suite Outsourcing gave us the distinct advantage of a business-focused implementation, without any of the technology issues," says Connoley. "The solution was ready for use from day one. Even though the applications are housed at the Oracle datacenter in California, response times are immediate with no perceptible difference to users. Another advantage of outsourcing delivery is that we do not need to draw up recovery plans or incur the cost of having standby hardware and alternative premises ready for business contingency if disaster strikes."

Future Plans

Following the successful implementation of 11*i* Financials, British American is looking to integrate and Web-enable other key functional areas of the business, particularly Human Resources and CRM using Oracle E-Business Suite Outsourcing.

Contact Us | Legal Notices and Terms of Use | Privacy Statement

C-COR Cuts Monthly Close in Half and Reduces Accounts Receivable by $3.7 Million with Oracle E-Business Suite

"C-COR wanted an enterprise software solution that would create an environment of business agility, and Oracle was that solution." -- Barbara Lyke, IT Director, C-COR.net Corporation

Key Benefits

- Monthly closing time cut from 10 days to 5 days--a 50% reduction
- Days sales outstanding cut from 60 days to 55 days--an 8% and a one-time $3.7 million reduction in the accounts receivable balance
- Engineering change order process time cut by 85%
- Anticipated reduction in inventory week supply by 20% for savings of $11 million
- Targeted improvement in inventory turns of 25% for savings of $11 million
- Planned reduction in obsolete inventory write-offs of 20% and $800,000 annual savings
- Business Flow Accelerators cut implementation time by 3 months and cost by 19%
- Shadow accounting reduced by giving sales force global online access to compensation plans

Oracle Products & Services

- Financials
- Discrete Manufacturing
- Order Management
- Contracts
- Incentive Compensation
- Oracle Consulting Services
- TeleService

Corporate Profile

C-COR.net
State College, Pennsylvania
www.c-cor.net

C-COR.net Corporation is a leading provider of high-quality hybrid fiber coax technology and services used to facilitate and manage the delivery of voice, video, and high-speed

Global Expansion Inspired Change

C-COR.net Corporation is a global organization providing products and support to broadband network operators throughout North and South America, Europe, and the Asia Pacific region. With three distinct business units--broadband communications products, broadband management solutions, and broadband network services--the company has grown rapidly through global expansion and acquisition.

Faced with multiple, disparate business cultures and fast-paced change, C-COR wanted to focus on developing its business agility, supporting its manufacturing and service businesses, maximizing operating productivity, accelerating its worldwide enterprise resource planning (ERP) implementations, and creating efficient companywide support. To update its ERP system and add customer relationship management (CRM) capabilities, C-COR chose Oracle E-Business Suite.

High-Level Project Goals

- Increase cost productivity
- Increase asset productivity
- Provide an industry-leading customer experience

Why Oracle?

Oracle E-Business Suite appealed to C-COR because it supports a single global instance and has the functionality, integration, and scalability C-COR required. Oracle Consulting provided the speed and value C-COR needed to meet its implementation objectives.

"The depth and breadth of Oracle E-Business Suite 11*i* has allowed us to meet the business needs of three diverse business units," said Barbara Lyke, IT director for C-COR. "Oracle offers Advanced Planning and Scheduling for our manufacturing division and Projects Accounting for our software and technical service divisions, as well as CRM for an enterprisewide view of customer data. This has allowed C-COR all of the advantages of deploying to the entire corporation within a single suite of ERP and CRM products."

Oracle Consulting Saved C-COR 19% in Project Costs and Three Months on Implementation

C-COR planned an ambitious implementation of 17 E-Business Suite applications in multiple locations during the first phase of the project. Using Oracle Consulting's FastForward methodology, C-COR was fully operational on all 17 applications in just five months.

As part of a recent major business unit acquisition, C-COR committed to an aggressive three-month departure from the parent company's financial system. Oracle Consulting's Business Flow Accelerators enabled C-COR to meet this deadline, avoiding an initial $500,000 fee and associated penalties each month thereafter. Business Flow Accelerators saved C-COR 19% in project costs compared to a standard implementation, and the implementation was completed three months sooner.

data over advanced broadband networks. With headquarters in State College, Pennsylvania, C-COR also has operations in South America, Europe, and the Asia Pacific region. With three divisions, offering broadband communications products, operations support systems solutions, and high-end technical services, C-COR supports network operators around the world as they plan, design, build, and maintain complex multi-service communication networks.

Industry
Communications and Media

Employees
2,000 to 4,999

Revenue
101 Million to 500 Million

Using Oracle Consulting, C-COR also gained access to the technical expertise and support needed to ensure the implementation was finished on time, and the project set a standard for future acquisitions and conversions. "Using a business flow approach for our implementation not only helped us meet a very aggressive schedule, it also provides us with a repeatable process we can use to deploy Oracle applications at future sites," said Lyke.

C-COR Cuts Monthly Close by 50%--$100,000 Annual Savings

Having undertaken eight acquisitions in three years, C-COR found itself with six separate financial systems. Oracle Financials enabled the company to consolidate to a single global instance with enhanced multilingual and multicurrency functionality. For the first time, the company has a consistent methodology and one source of financial data. C-COR was also able to establish credit at the corporate level, mitigating credit risk.

Using its legacy systems, C-COR posted hundreds of journal entries manually each month. Oracle Financials has reduced that number to just 10, and the time required for monthly closing has dropped 50%, from 10 days to 5. These efficiencies represent $100,000 in annual savings for the company.

Similarly, by consolidating to one Oracle accounts receivable application, C-COR is able to manage its aged receivables globally and has decreased its days sales outstanding (DSO) from 60 to 55 days--a reduction of 8% and $3.7 million.

Process for Engineering Change Orders Scaled Back by 85%

Traditionally, C-COR's manufacturing facilities processed 100 engineering change orders (ECOs) per week, requiring weekly staff meetings for review and approval. With Oracle Manufacturing 11*i*, the process has been scaled back by 85%, from 3,200 people hours per year to only 470. Weekly ECO meetings have been eliminated, allowing C-COR's manufacturing staff to concentrate on increasing productivity. "With Oracle 11*i*, we have been able to automate the process so that these reviews and approvals are completed online, resulting in significant savings," said Dave Krol, planning manager for C-COR's broadband communications products division.

C-COR Expects to Save $22 Million by Improving Inventory Management

The increased efficiency of Oracle Manufacturing 11*i* has positioned C-COR to achieve substantial additional savings in the next three years. C-COR expects to reduce its weekly inventory requirements by over 20%, for a savings of $11 million. Similarly, the company has targeted an improvement in inventory turns of 25%, for another $11 million in savings. Additionally, inventory improvements through Oracle Manufacturing are expected to reduce obsolete inventory write-offs by 20%, for annual savings of $800,000.

Extending Back Office Efficiencies

C-COR can now take advantage of the integration of its back office and its initial CRM implementations. Automating the sales compensation process allows C-COR's compensation professionals to focus on data analysis rather than data gathering. One half FTE has been freed up to focus on strategic analysis, and C-COR can now provide better service to its sales force. Also, sales reps can now view their compensation plans online from any location using Oracle Incentive Compensation. This will increase sales reps' productivity because they will not spend needless time reconciling commissions.

Oracle Contracts lets C-COR track customer warranties more efficiently and effectively. In the past, it was difficult to check whether products were covered under warranty and to market renewals to customers nearing expiration. Now C-COR is ready to reduce its high warranty costs and increase warranty revenues.

C-COR also expects further efficiencies and productivity gains from Oracle TeleService, which replaced a manual, paper-based process. The company

anticipates reduced agent talk time per call, as well as less after-call work for agents. Error rates are expected to decrease, and less training time will be needed for new agents.

- 17 -

ROI ASSESSMENTS

SHACK & TULLOCH

This study was prepared by Shack & Tulloch, Inc., an independent consulting firm.

ORACLE®

CAP GEMINI ERNST & YOUNG

Cap Gemini Ernst & Young UK and Ireland
Cuts Closing Costs by 7% and Invoice Issue Time by 33%
by Upgrading to Oracle E-Business Suite 11*i*

The Challenge: Reorganizing for Expansion and Efficiency

In 2000, Cap Gemini Ernst and Young UK and Ireland (CGE&Y UK+I) faced the challenges of a major acquisition and integration. In response, CGE&Y UK+I combined strengths with Oracle to upgrade to Oracle E-Business Suite 11*i*. CGE&Y UK+I brought project management, business analysis, and systems integration and product implementation skills to the partnership. Oracle provided leading application products, product functional specialists, technical resources, and 24-hour product support teams. Together, CGE&Y UK+I and Oracle formed a winning partnership.

"CGE&Y UK+I required a Web-enabled application for our changing organizational structure. Our managers also needed projects visibility across legal entities in a single instance. Oracle 11i met these objectives."

- Christine Hodgson, CFO

When it acquired Ernst and Young Consulting, CGE&Y UK+I added to its portfolio of customized services and solutions. As a result, the expanded company was running five independent systems--a situation that could have resulted in increased costs and fragmented business information. But in anticipation of the integration, CGE&Y UK+I took steps to simplify the management of its multivendor, multicustomer environment. Enabling managers to view projects in a single instance and maintaining the company's five-day close were also top priorities.

In consolidating its systems, CGE&Y UK+I took proactive measures to contain roll-out and training costs. By aggressively pursuing its goal of becoming Euro compliant with multicurrency invoicing capabilities, CGE& UK+I fully leveraged the opportunities created by its acquisition.

The Answer: Upgrade to Oracle 11*i* with Oracle Financials, Project Costing, and Project Billing

In preparing for its expansion, CGE&Y UK+I upgraded to Oracle E-Business Suite 11*i* with Oracle Financials, Project Costing, and Project Billing. With Oracle, CGE&Y UK+I saved substantial operational costs while increasing productivity.

"CGE&Y UK+I had three strategic objectives for implementing Oracle 11i: 1) Web-enabled application to reduce systems costs, training costs and the cost of rolling out new applications; 2) Multiorganizational capability in Projects to gain seamless visibility of projects across legal entities; and 3) The need to totally support the Euro and be compliant by January 1, 2001. Oracle E-Business Suite met these objectives."

- Brian Bodsworth, CIO

Personnel Costs Decrease

Using a single system, CGE&Y UK+I has the central functionality it needs to eliminate the high costs of implementation and training. Updates can be sent easily via the Web, avoiding the expenses of in-person calls. With 8 percent fewer people involved in the monthly close, CGE&Y UK+I has saved € .9 million in personnel costs in approximately one year. "Oracle E-Business Suite 11*i* inter-company functionality has enabled the UK not to incur additional overheads in the area of 'intra-geography' trading and run a relatively seamless operation, which most importantly is seamless to our clients and to our consultants," says Maggie Driscoll, senior manager, online users.

Key Benefits

- Reduction of closing costs by 7%
- Savings in personnel costs of 8%
- Average number of days to issue an invoice cut by 33% for an accounts receivable reduction of € 8 million
- Financial benefits accrued through faster time recording, invoicing, and reporting achieved by using Oracle 11*i* to integrate five instances into one
- Project implemented in 5 months within budget by CGE&Y UK+I
- Euro compliant one year ahead of external requirements--a lead over competition

Corporate Profile
Cap Gemini Ernst & Young UK+I
London, UK
www.cgey.com CGE&Y is one of the world's largest consulting firms providing management consulting, IT design, and integration and systems outsourcing services on a global basis. It is publicly traded on the Paris Bourse.
...
Industry
Business Solutions
Employees
7,500 (UK+I)
Annual Gross Revenue
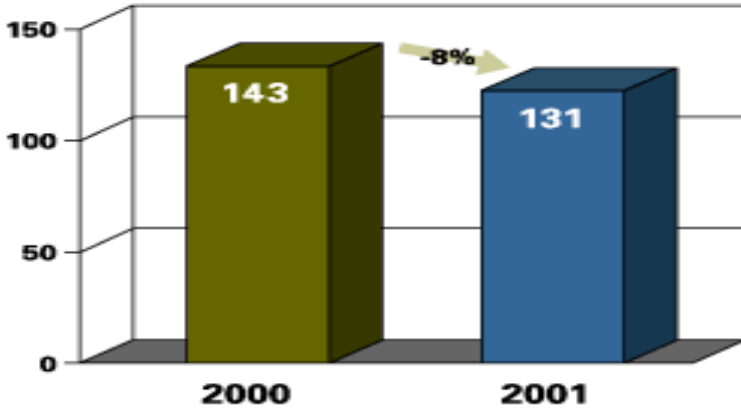€1.5 Billion
Chief Executive Officer
Paul Hermelin
Chairman
Serge Kampf

Oracle Products and Services Used

- Financials
- Human Resources Management System
- Payroll
- Project Costing
- Project Billing

Equivalent People in Monthly Close

"Upgrading to Oracle E-Business Suite 11i enabled us to run all our accounts from a single, centrally managed database. We are able to roll out new applications to the thousands of PC's in use in the UK and Ireland. Users can quickly and easily access information using any Internet browser."

- Jeff Clark, Project Manager

Operating Efficiency Lowers Closing Costs

Since upgrading to Oracle E-Business Suite 11*i*, CGE&Y UK+I has improved closing costs by 7 percent with its centrally managed database. Costs are no longer incurred to run multiple systems. Users can produce matrix reporting and access information across all entities in one instance. Core functionality has made internal operations more effective and reorganization easier and more efficient.

CGE&Y UK+I's cost and asset savings resulted in ROI that was greater than 100 percent and payback time of less than a year.

Closing Cost % of Revenue
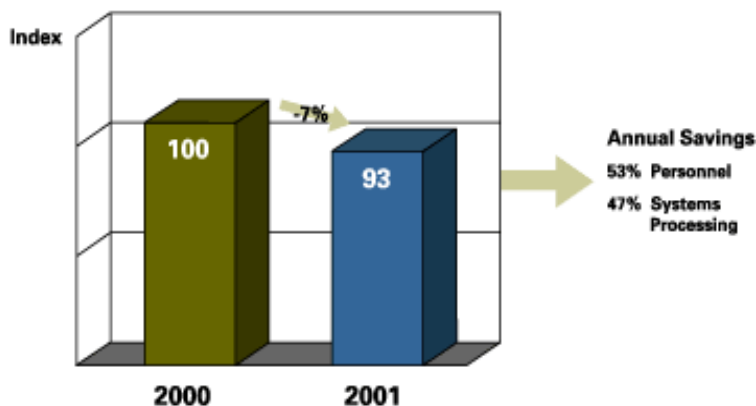
"The upgrade has given us ongoing financial benefits, which have accrued through speedier time recording, invoicing, and reporting. Best of all, it has allowed us to use the Euro as a functional currency--both internally (e.g., reporting) and externally (e.g., invoicing etc.)-- since the beginning of 2001, giving us a lead over most companies in Ireland."

- Tony Deans, Director, Finance

Quicker Invoices Save Costs and Lead to Profitability

By streamlining its invoicing process, CGE&Y UK+I has decreased the average number of days to issue an invoice by 33 percent. Management accounting and invoicing software have been integrated into a single instance. Because of this single, accessible system enabled with multi-currency capabilities, invoice procedures are also easier and more accurate. CGE&Y UK+I has reduced accounts receivable by € 8

million in one year.

A streamlined invoice system has resulted in accelerated returns from customers, which is a key driver of economic profit.

Average Days to Issue an Invoice
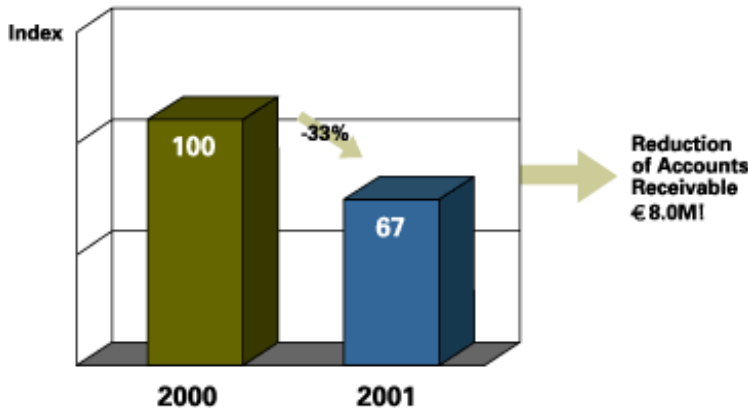
To conduct business globally, CGE&Y UK+I has implemented Euro and multi-currency capabilities. It can also implement the conversion to Euro for other companies in-house, providing another service to clients and consultants.

> *"With Oracle E-Business Suite 11i we can bill in foreign currencies and invoice in one step! Multiple currencies are no longer an issue."*
>
> - Ian Murphy, Market Unit Financial Controller

With Oracle E-Business Suite 11*i*, Cap Gemini Ernst and Young UK and Ireland has successfully consolidated five systems into one. It can now provide easily accessible, faster financial operations with multi-currency capabilities across all entities. Via the Web, it can upgrade all systems. Giving them a competitive edge, CGE&Y UK+I was Euro compliant one year ahead of external requirements. The result is superior economic returns, confirmed by independent financial analysis. The company has experienced solid economic gain in both cost and asset productivity. The net present value (increase in shareholder value) of the project is € 3.6 million. Overall, Oracle E-Business Suite 11*i* improved internal productivity while increasing functionality.

> *"Increasingly, our customers are global operations. Oracle E-Business Suite 11i's structuring of the Accounts Receivable module has enabled CGE&Y UK+I to ensure that the customers are created globally across all legal entities within the system, with financial management, delivery, and reporting by the local entities. This ensures greater data integrity when producing consolidated reporting, whilst still allowing us to internally organize and manage the business as needed."*
>
> - Maggie Driscoll, Senior Manager, Online Users

Economic Profit: Euro Change vs. Base Case
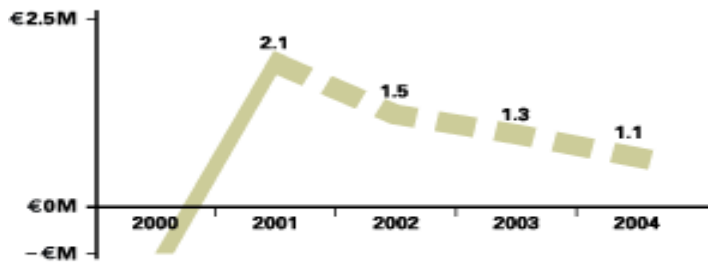
Economic profit is a complex financial measurement that takes into account not only earnings, but the assets employed to generate those earnings. This measure shows that CGE&Y UK+I's business value was positively affected by the successful implementation of the Oracle upgrade project.

This chart represents only the effects of the Oracle E-Business Suite project. Other factors will affect CGE&Y UK+I's economic profit, both positively and negatively. However, because of these projects, CGE&Y UK+I's economic profit will be higher (Base Case) than it would otherwise have been.

This case study is for informational purposes only. Information contained in this publication has been obtained from sources Shack & Tulloch considers to be reliable, but is not warranted by Shack & Tulloch, Inc.

ORACLE®

With Oracle CRM, Carulla's Online Orders Are 600% Larger Than In-Store Orders

"We have around 10,000 items per store, so we had to look for a big software platform that could do this work. Oracle was the right fit for this job." -- Rodrigo Villamil, General Manager of Carulla Telleva S.A.

Key Benefits

- Online orders are 600 percent larger than in-store orders
- The volume of phone and Web orders has increased more than 400 percent in the last year
- 6-month implementation time in comparison to 18 months for Carulla's competitor
- New revenue streams created from partner advertising on the Web storefront
- Increased customer satisfaction based on improved customer intelligence

Oracle Products & Services

- iStore
- Scripting
- TeleSales
- TeleService
- Oracle9iAS Discoverer

Corporate Profile

Carulla
Bogotá, Colombia
www.carulla.com

Carulla, a Colombian supermarket and pharmaceutical chain, is part of the second-largest retail group in the country and the 12th-largest company in Colombia. Carulla currently operates approximately 130 stores.

Industry
Consumer/Retail/Distribution

Revenue
100 Million to 500 Million

Creating New Sales Channels

Carulla, the second largest grocery chain in Colombia, wanted to boost its revenue by increasing its number of selling channels. The company was eager to go beyond its brick and mortar presence by selling groceries and pharmacy items over the telephone and the Web.

To support this approach, Carulla needed to open a call center and develop an order system on the Web. Carulla knew that Oracle had the applications ¿ Oracle Interaction Center products and iStore ¿ and the expertise needed to help Carulla convert to an e-business.

High-Level Project Goals

- Increase revenue
- Capture the "convenience market"
- Increase customer satisfaction

Why Oracle?

Oracle provided the applications, the out-of-the box integration and the scalability that Carulla needed. The company was confident that Oracle's products and consulting resources would enable them to move into an e-business model and to provide the technological infrastructure for expansion into wider geographical areas.

Online Success Without Reinventing Retail

Carulla began by implementing iStore, naming its new site telleva.com, and creating an interaction center supported in part by Oracle's applications. Carulla asked Oracle to create a new look and functionality for its Web site because it understood that, as the company evolved into an e-business, the site would become the company's principal face to its customers.

Using telleva.com, shoppers in Carulla's highest volume cities and areas can place an order and receive delivery within four to six hours. Carulla attributes its 600 percent larger online orders to the ease of its iStore interface. The time involved in collecting multiple items in a store is a disincentive, but the speed of the Web site encourages buyers to add more products to their deliveries.

The volume of both Carulla's phone and Web orders has increased more than 400 percent over the last year. As another benefit, telleva.com provides revenue from partner advertising on the site.

Additionally with Discoverer, Carulla is able to gather valuable customer intelligence from iStore. Based on regional, time, and customer profile information, Carulla can create highly targeted advertising and promotions to increase sales.

Why has Carulla succeeded where Webvan failed in the US? "We didn't reinvent the retailing industry. Webvan was trying to do that," Villamil comments. "We customized the service to our traditional business. We didn't have to make a lot

of investment to put the operation in place."

Future Plans

Carulla's next step is to expand its Web service to five other cities in Colombia through Vivero, one of the supermarket chains it owns. The company is positioned to expand to other countries in South America as its acquisition of additional retail locations continues.

Carulla is the only supermarket chain in Colombia with a loyalty program. This popular program has over two million members and produces approximately 2,500 calls per day from customers asking about their point totals, upcoming promotions, and other topics. To provide enhanced online shopping and drive customers to the Web, Carulla plans to link its loyalty program to its Web order service. After shoppers have purchased items in the store, they will receive an e-mail offering to create an online shopping list. "The shopping list is transmitted to iStore automatically, so you don't have to spend time entering items on the Web ¿ all the items you want are put into your cart," explains Villamil.

Furthermore, Carulla is implementing Oracle TeleService to support its telephone order service. Agents will be able to search inventory and respond more quickly, increasing productivity. All customer service issues arising from Carulla's phone and Web service and its 130 stores will be also be handled by TeleService ¿ increasing efficiency and improving customer satisfaction.

ORACLE®   **CATHAY PACIFIC**

Live On Procurement in Only 60 Days, Cathay Pacific Airways

"With Oracle Internet Procurement, we are one of the first airlines in the world that connects to marketplaces from our own purchasing platform." --Greg Hughes, general manager of airline purchasing, Cathay Pacific Airways

Key Benefits

- Suite approach allows seamless integration
- Ease and speed of implementation
- Improved ability to handle business needs

Oracle Products & Services

- iProcurement
- Oracle Consulting Services

Corporate Profile

Cathay Pacific Airways
Hong Kong

www.cathaypacific.com

Founded in 1946, Cathay Pacific Airways is one of one of Asia's largest airlines, offering scheduled passenger and cargo services to 51 cities on 5 continents. Part of the Oneworld global alliance, which serves 550 destinations worldwide, Cathay Pacific Airways has a fleet of approximately 65 aircraft, and its subsidiaries provide flight catering, maintenance, and related services in Hong Kong.

Industry
Travel and Transportation

Employees
More than 10,000 employees

Revenue
More than 1 Billion

Leveraging Corporate-Wide Buying Power

With an iProcurement implementation that only lasted 60 days, Cathay Pacific Airways was able to standardize and simplify its procurement processes across departments and leverage its corporation-wide buying power. The carrier's staff now connects directly to suppliers via the Internet to enhance coordination, relationships, and purchasing efficiency. With Oracle Internet Procurement, Cathay Pacific Airways is on target to reduce total expenditures with much of the savings coming from online purchasing and a substantial reduction in inventory carrying costs. Suppliers have also benefited from a more efficient, integrated, procure-to-pay process.

High-Level Project Goals

- Simplify procurement processes
- Reduce costs by going online
- Improve supplier relationships

Why Oracle?

In addition to Oracle's leadership in e-business and ability to provide global support, the Oracle procurement solution was selected based on its ability to integrate with online marketplaces and Cathay Pacific Airways' existing back-end systems.

Moving 35 to 50% of Purchasing Online

In addition to Oracle's leadership in e-business and ability to provide global support, the Oracle procurement solution was selected based on its ability to integrate with online marketplaces and Cathay Pacific Airways' existing back-end systems. As part of its Internet procurement plans, Cathay Pacific Airways is participating in a number of vertical and horizontal exchanges, including the Aeroxchange online marketplace (with twelve other major airlines worldwide) and local e-marketplaces including PCCW's MartPOWER. As a result, Cathay Pacific Airways expects to conduct 35% to 50% of its purchasing over the Internet within the next three years.

Future Plans

In the future, Cathay Pacific Airways will use Oracle Purchasing Intelligence to provide improved information on company-wide expenditure and supplier performance to enhance financial efficiencies.

ORACLE® CTS

CTS Boosts Clinical Trial Efficiency with Oracle Warehouse Management

"The biggest saving for us is the electronic control. We're in a life or death business and Oracle Warehouse Management gives us a real-time view of inventory and movement." - Andrew Scott, Logistics Manager, Clinical Trial Services

Key Benefits

- Increased warehouse productivity and efficiency
- Reduced staffing and increased inventory fulfilment rates
- Integrated solution in place offers a secure platform for business growth
- Single global instance running on three sites worldwide
- Real-time view of work progress across the entire operation

Oracle Products & Services

- Warehouse Management
- Oracle Financials
- Oracle Database

Corporate Profile

Clinical Trial Services (CTS) Northern Ireland with operations in Pennsylvania and North Carolina.

www.cts-eur.com

Clinical Trial Services, part of the Galen Group, is a world leader in the preparation of clinical trial supplies. It provides the International Pharmaceutical industry with a high quality service that enables the rapid throughput of clinical supplies, aiding in the reduction of drug development time.

Industry
Pharmaceutical/Biotech

Employees
501 to 1,999

Revenue
100 Million to 500 Million

CTS Moves to Real-Time Web Tracking for Clinical Trial Inventory

CTS is a world leader in the provision of clinical trial services. It manufactures, packages, labels, and distributes clinical trial packs for global medicinal studies of up to 20-30,000 patients. Its challenge is to keep track of each individual pack and ensure they get to the right patient, anywhere in the world, on time. There is no margin for error. Even the slightest mistake can ruin a clinical trial. A large global study can run at 600 sites in 30 countries.

With the size of studies and regulatory measures continually increasing, CTS required a centralized, Web-based system to provide a real-time view of its inventory. It chose Oracle Warehouse Management System.

"Before Oracle Warehouse Management," says Gary Gilliland, VP of Information Services, "it was a paper chase, reconciliations could take days. Now, large batches are done in minutes, and soon it will take just seconds. Plus, the information is live, that's probably the killer feature for us."

CTS worked with paper and whiteboards, standard manual warehouse management. The volume of information required was constantly grinding the company down slowly, almost to a stop.

"With Oracle Warehouse Management, the use of bar codes and mobile technology have increased our inventory, data accuracy, and the speed of transactions fantastically," says Andrew Scott, Logistics Manager.

"Oracle Warehouse Management means we now have a daily review for all projects. It means teams can look at rate of movement and where things are the busiest. It also means that customers can go to the Web, log in and check the global status of a trial - rather than having to go over spreadsheets or paper reports. It's now cleaner, simpler, and easier for them," explains Gary Gilliland.

High-Level Project Goals

- Boost inventory control
- Reduce chance of error
- Remove process steps and paper
- Move toward information management services

Why Oracle?

CTS had a simple vision: efficiency through integration and automation. It chose Oracle's Warehouse Management System because it allows electronic tracking of some 10,000 live part numbers and 50,000 expired or redundant part numbers; and these figures grow by 5,000 a year. Furthermore, the system integrates seamlessly with Oracle Financials, its back office system.

Gilliland says, "The Oracle Warehouse Management System, because it's sitting on an Oracle Database, allows us to integrate with our distribution process and with financials for easier billing. It also allows us to grab that data and send it straight out to the Web, this was one of the big reasons for choosing Oracle."

CTS Harnesses Technology for Business Development

In the last few years CTS has become the global leader in clinical trial services; technology is essential to furthering its business growth. Phillip Diamond, VP of Business Development explains, "...I feel we truly have a competitive edge with the Oracle technology that we've put in place. In terms of ROI, what we're talking about is improved efficiencies by removing process steps and paper, and better services. So, there are savings and income benefits. Ultimately, we're a service business and what we win or lose on is service."

Future Plans

CTS plans to use Oracle Web-based technology to integrate its services into all aspects of clinical research, not only clinical trial supplies. Philip Diamond explains, "There's a wider picture of clinical research where data can be used by various development factions within the pharmaceutical industry. Oracle E-Business Suite allows us to not only grow the packaging business, but to build an information management business."

Color Line Cruises to Higher Profitability with Oracle

"We chose Oracle for its vision. This is a decision for the future. The web-enabled open architecture that Oracle employs makes our solution future-proof."
--Anders Langaas, Assistant Director for E-Business, Color Line

Key Benefits

- Customer loyalty enhanced by personalized treatment
- Effectiveness of tactical marketing improved via speed of access and quality of data
- Sharing of real-time marketing and customer data by multiple marketing offices enabled by Web-browser access
- Marketing costs slashed through benchmarking and learning
- Open architecture implemented

Oracle Products & Services

- Marketing Online
- Oracle Data Warehousing Products
- Discoverer Desktop Edition
- Financials and Sales Analyzers
- Oracle Consulting Services

Corporate Profile

Color Line ASA
Oslo, Norway

www.colorline.com/

Color Line is the largest operator of cruise and ferry crossings originating or terminating with Norway, handling 74% of all passenger and freight traffic between Norway and its neighbors-Sweden, Denmark, and Germany. Color Line carries more than 4.3 million passengers, 700,000 passenger vehicles, and 140,000 freight vehicles per year, using eight cruise ferries and one express boat. The ships' numerous bars, cafes, and shops make Color Line Norway's third-largest restaurant chain and one of

Catalyst for Change

Color Line's business, like any other leisure-service business, has large fixed overhead: "We have 23,000 beds to fill every night, 365 days a year," says Anders Langaas, Color Line Assistant Director for E-Business. "The key to maximizing profitability is in keeping capacity levels high throughout the year, and tactical marketing-offers and promotions aimed at filling unused capacity-plays a crucial role in stimulating sales." The organization had, over the last 11 years, developed a series of in-house solutions to enable it to segment its customer database and communicate via various marketing channels, but the system was slow, complex, and difficult for the marketing teams to access. Color Line recognized that this was becoming a major obstacle to potential revenue and decided to invest in technology that would give the company the flexibility it needed.

High-Level Project Goals

- Identify existing customers more accurately and analyze their purchasing profiles in order to segment them with more sophistication
- Support business-to-consumer (B2C) campaigns by capturing information in distinct individual profiles
- Improve campaign management, allowing around 100 people in sales and marketing from eight offices in four different countries to access the results

Why Oracle?

Color Line chose Oracle because it wanted a standard system with a database structure that could be understood by everyone on the staff. It also wanted a vendor that was clearly focused on future development, so that new functionality would continue to be offered over the years.

After a lengthy process of evaluation the team chose Oracle Marketing Online (OMO). OMO was chosen strictly on its merits - the legacy system had no Oracle connection.

Business Benefits

Once OMO was implemented, Color Line began to realize the benefits of having an accessible, fast, flexible marketing resource available to all its marketing decision-makers.

Today, Color Line runs all of its campaigns through the system, assigning a campaign code to every piece of marketing communication, from newspaper and magazine advertising to e-mail and direct-mail initiatives. When a tour is booked, the tour code is captured via interaction-center agents, direct response coupons, forms or Web responses. The tour code is then linked to the customer in the database and the campaign in Oracle Marketing Online.

This centrally located knowledge store enables campaigns to be evaluated very quickly. Information such as bookings per media channel, bookings per audience, cost per response, cost per booking, and average revenue per

the largest Norwegian shopping centers.

Industry
Travel and Transportation

Employees
2,000 to 4,999

Revenue
100 Million to 500 Million

passenger can all be extracted in seconds. This enables the marketing team to benchmark each campaign and to measure each campaign's critical variables.

"We quickly found that certain campaigns outperform others significantly, and that by altering targeting and messages we could achieve a highly profitable uplift in campaign performance," says Anders Langaas, Assistant Director for E-Business at Color Line. "Our marketing innovation clearly builds on knowledge from previous campaigns, and we now have the ability to develop marketing strategies based on a fairly accurate ROI."

Future Plans

Oracle Marketing Online will also enable "Trigger Marketing" and "Dialogue Marketing" techniques, in which an event (birthday, wedding, etc.) in a customer's life triggers a Color Line marketing communication.

Contact Us | Legal Notices and Terms of Use | Privacy Statement

ORACLE® **CNLR**

Commercial Net Lease Realty, Inc. Saves 84% of IT Budget with Oracle E-Business Suite Outsourcing

"It was very clear two years ago that Oracle had done its homework and really delivered a product ahead of the curve that was truly Web deliverable, centralized, and distributable through a browser." --David Lachicotte, Vice President of Information Technology, CNLR

Key Benefits

- Reduced invoicing time by 50%, resulting in 50% more productivity
- Three-year cost savings of $2,041,668--a return-on-investment of 136%
- Saving 84% of Annual IT Budget
- Minimal implementation costs

Oracle Products & Services

- Financials
- Oracle Projects
- Purchasing
- Internet Expenses
- Oracle Consulting Services
- Oracle Applications Outsourcing
- Payables
- Receivables
- Cash Management
- Assets
- Property Manager
- Financials and Sales Analyzers
- Oracle Procurement

Corporate Profile

Commercial Net Lease Realty, Inc.
Orlando, Florida
www.cnlreit.com/

Commercial Net Lease Realty, Inc.(CNLR) is a NYSE-listed real estate investment trust. The company owns, manages, and indirectly develops net-leased, single-tenant properties nationwide. The company currently owns 268 properties in 36 states leased to 56 major retail tenants in 17 different lines of trade. These properties comprise more than

CNLR Reevaluates and Reaps Rewards with Oracle

Until recently, Commercial Net Lease Realty, Inc. (CNLR) conducted daily business functions on several outdated legacy systems. The issues surrounding an aging infrastructure, coupled with increased competition and market growth, led the company to realize it was time to reevaluate both its business processes and core technology foundation. Starting in January, 1999, CNLR began searching for new IT solutions.

After completing an exhaustive product evaluation cycle that lasted six months and included careful review of solutions offered by four leading software vendors--three of which were industry-specific--CNLR selected Oracle's E-Business Suite Outsourcing. Today, CNLR is enjoying the benefits of applications outsourced from Oracle including Oracle General Ledger, Oracle Payables, Oracle Receivables, Oracle Purchasing, Oracle Cash Management, Oracle Projects, Oracle Assets, Oracle Internet Expenses, Oracle Financial Analyzer, and Oracle Property Manager.

High-Level Project Goals

- Overhaul both business processes and core technology foundation
- Improve savings potential
- Increase productivity

Why Oracle?

The decision to select Oracle was rooted in the cost, functionality, and overall reliability of the applications. Oracle's outsourcing environment also held the promise of providing CNLR with a significant savings potential and supplied them with faster resolution for potential technological problems. Along with cost savings and efficiency, CNLR cites the availability of real-time support via the Oracle E-Business Suite Outsourcing model, ensuring a rapid and seamless implementation.

Numbers Speak Louder than Words

What's more, the savings CNLR is realizing through E-Business Suite Outsourcing are impressive and indisputable. Case in point: Lachicotte and his team conducted a comprehensive three-year cost analysis that included hardware, software, professional services, and continuing costs. The result of the analysis is a three-year cost savings of $2,041,668, or a return on investment of 136%.

Future Plans

CNLR will continue to rely on Oracle Consulting for its upgrades and services. Selecting Oracle has enabled CNLR to transform its business processes and create a flexible and scalable IT environment that meets its acquisition and growth requirements.

6,400,000 square feet of gross leasable area. One of nation's largest real estate investment trust.

Industry
Services

Employees
Fewer than 500 employees

Revenue
1 Million to 100 Million

ORACLE®   DANKA

Danka Expects 129% Return on Investment with Oracle CRM
Integration was the key. Oracle is fully integrated. The best of breed solutions such as Siebel and I2 are not architected to work together."
--Gene Hatcher, CIO Danka Office Imaging

Key Benefits

- Consistent data and natural integration of products across all components
- Minimal implementation costs--solution met 87% of requirements right out of the box--without customizations
- Rate of return at 129% resulting in $30 million over five years

Oracle Products & Services

- TeleService
- Contracts
- Scripting
- Mobile Field Service
- Spares Management
- Service Online
- iSupport
- Configurator

Corporate Profile

Danka Office Imaging
North Petersburg, Florida
www.danka.com

Danka Office Imaging Company, Inc. is one of the world's largest independent suppliers of office imaging equipment and related services, parts, and supplies. Business units within the company include Danka Americas, which encompasses the United States, Canada, and Latin America.

Industry
Consumer/Retail/Distribution

Employees
More than 10,000 employees

Revenue
More than 1 Billion

Improving Customer Service and Increasing Operational Efficiencies

By acquiring the office imaging division of Eastman Kodak in 1997, Danka inherited mission-critical systems running on many disparate hardware and software programs. By implementing the Oracle E-Business Suite, Danka will be able to replace these legacy systems with an integrated applications infrastructure, thereby increasing efficiencies and reducing costs.

``We believe we can realize significant cost savings by extracting redundancies across the company,'' explained Hatcher. ``Oracle's integrated modules will enable us to implement a new business model and reengineer outdated business processes which in turn will eliminate these redundancies and maximize our ability to efficiently serve our customers.''

High-Level Project Goals

- Improve tracking and retain customers
- Improve savings potential
- Increase productivity and efficiencies

Why Oracle?

The decision to select Oracle was based on the need to better manage contracts. Danka is a contract-based company and sell copiers primarily to sell service. The company's service contracts are based on the parts and supplies required to satisfy their customer's expected volume of photocopies.

"We currently run two separate contract systems-both of which are home grown, have very different attributes, and are so flexible that they allow almost an infinite number of contract types and terms and conditions," said Hatcher. "What we're aiming to do is standardize our contract definitions and administration of those contracts. With Oracle's Contracts module, we can simplify our processes by having one globally accessible system to deal with from here on."

Better Inventory Turns Drives ROI

"We're looking to increase inventory turns and to decrease the amount of spare parts overall. We were looking to target a maximum of a 30-day supply in all of those inventory areas. That was a key part of the ROI calculation," explains Gene Hatcher. "In the past, our parts inventory exploded beyond where it should have been. We do think that by using the Oracle Spares Management application, we can better manage that large inventory."

Future Plans

By implementing the Oracle E-Business Suite globally at all of Danka's branches. The company will be able to extract consistent customer information from a single source of data and derive key performance indicators in real time based on accurate and current information.

Oracle Scripting will expand Danka's online knowledge base and allow for substantial cost saving. It will also reduce the time for call center training as well as reduce the turnover.

Contact Us | Legal Notices and Terms of Use | Privacy Statement

ORACLE®

Data Advantage Uses Oracle's CRM System to Drive Growth into New Domestic Markets

"By providing a 360 degree capture of our customers across all divisions and the tools to service these customers more effectively, the Oracle CRM suite will be crucial in helping us achieve our growth goals."
- David Grafton, chief executive officer, Data Advantage

Key Benefits

- Requests filled more quickly and efficiently
- Increased customer service leading to improved customer loyalty
- Increased data integrity

Oracle Products & Services

- TeleService
- Internet Application Server Standard Edition
- TeleSales
- Oracle Consulting Services
- Sales Online

Corporate Profile

Data Advantage
Australia
www.dataadvantage.com/

Data Advantage is the leading supplier in the Asia Pacific region of credit related decision-support services, data and software. It also provides marketing information services to the financial services industry and a range of receivables management/debt collection services.

Industry
Financial Services

Revenue
1 Million to 100 Million

Better Service, New Revenue Generating Opportunities

With its recent implementation of TeleSales, TeleService and Sales Online, Data Advantage became Oracle's first customer in Australia to go live with 11*i* CRM applications. This implementation enabled Data Advantage to have one consolidated pool of all CRM data allowing for increased cross selling and upselling. As a result, the company expects to lower the amount of time call center employees need to prepare for a call, allowing them to spend more time on the phone selling. Also, customer requests can now be fulfilled more quickly and efficiently, increasing customer service leading to improved customer loyalty.

The company has rolled out Oracle TeleSales, SalesOnline, TeleService, the Oracle Database and Oracle9*i* Application Server (Oracle9*i*AS) across its five business units in order to centralize customer data and provide all divisions with a single view of the customer. As a result, the company expects to better service clients and develop new revenue generating opportunities both locally and abroad, without increasing costs.

A key part of this growth has been the introduction of a product called Credit Express. Using Oracle software, Data Advantage now provides credit services to a new market which comprises small businesses and individuals who are served via the Internet. This has opened a new local market for the company and provides a valuable service to clients who otherwise would not have access to the protection against credit exposure its services can provide. If an individual is adding an extension to their house, they can now do a check to ensure their contractor is of good standing and won't disappear mid-way through the job. In approximately eighteen months, this business has grown from nothing to more than AUD$2 million (approximately US$995,000).

Integration is Key

The problems of delivering effective customer relationship management is not a new one to Data Advantage. Previous to the installation of Oracle CRM, customer data throughout the group was stored in different systems that couldn't talk to each other. Sales opportunities were being missed and customers were not served as efficiently as they could be.

"We had instances where different account managers would be talking to the same client without any knowledge of each other's discussions," said Mr. Grafton. "Our account managers are now fully informed of each customer's interaction throughout the five businesses. There is now no duplication of effort, clients are serviced better and sales opportunities are explored more fully."

"As well, when a customer made an inquiry through our call center, we previously had to spend at least twenty minutes getting all of the information together. Our new CRM system cuts down this time dramatically. It allows for more effective cross selling and a further improvement in customer satisfaction because our interaction agents have all the information they need at their finger tips and talk to more customers per day."

High-Level Project Goals

- More effective cross selling and a further improvement in customer satisfaction.
- Ability to deliver effective customer relationship management.

- Develop new revenue generating opportunities both locally and abroad, without increasing costs.

Why Oracle?

"Having been down the road of in-house customization, we have learned it is not worth the investment it takes getting disparate systems to try and talk to each other," continued Mr. Grafton. "The level of integration we required was just not available in the other CRM products we looked at."

Data Advantage selected Oracle over other CRM solutions, including Siebel, because of the robustness of 11*i*, its security features (a crucial factor in the financial services industry), its scalability, and its ease of integration. Because of Oracle CRM's functionality, Data Advantage was able to implement without customizations. This factor was important to Data Advantage in ensuring that future upgrades would be simple and inexpensive. This successful implementation was achieved through the powerful collaboration of Professional Advantage, an Oracle partner, and Oracle Consulting. Data Advantage's experience represents another powerful example of Oracle Consulting working closely with our partners.

Contact Us | Legal Notices and Terms of Use | Privacy Statement

ORACLE®

The Dow Chemical Company Reduces Field Project Support Costs By 25% Using Oracle CADView-3D

Oracle CADView-3D (formerly Envision-i) has helped the Dow Construction Management team reduce Field Piping Engineer support labor costs by more than 25%. We also avoid rework due to the ease and increased level of communications between engineering, construction management, and the field contractors." -- Robert Schulz, Construction Technology Manager, The Dow Chemical Company

Key Benefits

- Reduced Field Change Orders
- Field support cost savings of 25%

Oracle Products & Services

- Oracle CADView-3D

Corporate Profile

The Dow Chemical Company
Midland, MI

www.dow.com

The Dow Chemical Company is a leading science and technology company in the process manufacturing industry. It provides innovative chemical, plastic, and agricultural products and services. With annual sales of $28 billion, Dow serves customers in more than 170 countries. Markets include food, transportation, health and medicine, personal and home care, and building and construction, among others. Committed to the principles of sustainable development, Dow and its approximately 50,000 employees seek to balance economic, environmental, and social responsibiliti

Industry

Chemical, Oil and Gas

Employees

More than 10,000 employees

Maintaining a Competitive Advantage with Oracle CADView-3D

The Dow Chemical Company produces a vast array of plastic, chemical, and agricultural products for consumers around the globe. Dow's ability to produce these products depends upon the design, construction, and maintenance of its manufacturing facilities. Dow has maintained an in-house design engineering capability that is viewed as a competitive advantage.

The majority of Dow's nearly 2,000 annual construction projects include repurposing plants to manufacture different products, de-bottleneck processes within a plant to increase productivity, and new plant design and construction. Dow's construction management efforts require the participation of numerous teams within the company including design, engineering, construction, production, project management, maintenance, materials and supplies, scheduling, and manufacturing. Each of these teams has a unique interest in the plant project and therefore needs visibility into the various aspects of design and construction.

Dow implemented Oracle CADView-3D to provide 3D modeling capabilities and online visibility into project details, and to better manage project information, cut costs, and increase productivity. Just a year and a half after implementation, the company has over 700 users from 12 sites spanning five different countries.

High-Level Project Goals

- Increase communication and collaboration between project teams
- Decrease project rework

Why Oracle?

Dow's construction organization was instrumental in the decision to go with Oracle. CADView-3D's collaboration tool, multi-streaming, and animation capabilities proved to be valuable tools.

Collaboration Is Key to Increasing Productivity

Prior to implementing Oracle, Dow's construction teams received two-dimensional drawings at the outset of a project that were used to build three-dimensional realities. "It was often difficult to interpret 2-dimensional drawings," said Barbara Migl, global product manager for 3D applications at The Dow Chemical Company. "Misunderstandings were common. Now, however, project design information is viewed with CADView-3D and the folks in construction can easily view and mark up the information."

CADView-3D's visualization and collaboration features enable Dow's project teams to meet simultaneously online and review and modify information virtually. "Collaboration ensures a clearer understanding of the project, and it is certainly reducing costs by helping us to avoid rework," said Migl. "Further, the on-site

construction teams wanted something easy to use and something that would run on a standard Dow workstation."

Increased communication and better collaboration using CADView-3D has allowed Dow to reduce Field Change Orders (FCOs). FCOs include the costs related to project rework and expenses incurred on-site when changes occur.

Multi-Streaming and Animation Simplifies Projects

Dow also takes advantage of CADView-3D's multi-streaming capabilities. At times, Dow contracts vendors to complete portions of a project. If the vendor did not use the same CAD system, it was impossible to view the two models together. "CADView-3D now allows us to view multiple models from disparate CAD systems as if they were combined," explained Migl. "This multi-streaming enables us to do a much better job planning the project and its construction, and it allows us to more clearly discuss the project with our vendors."

Multi-streaming also helps Dow protect its intellectual property: "If we have a portion of a project that's considered highly confidential, we'll engineer that portion in-house and then outsource a portion of the project to another engineering firm," explained Migl. Dow then can take advantage of CADView-3D's CAD-format neutral platform and multi-streaming to view both the work done in house and by outside contractors together, regardless of the CAD formats used to author the models and without releasing sensitive data to third parties.

Dow uses the animation feature within CADView-3D to simulate demolition and erection of equipment and structures. Traditionally, the company was forced to plan demolition and heavy lift operations with 2D graphics and charts, which cost both time and money. With CADView-3D's animations, dimensioning, and walk through capabilities, Dow's construction managers can simulate and test multiple demolition and rigging scenarios in a virtual environment. This allows the project teams to identify the process that's most efficient prior to selecting material and equipment and sending workers to the site--a potentially huge cost savings.

Ease of Use Drives Rapid Adoption--Over 700 Users

Just a year and a half after the implementation of Oracle CADView-3D, Dow has over 700 users. "We have over 700 installed users and just 353 of those users have required formal training," said Migl. "Over half of our users find the CADView-3D product so user-friendly that they require no training at all. The people who get trained are typically from maintenance or construction--people who haven't previously used a 3D navigation and viewing tool."

Future Plans

Dow plans to continue its rollout of CADView-3D to its internal teams. The product currently is available for use on all 50,000 Dow employee workstations, and the company plans to continue enterprise-wide education and training to support the use of the product.

DRIVEScom Targets Two-Thirds Reduction in Sales Cycle Time with Oracle iStore
"Oracle iStore represents a new sales channel for DRIVEScom which will combine incremental sales with very low cost of selling." -- Ribarov Dimiter, Director eCommerce, DRIVEScom

Key Benefits

- Reduction in sales cycle by two-thirds through e-commerce sales channel
- Significantly lower cost per order
- Improved order accuracy for complex custom configurations
- Open access for customers and partners on a 24x7 basis
- Improved customer service with easier, more efficient supply process and order configuration

Oracle Products & Services

- iStore
- Sales Online
- Order Management
- Advanced Pricing
- Configurator
- Purchasing

Corporate Profile

DRIVEScom
Austria,Germany

www.drivescom.com

DRIVEScom Internet Business Services GmbH is a subsidiary of VA Tech Elin EBG and VA Tech Elin EBG Elektronik. Its services facilitate the procurement of high quality, electric-drive technology.

The VA Tech Elin EBG Group, part of the listed VA Technology AG (VA TECH), is a leading supplier of electromechanical, electronic and holistic utilities systems, plants and services. Company solutions competence incorporates the areas of industrial plant, building technology, power supply, automation, drive technology and facility management.

Industry

DRIVEScom Looks to Oracle for E-Commerce Solution

When DRIVEScom decided to develop a new Internet sales channel to support its e-business strategy and expand the range of products purchased from its web site, it chose Oracle.

Using Oracle's e-commerce solution, the company offers its customers a single web site where they can configure and purchase complete electric-drive components. DRIVEScom is also able to tie together other popular suppliers' products used by its customers so they can assemble and order end-to-end systems directly from the company storefront.

High-Level Project Goals

- Support growth with a scalable solution
- Decrease sales cycle time
- Improve order accuracy

Why Oracle?

DRIVEScom selected Oracle for its end-to-end comprehensive e-business solution. Seamless integration from front-office to back-office operations was also a distinguishing factor in selecting Oracle.

DRIVEScom estimated that the system would be handling thousands of quotations, transactions, customers, and prices each day. The e-commerce storefront would be linked to at least ten production partners, so the need for a scalable system was crucial. DRIVEScom and Elin, its parent company, saw that Oracle could deliver a robust, scalable, and flexible platform that would allow DRIVEScom to grow easily in the years ahead.

Oracle Delivers a Fully Integrated, Web-Enabled CRM and SCM System

DRIVEScom's strategy required a system that could be seamlessly connected to other partners' product information and pricing. The web-based solution needed to support self-service configuration online by DRIVEcom's customers. Back-office and front-office functionality would be required to operate in a single business flow to support the transactions and business processes contemplated by DRIVEScom.

DRIVEScom also needed guided selling functionality to help its customers configure a complex array of products, and it looked to the Oracle Configurator module to meet this requirement. With the aid of Advanced Pricing, DRIVEScom was further able to offer its customers and partners unique pricing scenarios supporting 15,000 product catalog items. Oracle Configurator tightly aligns the development and manufacturing of motors and generators based on the customer's unique requirements. This tight alignment has reduced the average sales cycle from 3 months to only 4 weeks, while simultaneously increasing order accuracy.

Process Manufacturing

Employees
2,000 to 4,999

Revenue
500 Million to 1 Billion

Contact Us | Legal Notices and Terms of Use | Privacy Statement

ORACLE®

Eaga Partnership Improves Customer Service with Oracle CRM

"Oracle's CRM Suite enables us to provide the highest standard of customer service and offer niche applications to scheme providers. These are strong selling points when bidding for new contracts."
--Chris Williams, Executive Director, Customer and Information Services, Eaga Partnership

Key Benefits

- Faster, more efficient handling of customer interactions and improved service levels
- Marketing and intelligence tools enable different customer segments to be identified and targeted costs effectively
- Automated, streamlined procurement processes and integrated CRM and financial systems
- A complete view of the customer by all call centre agents

Oracle Products & Services

- Advanced Inbound
- Advanced Outbound
- Scripting
- Marketing Intelligence
- TeleSales
- Financials

Corporate Profile

Eaga Partnership
United Kingdom
www.eaga.co.uk

Eaga Partnership manages energy efficiency schemes on behalf of central, regional and local governments, utilities and other private sector companies. Its mission is to eradicate fuel poverty by ensuring that those in need receive assistance towards keeping their homes warm.

Industry
Utilities

Employees
Fewer than 500 employees

Business Growth Requires Web-Enabled Systems

Eaga Partnership was created in 1990 to provide assistance towards warmer, healthier homes for low-income families. The company has successfully managed hundreds of energy efficiency schemes, and handles up to 2,000 calls daily at its call center. After a pre-qualifying interview to assess the claimant's eligibility for support, call center staff provide advice about the grant schemes available and then process the claim to ensure that the appropriate assistance is provided.

"We have taken over regional schemes that were previously managed by central government," says Chris Williams, Executive Director, Customer and Information Services. "We now compete commercially for contracts from both public bodies and private sector organization. This has resulted in rapid expansion of our call center operations and we needed to upgrade and internet-enable our systems to accommodate this growth."

In November 2001, Eaga Partnership moved its call center to a purpose built facility and selected Oracle Interaction Center 11i and Financials 11i to replace its existing customer relationship management and procurement applications.

High-Level Project Goals

- Single integrated platform and suite of applications
- Integrated front and back office systems
- Faster call-handling and processing
- Improved customer service
- Scalability to support business growth

Why Oracle?

Oracle 11i was chosen because it could provide Eaga with integrated front and back office systems and give them the flexibility and scalability they need to service a growing number of contracts. The unrivaled breadth and functionality of Interaction Center's CRM applications were also key factors.

Oracle 11i Reduces Expensive Software Customizations

Eaga Partnership had been running applications from a number of vendors and customizing them to meet its specific requirements. These were replaced with Oracle's standard applications to reduce costs and enforce best practice across the organization.

Oracle Advanced Inbound is a fully integrated set of modules designed for consistent and effective handling of multimedia, multi-channel customer interactions and enables Eaga's call center agents to obtain a complete view of the customer. Any agent who answers the telephone can access full details of all previous interactions with that customer, which shortens the time period from request to resolution.

Revenue
101 Million to 500 Million

Oracle Scripting provides agents with easy to follow scripts that guide them through their interactions with customers and offer prompts in response to frequently asked questions. "Scripting is an extremely useful tool for us, because of the large number of schemes we manage and the complex eligibility criteria needed for each," says Chris Williams. "We can put together a script for every individual scheme which makes it easy for agents to follow, reduces errors and speeds up call handling."

Eaga plans to use Oracle Marketing to extend its promotional activities from leaflets and blanket campaigns to more personalized, focused initiatives such as direct mail and telemarketing. Interaction Center Intelligence enables customer segments to be analyzed and identified easily, enabling Eaga to identify members of the public who may qualify for a new scheme or form of assistance. Interaction Center Intelligence also measures the performance of individual agents and reports on the number of unanswered or abandoned calls, enabling a call center to assess the level of service it is providing. Call management features like predictive dialing maximize list penetration and agent productivity and also eliminate the cost of miscalling.

Oracle iProcurement saves time and resources when paying sub contractors such as surveyors, engineers and insulation installers by automating every step from authorization and raising the purchase order through to payment upon the completion of the job.

Future Plans

Eaga plans to extend the applications to mobile workers using Oracle Mobile Field Service which will give engineers real-time information on schedule changes and new appointments via mobile devices. This will further enhance efficiency and customer service and help generate competitive advantage.

ORACLE®   **empirix**

Empirix Starts Saving in Only 87 Days with Oracle E-Business Suite Outsourcing

"The scope and timetable for this project was so aggressive that many of our managers doubted our sanity. But, we made believers out of them when we came in on time and on budget--and with all of the capabilities that we'd promised them from the beginning." --Brenda Boyle, Director of Information Technology, Empirix

Key Benefits

- Saved $200K in implementation costs
- Streamlined global business processes
- Improved operational efficiencies

Oracle Products & Services

- Order Management
- Human Resources
- Advanced Benefits
- Bills of Material
- Oracle Applications Outsourcing
- Oracle Consulting Services
- Inventory
- Financials
- Work in Process
- Engineering
- Purchasing
- Discoverer Desktop Edition

Corporate Profile

Empirix
Waltham, Massachusetts

www.empirix.com

Empirix is a provider of innovative products and services that ensure the performance and reliability of Web and voice applications and infrastructure. Empirix currently delivers product, services and support to 2,000 customers worldwide, including American Express, Bank of America, British Telecom and Cisco.

Industry
High Technology

Employees
Fewer than 500 employees

Revenue

Oracle E-Business Suite Outsourcing Transforms Empirix Into a True E-Business

Empirix provides solutions that ensure the reliability and performance of Web applications, contact centers, and voice/network infrastructure. With a Fortune 1000 customer base that includes American Express, Bank of America, and Cisco, Empirix needs assurance its internal business systems are going to provide the reliability needed to stay focused on providing customers with quality products and services.

As part of its commitment to customer service, Empirix underwent a significant e-business transformation. Empirix chose to deploy several Oracle E-Business Suite applications as an outsourced service, including Oracle Financials, Order Management, Inventory and Purchasing, Bills of Material, Work in Process, and Engineering. Working in close conjunction with Oracle Consulting, Empirix completed the entire metamorphosis in just 87 days.

By accessing Oracle E-Business Suite applications as an outsourcing service, Empirix has reduced costs, streamlined global business processes, and improved operational efficiencies.

"By using Oracle, we're able to take advantage of the latest technology and lower our information technology costs at the same time. In fact, seven months later, the Oracle system has already paid for itself," said Brenda Boyle, Director of Information Technology for Empirix.

High-Level Project Goals

- Simplify and transform business processes
- Integrate inherited systems
- Install a system that can support future growth

Why Oracle?

Empirix selected Oracle E-Business Suite Outsourcing and Oracle Consulting because it wanted to take advantage of the latest technology to Web-enable its business processes--and because it needed to have the system implemented in less than 90 days. By choosing Oracle E-Business Suite Outsourcing and Oracle Consulting, Empirix saved 75 percent in time and over $200K in implementation costs compared to other options.

Swift Path to Streamlined Systems

Empirix turned to Oracle E-Business Suite Outsourcing to simplify and transform its business processes. Empirix worked with Oracle Consulting to get the online Oracle Financials, Order Management, Inventory and Purchasing live in 87 days. Oracle Bills of Material, Work in Process and Engineering went live in 54 days.

The Oracle Consulting's E-Consulting approach was used to provide over-the-wire rapid implementation support, and as a result, Empirix was able to deploy the Oracle system on time and on budget. Oracle Consultants trained the project leads who in turn trained the end users. This 'train the trainer' approach is allowing Empirix to manage all its applications via one person doing the

100 Million to 500 Million

application database support for all users.

Contact Us | Legal Notices and Terms of Use | Privacy Statement

ORACLE®

eSilicon and Its Customers Simplify Manufacturing with Oracle Shop Floor Management

"Oracle offered an integrated suite with tier-one functionality at a tier-two price. Since we are growing rapidly during some very difficult economic times, we wanted to make sure we wouldn't have to replace a tier-two solution that ran out of gas down the road." -- Jim Ensell, chief information officer and general manager of e-business, eSilicon Corporation

Key Benefits

- Up to date supply chain information, accessible to customers 24 x 7 from any location
- Up and running in 3 months, two months ahead of internal schedule

Oracle Products & Services

- Financials
- Shop Floor Management
- Order Management
- General Ledger
- Payables
- Receivables
- Assets
- Cash Management
- Bills of Material
- Work in Process
- Purchasing
- Inventory
- Oracle9iAS Discoverer
- Discrete Manufacturing

Corporate Profile

eSilicon Corporation
Sunnyvale, CA

www.esilicon.com

eSilicon Corporation delivers custom semiconductor design and manufacturing solutions to leading electronics suppliers.

Industry
High Technology

Employees
Fewer than 500 employees

Preparing for Big Growth with Limited Budget

eSilicon delivers custom semiconductor design and manufacturing solutions to its customers, enabling them to make critical decisions quickly using manufacturing process technologies, Intellectual Property (IP) and implementation strategies. The company's experienced team provides customers with critical advice and strategies for successful full production runs. eSilicon also offers complete supply chain management services that direct customer supply chains through the delivery of tested, packaged chips.

This level of control requires a strong e-business infrastructure that supports critical IT technologies and minimal customization to simplify management and upgrades. As an emerging leader in the fabless custom chip arena, eSilicon realized it could not rely on QuickBooks and Microsoft Excel to support its changing, growing business model. It was also seeking a software solution that didn't require significant resources.

High-Level Project Goals

- Quickly achieve high level of functionality
- Minimal customization to simplify management and upgrades
- Infrastructure that supports leading IT solutions

Why Oracle?

After evaluating SAP, Pointman, and Oracle, Jim Ensell, CIO and general manager of e-business for eSilicon said the company concluded that Oracle offered an integrated suite with tier-one functionality at a tier-two price.

"We needed to automate business processes throughout the company and Oracle's integration has been extremely valuable to us," said Mr. Ensell. "If a company has to do it alone, integration can be very time consuming, very difficult, and very expensive."

James McCrory, senior director of e-business applications for eSilicon added that key to the decision to go with Oracle was that no one had a comparable offering to Oracle Shop Floor Management (OSFM), which would provide its customers valuable, live supply chain information.

eSilicon selected Oracle's partner Quovera to implement Oracle E-Business Suite. Quovera completed the project in three months, right on schedule.

Integrating eSilicon Access and Oracle Shop Floor Management to Track Manufacturing and Provide Customer Visibility

Oracle 11i rolled out in April 2002 to serve as the core of eSilicon's internal systems, providing a single, powerful platform to run its mission-critical processes. eSilicon developed eSilicon Access, an e-business infrastructure that comprises all of eSilicon's internal systems, including a proprietary WIP tracking system, Oracle 11i, and a Web portal that provides 24 x 7 visibility for its ASIC customers.

eSilicon then rapidly integrated its automated WIP tracking system into Oracle Shop Floor Management (OSFM) to create a "Virtual Manufacturing System" that manages all of its semiconductor manufacturing operations. eSilicon set up OSFM to mirror its complex supply chain which is distributed across several continents and time zones. OSFM tracks chips though multiple suppliers and processes, including fabrication, sorting, assembly, and test. Each process incorporates many steps--the fabrication process alone often includes over 200--which are mapped to higher level manufacturing stages in OSFM.

Information from the Oracle 11i system is extracted and published on a periodic basis to the eSilicon Access Web portal, providing customers with real-time access to orders, delivery schedules, and WIP information. "This is a great benefit for us and to our customers," said Mr. Ensell. "It gives us total visibility, 24 x 7. If you want to know where your chips are at any time, and you're with eSilicon, you'll know."

Future Plans

"With Oracle, we're moving toward our goal of push button operations. We have a fairly low number of employees to handle all of our business functions, so we want to provide everyone with fast, efficient access to critical information," explained Ensell. "This will enable us to quickly scale up our business without a lot of pain and effort."

Oracle Consulting FastForward Provides General Dynamics with a Working Solution in 30 Days

"With FastForward, Oracle delivered an out-of-the-box implementation with ready-to-use applications which meant we didn't have to spend time and resources mapping business processes to the software."
--Tim Brammer, Chief Financial Officer, BOWMAN, General Dynamics UK Ltd

Key Benefits

- Consolidated financial management across distributed sites
- Entire financial operations managed with team of just five people
- High functionality solution with low resource costs
- Improved business intelligence
- Low IT maintenance overheads
- Projected rapid return on investment

Oracle Products & Services

- Oracle Database
- Consulting Services
- Financials
- Oracle Projects
- Internet Expenses

Corporate Profile

General Dynamics UK Ltd. Newbridge, South Wales

www.generaldynamics.uk.com

General Dynamics UK LTD was selected by the MOD as prime contractor for the BOWMAN program in September 2001. A secure digital voice and data communication system for the UK armed forces, BOWMAN is scheduled to be fully operational in 2007 and will replace a system that is 25 years old. It will include the deployment of 50,000 radios, 25,000 terminals and more than 8,000 local area systems. General Dynamics UK is part of General Dynamics, one of the top six defense companies in the world. General Dynamics' headquarters are in Falls Church, Virginia.

Industry

Oracle Systems Chosen to Manage UK's Largest Defense Communications Program in Over 50 Years

When the MOD awarded the £1.7 billion contract for the BOWMAN program to General Dynamics in September 2001, it was clear that core financial and project accounting systems necessary to run the program needed to be operational within just six months. BOWMAN is a secure digital voice and data communication system that will equip all Army vehicles and service personnel by 2007 and provide the infrastructure to support all digitization applications over the next 30 years.

"As a 'greenfield' site we not only needed to put the technology backbone in place very quickly but also had to be up and running with business processes before we could become operational," says Tim Brammer, Chief Financial Officer, BOWMAN, General Dynamics UK Ltd. "With no local systems to support us in the interim period, it was essential to select a software vendor who could deliver a working model that offered most of the capability we needed out-of-the-box. We also needed a solution with ready-made, proven processes and procedures on which we could run the business."

After evaluating leading suppliers, General Dynamics selected Oracle's FastForward offerings for Oracle Financials, Oracle Projects, and Oracle Internet Expenses.

High-Level Project Goals

- Implementation of financial and project accounting systems within six months
- Ready-to-go, proven applications on which to model business processes
- Fixed cost, reduced risk and complexity
- Online analysis of financial data to support decision making
- Scalability to support growing user base up in line with corporate aspirations
- Ability to purchase all ERP systems from a single vendor

Why Oracle?

Oracle was the only vendor able to supply an integrated product with standard processes and no customizations that could be implemented as a working solution within the MOD's deadline. Oracle Financials and Oracle Projects could provide 90% of the capability required by General Dynamics at a fixed cost, with far less risk than for a full-scale implementation. Using Oracle's standard applications would instigate best-practice internet business processes across the BOWMAN team right from the start. Oracle's ability to offer a complete, end-to-end business solution meant that General Dynamics could seamlessly integrate additional software modules from the Oracle E-Business Suite in the future to meet its growing needs.

A Complete Financial Management Solution with Low Resource Costs

The Oracle solution was implemented in just 30 days by Oracle Consulting at the end of January 2002. Using Oracle Financials, General Dynamics is able to complete the financial cycle of the BOWMAN division with a team of just five

Aerospace and Defense

Employees
More than 10,000 employees

Revenue
More than 1 Billion

people. Oracle Projects manages every aspect of the many ongoing projects that make up the BOWMAN program, ranging from the delivery of equipment or technical packages through to contingency plans and strategic reviews. Automated procedures and self-service applications speed up day-to-day administration and improve accuracy. Employees enter expense claims themselves using Oracle Internet Expenses which cuts processing costs the reimbursement cycle.

"The FastForward solutions have consolidated financial management and given us high functionality with low support costs," says Brammer. "FastForward enabled us to meet our deadline within budget. Without it we would have had to dedicate far more resources to the project."

General Dynamics is currently enhancing the system by implementing Internet Time, a web-based, self-service timecard application, and using Oracle Purchasing Intelligence to improve procurement performance and utilize economies of scale.

Future Plans

The final phase of the implementation, scheduled to begin in March 2002, will complete the E-Business Suite installation with modules from Oracle Manufacturing and Supply Chain Management. "This completes the functionality we require by improving stock control, order management and facilitating closer collaboration with suppliers," says Brammer.

Contact Us | Legal Notices and Terms of Use | Privacy Statement

ROI ASSESSMENTS

SHACK & TULLOCH

This study was prepared by Shack & Tulloch, Inc., an independent consulting firm.

ORACLE®   gevity hr

Gevity HR
Increases Productivity and Boosts Customer Satisfaction and Retention
with Oracle E-Business Suite

The Challenge: Fighting Inefficiency To Stay Competitive

Since Gevity HR went public in 1997, competition within the human-resources outsourcing market has greatly intensified. To maintain its competitive edge, Gevity HR has deployed strategies including increased productivity, new product offerings, single sourcing, unbundled services, growth in targeted areas, more comprehensive outsourcing, and enhanced employee satisfaction and retention. After several successful years with Oracle HR and Payroll as well as Financials, Gevity HR found that it needed to add a CRM solution. Manual and paper-based processes were absorbing a high percentage of every sales and service agent's time. This inefficiency equated to high rework rates, high error rates, and high training costs for new agents. Payroll accuracy levels needed improvement. Tracking of client contracts was undisciplined and did not provide for follow-up. Client information was maintained inconsistently across multiple functional areas and was not easily available to service agents.

"CRM enabled our service agents to give quicker responses to our clients. Consequently, customer satisfaction and customer retention are both rising."

- Jason A. Morgan, VP, Corporate Service Operations

Multiple nonintegrated applications made service actions more complex than they had to be. The company's more than 40 branch offices had no online access to client information and no visibility into client account activity. Client retention suffered as a result.

The Answer: Integrated CRM With Oracle

To resolve these issues, Gevity HR implemented several Oracle E-Business Suite components throughout the company. "There were many reasons we decided to go with Oracle for our CRM solution," says Senior Vice President and CIO Lisa Harris. "We already had a significant investment in Oracle HRMS/Payroll and Financial applications, and we preferred an integrated solution. A single vendor relationship simplifies matters, and integration is extremely important. Also, the workflow capabilities in Oracle's CRM applications are crucial in a complex service model like ours."

Gevity HR undertook three crucial initiatives based on Oracle's solutions:

- Creating core self-service transactions related to HR and payroll administration (called STAFF*web*)
- Implementing Oracle's out-of-the-box TeleService and CTI applications
- Utilizing Oracle 9*i*AS and Portal to consolidate Gevity HR's four legacy Web sites into a single point of entry for clients, their employees, and Gevity HR staff.

Key Benefits
- Total work time for specific transactions reduced by 27%
- In approximately 18 months, Gevity HR payroll staff productivity has nearly doubled
- Annualized client retention has risen year over year by close to 6%
- Zero new clients terminated for service-related reasons in first half of 2001
- 41 field offices integrated with instant, 24-hour access to customer data
- Benefits were evenly divided between productivity and increased revenue
- Project lowered costs AND resulted in increased customer satisfaction

Corporate Profile
Gevity HR
Bradenton, FL
www.gevityhr.com
Gevity HR, formerly doing business as Staff Leasing, has grown to be one of the largest HR solutions providers in the nation. Founded in 1984, Gevity HR provides payroll processing and tax filing, helps businesses manage employment-related risks, and helps them attract and retain workers by providing health and retirement benefits to work-site employees.
...
Industry
HR Solutions
Employees
1,100 in 41 branch offices
Annual Gross Revenue
$3.1 billion
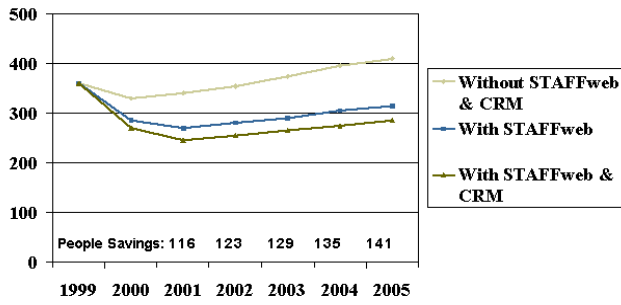**Customers**
8,200+
(with 115,000 employees)
Chief Executive Officer
James F. Manning

Oracle Products and Services Used

Gevity HR Productivity Savings
Total Employment—Service Center Operations*

People Savings: 116   123   129   135   141

*Includes savings realized in field operations

- Oracle Human Resources Management System
- Oracle Payroll
- Oracle Self-Service Financials
- Oracle TeleService
- Oracle Interaction Center
- Oracle Portal
- Oracle Consulting

Productivity Doubles

In approximately 18 months, Gevity HR nearly doubled its staff productivity, resulting in almost $3M savings in personnel costs. "Now our agents are presented with customer data simultaneously with each incoming call," says Harris. "This reduced the total talk time by an average of 30 seconds for select calls. Our total work time for specific transactions has been reduced by 27 percent. Oracle has definitely come through for us."

Gevity HR CRM solution presents service agents with customer data together with incoming calls, enabling faster responses. Client interaction time has been reduced by an average of 6 minutes per call. The system routes calls to appropriate specialists and manages escalations.

"STAFFweb has allowed us to increase productivity and gain competitive advantage."
- Doti Wagner, Director, Service Center Operations

Client Terminations: Payroll & Benefits Services
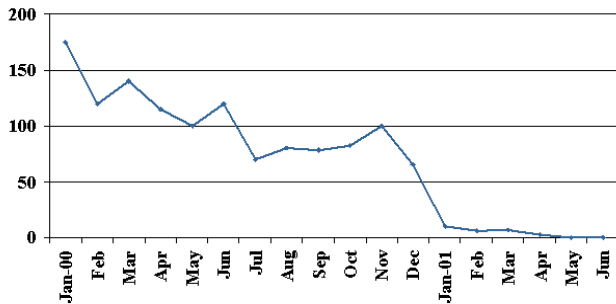
Centralized Data Boosts Staff Morale

Client transactions are tracked automatically, and background is available whenever a customer calls. Assignments can be made online for action and follow-up.

All of Gevity HR's field offices have insight into all client interactions. Call center staff morale is improved because they feel more like consultants for the clients, less like data-entry clerks.

*"My job has totally changed. Formerly when a client called, it was
time consuming to find background information in order to
formulate a response. With CRM, I can immediately access and
respond to the client's situation. Now my role is a consultant! Not
data entry or fire-fighting."*

- Shawna Soliday, Call Center Specialist

Client Retention Rates Soar

Instant access to client information enables field personnel to answer client questions
on the first call, and background information and client history allow Gevity HR staff to
advise clients on options for new or different services to meet their needs. With its new
single portal, Gevity HR can offer its clients secure, individual customized views,
allowing Gevity HR to unbundle its services for greater flexibility in meeting client
needs.

Increase in Client Retention
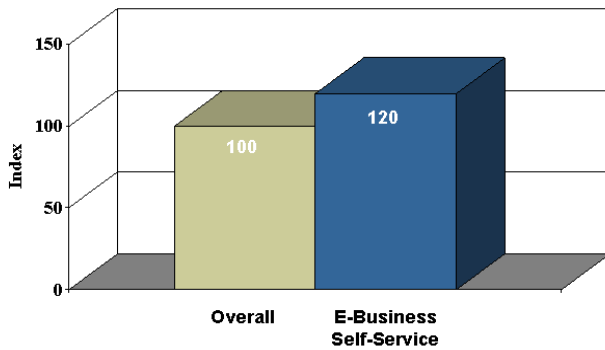
As a result of this self-service approach, customer satisfaction and retention rates have
improved dramatically. Annualized client retention has increased 5.8 percent, and no
new clients have terminated in the first half of 2001 for Gevity HR service-related
reasons.

*"The CRM application allows us to focus more on servicing the
client and spending less time on administrative tasks such as
payroll entry and maintenance."*

- Derrick Wozniak, Director, Corporate Service Operations

Economic Profit: Dollar Change vs. Base Case
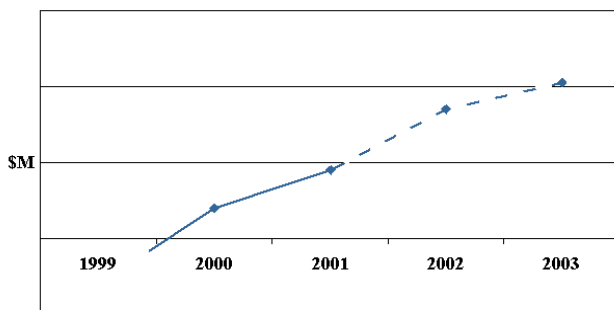
(This chart represents only the effects of the Oracle E-Business Suite project. Other

factors will affect Gevity HR's economic profit, both positively and negatively. However, because of these projects, Gevity HR's economic profit will be higher (Base Case) than it would otherwise have been.)

Economic profit is a sophisticated financial measure that takes into account both the earnings and assets of a business in assessing performance. The effect of Oracle's e-business and CRM solutions on Gevity HR's economic profit is extremely positive. There are three key factors: (1) significant labor productivity gains, (2) higher revenues from valuable business segments due to increased client satisfaction (higher client retention), and (3) a small investment, with minimal increases to the asset base. These factors are the pillars of creating long-term shareholder value.

> **"Most competitors are struggling with getting the base transactions on the Internet. We're focusing on moving beyond the transaction to the value."**
>
> **- Lisa Harris, Senior Vice President & CIO**

Customer Feedback: The Ultimate Proof Point

> **"The service Gevity HR offers has been a time- and money-saver for our growing company. We have experienced specific advantages from our group health packages, the HR guidance, as well as with the company's online service for payroll reporting¿ We are pleased with the timely response to each of our requests.""**
>
> **- Gloria Jones, CPAmerica**

Shanghai Hitachi Reduces Inventory 75%, Cuts Procurement Costs 70%, and Increases Efficiency 70%

"As our experience with adding CRM to the system shows, we have totally eliminated the complexity of integration from the process of expanding our IT infrastructure - thanks to the in-built integration of Oracle's E-Business Suite." -- Chen Jun, IT Director, Shanghai Hitachi

Key Benefits

- Production scale raised by 35%
- Inventory reduced 75% to an all-time low
- Capital turnover rate raised by 32%
- Procurement cost cut by 70%
- Labor efficiency raised by 70%
- Export increased by 30%

Oracle Products & Services

- Financials
- iProcurement
- E-Business Suite - CRM
- Tutor for Applications
- Human Resources
- Discrete Manufacturing
- Order Management

Corporate Profile

Shanghai Hitachi
Shanghai, China

www.shec.com.cn

Founded in 1993, Shanghai Hitachi Electrical Appliance Co., Ltd. (SHEC) is a joint venture specializing in the production of revolving compressors for air conditioners. Currently, its annual production capacity amounts to 3.5 million sets, and its product range covers single rotors, double rotors, frequency conversion and new cooling medium compressors. Through eight years' effort, Shanghai Hitachi has already developed into the largest air conditioning compressor manufacturing and sales enterprise in China.

Industry

General Manufacturing

Shanghai Hitachi Transforms Into an E-Business

In 1995, various departments within Shanghai Hitachi began to independently develop their own applications. Due to the constraints of the available technology and management of the time, however, these single computer applications had no uniform standards and could not share information with each other. As a result, a series of "information islands" were formed within the company, causing repetition of work and duplication of data. For example, in order to manage the company's orders and invoices, the Purchasing Department would maintain and manage the same information as the Finance Department and the Auditing Department. These three departments were each equipped with a number of staff to repetitively input, check and manage the same data three times, resulting in a great deal of repetitive work and associated errors. It was clearly not a sustainable situation.

As a highly competitive organization, Shanghai Hitachi fully realized the necessity and urgency of transforming themselves into a manufacturing industry E-business.

"For today's manufacturing industry, E-business is the fuel for enterprise development", said Chen Jun, IT Director of Shanghai Hitachi. "It is not easy for the manufacturing industry to do business online in the Amazon.com model. Instead, the benefit created is realized through improving the enterprise's management precision and efficiency. E-business is an important vehicle for manufacturing industries to smooth internal and external information flows, and achieve highly efficient coordination between interested parties. Through E-business, manufacturing enterprises may efficiently manage relationships with customers and suppliers on the one hand, and optimize business processes so as to continually improve the management of enterprise information resources on the other. This results in providing services of higher efficiency while lowering operational costs to realize greater management benefits."

High-Level Project Goals

- Web-enabled application to reduce systems costs, training costs and the cost of rolling out new applications
- Multi-organizational capability in Projects to gain seamless visibility of projects across legal entities
- Ability to support the EURO and be compliant by January 1, 2001.

Why Oracle?

Following a study of enterprise information system construction both domestically and abroad, Shanghai Hitachi realized that there was an opportunity - through ERP - to coordinate business processes across various departments and achieve highly efficient information flows. Upon completion of a thorough examination of all the major ERP systems on the market at that time, considering the technical and service strengths of each vendors, Shanghai Hitachi chose Oracle in February, 1996.

After gaining early success, Shanghai Hitachi increased its investment. In January of 1997, it introduced further ten Oracle modules, including Asset Management, Human Resources Management, Project Management, Financial Management, Supply Chain Management, Manufacturing, and Order Management. By April the same year, they had finished building a successful

Employees
501 to 1,999

large ERP system. Using this set of dynamic production management modules, Shanghai Hitachi was able to strictly control the production process, lower material consumption, control real time cost, accelerate capital circulation, and achieve new levels of management.

A Roadmap for an E-Business Transformation

In 2001, on the basis of successfully deploying the Oracle E-Business Suite, Shanghai Hitachi invested further to introduce Oracle CRM and integrate it with the existing ERP system. This enabled Shanghai Hitachi to combine the important production and operational links such as manufacturing, sales and service together. The benefit? A consistent and single interface for managing every customer-facing department in the company, with finance, manufacturing, inventory, sales, marketing, customer service and support all seamlessly connected.

"The Oracle E-Business Suite is open in structure", continued Chen Jun. "It allows us to configure processes with ease, enabling us to meet the needs of both the current situation and the future evolution of the whole enterprise. Seen from the perspective of today, Oracle's comprehensive E-Business Suite gave us a roadmap for subsequent system extensions, offering a strong infrastructure as we gradually bring the enterprise's E-business transformation to completion. For example, this year, we made a further investment to introduce Oracle's CRM. As our experience with adding CRM to the system shows, we have totally eliminated the complexity of integration from the process of expanding our IT infrastructure - thanks to the inbuilt integration of Oracle's E-Business Suite."

Contact Us | Legal Notices and Terms of Use | Privacy Statement

ROI ASSESSMENTS

SHACK&TULLOCH

This study was prepared by Shack & Tulloch, Inc., an independent consulting firm.

ORACLE®

Hudson's Bay Company
Reduces Employee Expense Reimbursement Time from 21 Days to 3
with Oracle E-Business Suite

"At Hudson's Bay Company, we are using IT as a critical part of driving process change. We've taken this approach in the Internet expense automation of travel and expense reimbursement as well as our reduced cycle time for HBC's implementations. Oracle's customer relationship management modules are enabling us to better serve the needs of our customers."
- Dave Poirier, CIO, Hudson's Bay Company

The Challenge: Staying Ahead of Competition with Innovation

Throughout its long history, Hudson's Bay Company (HBC) has consistently embraced change and innovation to remain successful within the highly competitive Canadian retail market. Recent challenges have included pressure from both specialty and big-box retailers, such as Sears Canada and Wal-Mart Canada. In addition, 2001 saw an overall consumer slowdown in discretionary spending, as well as reactions to the events of September 11.

In order to retain its leadership position, HBC has focused on replacing an aging IT infrastructure; integrating multiple customer, product, and operations databases; and improving communications between entities and functional areas. More importantly, HBC has recognized the need to adopt a long-range strategy to improve organizational efficiency and productivity while aggressively pursuing consumer value.

The Answers: Planning for the Future and Executing Immediate Wins

Adopting a phased approach, HBC focused on cost savings, revenue growth, and strategic innovation. By using the Oracle E-Business Suite, HBC has begun:

- Increasing earnings through lowered operating costs and improved productivity
- Shifting the focus from products to customers and services
- Shaping consumer behavior through a 360-degree view of the customer, HBC brand building, and innovative programs

Step I: IT Buying Made Smarter

HBC has adopted an IT strategic alliance with Oracle and other key IT suppliers to streamline and simplify its old IT procurement process and eliminate costly and time-consuming negotiations. This approach allowed ease of support over the long-term relationship. Before the alliance, HBC's IT procurement process required multiple stages: requirements, RFI, site visits, selection, contracts, and price negotiation. With the alliance in place, HBC can go directly from outlining its requirements to identifying a solution, relying on Oracle as a preferred solution provider. Through this mutually beneficial approach, Oracle shares the lower selling cycle cost with HBC.

Key Benefits

- Reduction of IT procurement time by 80%
- Reduction of employee expense reimbursement time by 80%
- Anticipated 100% ROI and payback within 2 years of completing these initiatives
- Anticipated cost savings of 15% with Oracle Financials
- Anticipated reduction of vendor manual review costs by $600K per year
- Anticipated additional labor and operational savings of $130K per year.

Corporate Profile
Hudson's Bay Company
Toronto, Canada
www.hbc.com

Hudson's Bay Company, established in 1670, is Canada's largest department store retailer and oldest corporation. The company provides Canadians with the widest selection of goods and services available through retail channels that include more than 500 stores led by the Bay and Zellers chains. Hudson's Bay Company is one of Canada's largest employers with 70,000 associates and operations in every province of Canada.
...
Industry
Retail
Employees
70,000+
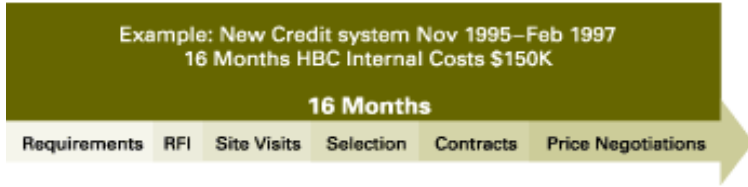**Chief Executive Officer**
George Heller

Oracle Products and Services Used
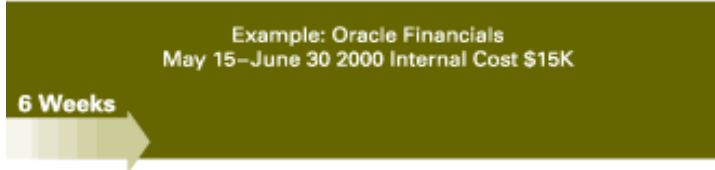
- Internet Expenses
- Financials
- Purchasing

IT Procurement Cycle Time

Previous 12-24 Months Cycle

Example: New Credit system Nov 1995–Feb 1997
16 Months HBC Internal Costs $150K

16 Months

| Requirements | RFI | Site Visits | Selection | Contracts | Price Negotiations |

Current 6 Weeks Cycle

Example: Oracle Financials
May 15–June 30 2000 Internal Cost $15K

6 Weeks

- iProcurement
- Oracle9*i*AS
- Oracle Consulting

HBC cuts costs and realizes the benefits of IT improvements 16 months faster than in the past. By relying on Oracle as a trusted advisor, HBC has reduced IT procurement time by more than 80 percent. The alliance model enables a payback time of two years on average for each of HBC's Oracle implementations.

Building on its proven success with IT procurement, HBC is evolving its alliance model to include merchandise, transportation, and other major suppliers. This approach will increase inventory turns, reduce lead times, and mutually decrease costs--with the ultimate impact of growing HBC's lifetime value of its customer base.

> *"The Oracle Internet Expense module has lowered T&E administrative costs and has reduced the time to reimburse employees by 80%. This results in greater employee satisfaction. Core applications will also make possible efficiencies in shared services operations."*
>
> **--Gary Davenport, VP Information Services**

Step II: Oracle Internet Expenses Trims $200K Annually

In its first phase of cost cutting, HBC implemented Oracle Internet Expenses, realizing immediate savings of $200K annually by reducing administrative costs and business process cycle time.

With a single, Web-based solution for staff expense reporting and reimbursement, HBC has cut employee reimbursement from 21 days to 3. HBC achieved this benefit in part, by loading credit card information into the system for ease of use. The 86-percent time reduction promoted adoption of the new system throughout HBC's organization and has significantly increased employee satisfaction.

As a web-enabled, global solution, Oracle Internet Expenses has enabled HBC to:

- Eliminate reconciliation issues through enforcement of its policy against personal use of corporate credit cards
- Identify policy infringement and audit employee expenses more easily
- Apply policy changes, including HBC preferred suppliers, globally instead of relying on word of mouth or e-mail
- Improve visibility for internal budgeting and supplier management for HBC management

Back Office Efficiencies:
Shared Services—Centers of Excellence

Moving to single financial platform (Oracle Financials) along
with Organizational Changes drives shared service productivity.

Finance Shared Services
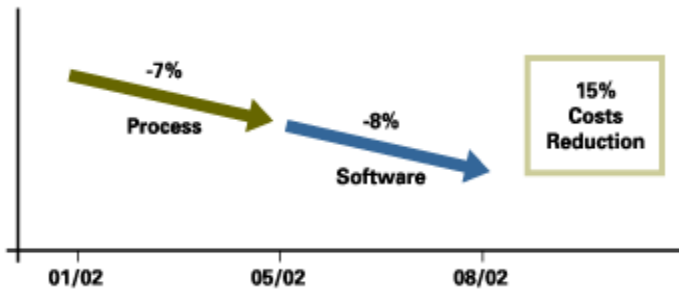
Step III: Cutting Costs 15% Through Global Shared Services

HBC will have realized another important quick win by moving to a single financial
transaction and reporting platform and through implementing the necessary
organizational change to support a shared services approach. With Oracle Financials,
HBC will have benefited from improved service and a 15 percent cost reduction.

> *"Our shared services initiatives are enabling us to lower
> operational costs and at the same time provide better functional
> service. This was made possible by both process change and
> Oracle Applications."*
>
> **--Mel Mitzel, VP Shared Services, Finance**

Step IV: Improved Vendor Tracking for Further Savings

To continue the momentum of its e-business transformation, HBC will use Oracle's
Incentive Compensation and Contracts applications to integrate its transactional
systems and to obtain a consolidated view of vendor volume and performance. HBC's
Vendor Agreement Tracking System (VATS) will reduce the cost of manual review by
$600,000 per year and result in additional labor and operational savings of $130,000
per year. By implementing Oracle iProcurement, HBC anticipates annual savings of
several million dollars through increased volume rebates and cash discounts from its
vendors. HBC expects to achieve even greater savings by integrating iProcurement

with Internet Expenses.

Step V: Unlocking the Customer Treasure Chest

Through better understanding of the needs of its customers, HBC plans to aggressively
grow its revenue. The company's strategy focuses on increasing customer retention
rates, raising the average customer's annual spend with HBC, and adding new
customers to its base.

The HBC transformation is aimed at maximizing the value derived from the customer treasure chest

Lifetime Value of the Customer Base
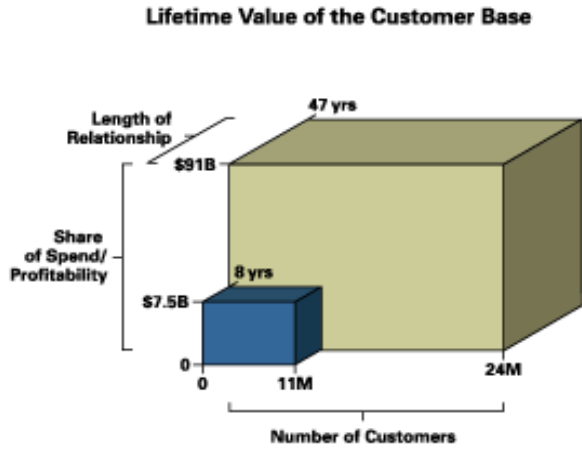
In order to achieve these goals, HBC has implemented a single customer database for loyalty and credit card information and has begun data mining to enhance its customer view. Over the next two years, HBC will add customer ROI analysis and the availability of customer information at each touch point. As a result of this program alone, HBC

provides a platform to accelerate growth.

Summary: HBC & Oracle Create a Winning Combination

Working with Oracle, HBC continues to build on its more than 330-year history of leadership. Though its commitment to execute its phased plan, HBC has begun to simplify the complexity in its environment and maximize its ability to better understand and satisfy consumer needs. In addition to revenue growth, HBC expects to achieve 100% ROI and payback within two years of completion of these initiatives.

ORACLE®   HYOSUNG

Hyosung Reduces Inventories and Consolidates Twenty Operating Units into One

"Hyosung Co., Ltd. started out in the so-called 'Brick and Mortar' textiles, chemicals and other heavy industries and is not pursuing e-Business as a new business sector or as a complete change of strategy. This project is combining e-Business to our traditional business to simplify the work process and increase efficiency, therefore cutting costs and expanding our value-based management." --Byung-Ro Lee, Director of ERP, Hyosung

Key Benefits

- Return on Investment in 1 to 2 years
- Reduced inventories, consolidated databases
- Twenty businesses now managed as one

Oracle Products & Services

- Discrete Manufacturing
- Order Management
- E-Business Suite - CRM
- Bills of Material
- Financials
- Engineering
- Inventory
- Work in Process
- iProcurement

Corporate Profile

Hyosung
Korea

www.hyosung.co.kr

Hyosung has played a key role in the development of Korea's synthetic fiber industry and has grown into one of the world's top four nylon makers. Having started with synthetic fibers, Hyosung has diversified its business lines since the late 1970s by advancing into engineering plastics, polyester bottles, propylene and polypropylene, steel cord, bead wire, computer and information & communications systems and distribution.

Industry
Chemical, Oil and Gas

Employees
2,000 to 4,999

Revenue
More than 1 Billion

Hyosung Chose Oracle for its Integrated E-Business Suite

Hyosung Co., Ltd. employs over 8,000 employees around the world in various industries such as textiles, chemicals, heavy industry,information & communications, and distribution, serving its customers in more than 160 nations worldwide. Hyosung has a global network of over 30 overseas branches and offices, and is competitive worldwide in products as diverse as synthetic fibers and Automatic Teller Machines.

Following a restructuring in 1998, Hyosung has focused on 'performance management'. This comprises two main themes: Value-Based Management, focusing on high returns on investment, and Management by the Professional, focusing on individual skills.

As Value Based Management requires that the CEO and each business division manager be able to make efficient and reasonable decisions by managing and analyzing all tangible and intangible assets owned by the company, it was immediately clear that such an initiative would fail without an underlying integrated suite of business applications.

High-Level Project Goals

- Implement an integrated suite of applications
- Consolidate operating systems

Why Oracle?

Hyosung's decision to implement the Oracle E-Business Suite was made not only because of Oracle's know-how of e-business overall, but also because so many well known global companies used Oracle's products. Starting in 2000, the system was applied to four of Hyosung's 20 key operating units: Spandex, PET Bottle, Corporate Strategy Center, and Finance Center.

Hyosung Standardizes 20 Operating Units

"In the past, for every order, purchase, manufacture, shipment, billing, and collection, we had to input each separate activity into a different database, making it necessary to reconcile everything on a daily and monthly basis", said Byung-Ro Lee, director of ERP. "Now those databases have been consolidated. As soon as a customer request is received, everything from purchase of materials, to employment of resources needed for production, to the actual production itself is relayed instantly to every division, making it possible to deliver products more quickly and accurately to the customer."

As the benefits of the implementation were so marked, Hyosung is now rolling out the system to the remaining 16 operating units. This will allow the management of all twenty units to be standardized. At the current rate, Hyosung expects to see a return of investment within 1 to 2 years after implementation; much of this return coming from reduced inventories and better understanding of which trading partners are profitable, and which are not. One of the biggest benefits reaped however, is the increase of confidence of foreign and domestic investors through the new transparency of finance and corporate information. As Hyosung conducts global business, the mere fact that they use the Oracle E-Business Suite to manage cash flow and corporate information is a big

advantage when dealing with foreign companies.

Future Plans

Hyosung's strategy is to increase investment in the Internet and e-business and shed its image as just "a textile or chemical company". Having implemented ERP, they now plan to add SCM to efficiently manage their distributors, Procurement to reduce purchasing costs, CRM to be closer to their customers, and other modules of the Oracle E-Business Suite.

Hyosung's vision is to mature into a 'Professional Class Player' that can keep its own with the world's top companies by developing more 'world best'items that can compete in the global market. To this aim they have long-term plans to underpin all processes with Oracle, all the way up to corporate level e-business. This will entail setting up an Enterprise Information Portal (EIP), making Hyosung's transformation from a 'Brick & Mortar industry' to a complete high tech e-business company.

ORACLE®   intersil®

Intersil Corporation
Anticipates Savings of $13 Million and 246% ROI in 5 Years
with Oracle Advanced Planning

The Challenge:
Attacking Emerging Markets with Rapid Product Innovation and Improved Agility

After spinning out of Harris Corporation, semiconductor manufacturer Intersil faced stiff competition. With the average investment for new fab surpassing $2 billion, Intersil could not keep pace with other competing broad line manufacturers. Instead, the company decided to refocus and aggressively pursue emerging markets while shedding manufacturing in favor of a "mixed-mode manufacturing" model. Previously, Intersil had internally manufactured 90 percent of what it sold. Under the new model, the company would outsource 40 to 60 percent of total production volume to contract manufacturers.

Moreover, just as Intersil was developing its strategy, the semiconductor industry also hit its worst recession to date. Intersil needed better visibility across its supply chain to improve responsiveness to fluctuating supply and demand.

In order to succeed with its mixed-mode manufacturing strategy and to respond to this challenging environment, Intersil had to improve its collaborative planning capabilities due to the added complexities of globally outsourced manufacturing. Scalability and extensibility were also critical to support rapid growth and integration of new acquisitions.

"We do not want to guess and let our customers and suppliers live with our failures. We needed better 'what if' capabilities for the global supply chain."
- Don Cross, Director of Operations Planning and Customer Service

The Answer:
Running Oracle Advanced Supply Chain Planning on Windows 2000

Seeking to surpass its legacy system's capabilities and to support its corporate standard of Windows 2000, Intersil turned to Oracle. Selected after a trial that included 13 highly complex scenarios and more than 600 planning parameters, Oracle Advanced Supply Chain Planning and Oracle Demand Planning exceeded all program requirements. Oracle's scalability, ease of use, integration, and Windows 2000 support, provided a platform that would enable true collaborative supply chain planning.

"The ability to collaborate with our supply chain partners was key. This is the heart of the company; a less than optimal solution will leave us exposed to our customers."
- Tim Muth, VP of Supply Management

Using Oracle Advanced Supply Chain Planning and Oracle Demand Planning, Intersil is making the transformation from a vertically integrated business model to a collaborative virtual supply chain.

Implementing Under Budget

Intersil assembled a cross-functional group, the Virtually Integrated Planning/Enterprise Resource (VIPER) Team, to design and implement its collaborative planning system.

Key Benefits
- Expected increase in upside production flexibility to 50%
- Supply chain response for critical products reduced from 336 to 24 hours
- Projected IT support costs savings of $1.1 million over 5 years
- Improved supply chain planning efficiency by 15%
- Improved WIP, BOM, and routing accuracy to 99.5%
- Expected inventory reduction of 30%
- Expected total hard dollar benefit of $13 million and 246% ROI in 5 years
- Improved ability to integrate acquisitions into supply chain

Corporate Profile
Intersil Corporation
Irvine, Calif.
www.intersil.com
Intersil is the leading provider of semiconductors in the high growth segments of wireless LANs, CD/DVD burners, flat panel displays, and power management devices for Intel- and AMD-based processors.
...
Industry
High Technology
Employees
2,000+
Annual Gross Revenue
$576 million
President and CEO
Rich Beyer

Oracle Products and Services Used

- Oracle Advanced Supply Chain Planning
- Oracle Demand Planning
- Oracle9*i* Database

By proactively partnering with Oracle and maintaining strong links to the APS development team, the VIPER team delivered the system in a year and under budget.

The VIPER Team identified the following elements as essential to the project's success:

- Cross-functional Approach: "We saw it as a business process reengineering effort and not a software implementation effort," comments John Stefanelli, senior manager of customer supply chain.
- Focus: The team identified data clean-up as its primary focus and clearly prioritized the remaining requirements, such as cost optimization.
- Data Integrity: Intersil had used constrained optimization for a decade and knew the importance of data integrity.
- Executive Buy-in: Intersil executives gave the implementation high visibility and priority. It was clear that if staff members were not comfortable with making decisions based on the data coming from Oracle, then they needed to fix the data going in.
- Partnership: Intersil and Oracle leveraged a strategic relationship to guide the implementation. "The Oracle team got to know our business as well as us. We were able to implement a completely vanilla solution to meet our needs," explains Michael Ashline, senior manager of operation planning.

Combining Oracle Demand Planning and Key Process Change

Its Oracle implementation allows Intersil to respond to regional demand volatility by optimally shifting to suppliers better able to meet the need. Oracle Demand Planning also enables Intersil to generate consensus demand forecasts—an improvement achieved with a combination of Oracle functionality and key business process change across multiple departments.

> *"We have been able to retire our legacy demand planning systems by going to Oracle Demand Planning. The previous system did not provide the flexibility for our sales and marketing teams to participate in demand planning."*
>
> **- Chris Henningsen, VP of Marketing**

Boosting On-Time Deliveries from 75% to 95%

With Oracle Advanced Supply Chain Planning, Intersil can plan on demand while limiting nervousness inherent in many advanced planning implementations. Before using Oracle, Intersil was limited to a weekly planning cycle and response times exceeding two weeks.

While Intersil's legacy system provided capabilities beyond typical MRP and MRP II systems, the Oracle solution achieved even more substantial gains. Benchmarked against Intersil's legacy system, Oracle Advanced Supply Chain Planning has enabled the following improvements:

Metric Improvements

Metric/Capability	IMPReSS	Oracle
Planning run time	8.5 hrs	13 mins
Data accuracy	94%	99.5%
Data collection time	10 hrs	20 mins
Supply chain response time	336 hrs	24 hrs
Replan time	weekly	daily
Delivery to request	75%	95%
Support kitting/family planning	no	yes
Demand buckets	lumped	line item

Intersil's Oracle project focused on improving customer responsiveness and supply chain agility. On track to achieve its goal of doubling upside flexibility, Intersil is already seeing improvements in on-time delivery. Over the next five years, Intersil expects bottom- and top-line improvements and conservatively estimates a hard-dollar benefit

of $13 million.

Anticipated Benefits
Present value of benefits in $ millions over 5 years

Margin Enhancement $5.0
Inventory Reduction $4.4
Reduced Support Cost $1.0
Reduced Carrying Cost $10
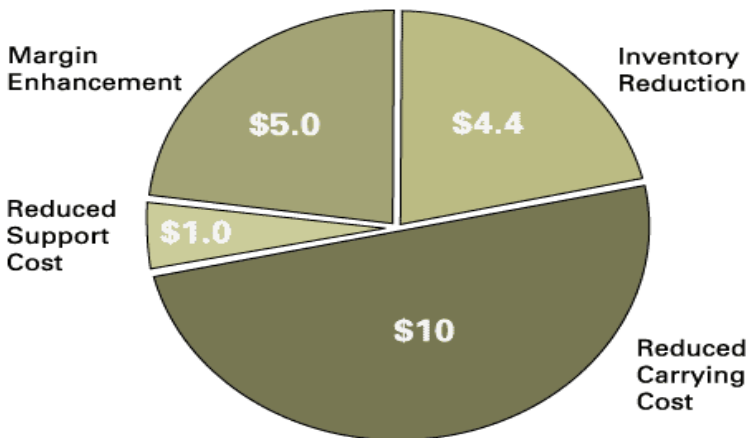
Intersil also expects its Oracle solution to enable continued aggressive growth of more than 20 percent annually over the next five years. These benefits and reduced support and implementation costs are projected to result in a five-year ROI of 246 percent.

READ more about INTERSIL's Oracle implementation.

Inter-Tel Increases Web Order Volume 60% with Oracle iStore

"Over 50% of our channel partners have adopted our web ordering system within 60 days, and we expect to reach 90% very soon."
- Norman Stout, Executive Vice President, Inter-Tel

Key Benefits

- Order-management productivity improved by more than 50%
- Errors reduced by more than 70%
- 60% increase in volume of web orders by Inter-Tel channel partners

Oracle Products & Services

- iStore
- Financials
- iSupport
- TeleService
- Mobile Field Service
- Order Management

Corporate Profile

Inter-Tel
Phoenix, Arizona

www.inter-tel.com

Inter-Tel was founded in 1969 to bring cost-effective advanced telecommunications systems to businesses. Its focus has evolved from telephone systems to software for digital communications, voice processing, and Internet connectivity, and it now positions itself as a single-source provider of telecommunications solutions.

Inter-Tel's principal products are digital telephone systems, IP-telephony products and services, CTI applications, and software for unified messaging and voice processing. It also provides maintenance, leasing, and support services for its products.

Industry

Communications and Media

Inter-Tel Looks to Oracle for E-Commerce Solution

Since its inception in 1969, Inter-Tel has seen its business grow significantly in both size and complexity. To extend its market reach, it has developed a wide network of channel partners to resell its products. The network now includes more than 500 channel partners around the world. Inter-Tel recognized the need for a supply chain management strategy to support their efforts more effectively.

Any new process had to provide improved automation, be available on a 24x7 basis, and be accessible across the Internet. Because Inter-Tel channel partners carry varying product lines, with more than 40 different pricing/discount plans, the company needed a solution that would ensure secure and accurate price presentation while automating previously manual processes for sales logistics and support.

High-Level Project Goals

- Support growth with a scalable solution
- Increase web order volume
- Decrease sales cycle time
- Improve order accuracy

Why Oracle?

Inter-Tel selected Oracle because of its industry-leading position. Oracle iStore provided the functionality needed to support the e-commerce sales process for Inter-Tel's channel partners. iStore provides Inter-Tel with integrated and automated order management, replacing earlier labor intensive manual processes for sales logistics.

The architected solution offered by Oracle was a central consideration. Already an Oracle back-office customer, Inter-Tel needed to be sure that iStore would integrate with the Oracle Order Management system to enable an automated end-to-end business flow from selection to purchase. The company expects to benefit also by the out-of-the-box integration iStore offers with Oracle CRM applications that Inter-Tel plans to implement in the future.

Oracle Delivers a Fully Integrated, E-Commerce Solution

Live since August 2001, Oracle iStore now enables Inter-Tel to provide its more than 500 partners with a web-enabled sales channel tool, allowing them to place self-service orders. Orders can be placed at any time and from any partner location in the world. Since its launch, the application has been widely accepted and enthusiastically used by Inter-Tel's channel partner network.

Since iStore was deployed, Inter-Tel has seen a 60% increase in Web ordering, allowing it to reduce its inside sales headcount by almost half. Adoption by channel partners has been very high, with almost full acceptance across the entire partner channel experienced within six months of launching the site. This will allow Inter-Tel to realize additional efficiencies. At the same time, there has been almost a 70% decrease in error rates as a result of self-service ordering. As a result, Inter-Tel has improved productivity further, cut costs, and increased efficiencies.

Inventec Cuts Cycle Times, Inventory, and Procurement Costs
"The decision to go with Oracle's e-Business suite was easy, Oracle is the only company to offer a fully integrated enterprise information solution so you get a full 360 degree view of your customers and your business." -- C. H. Lee, President of Inventec Malaysia

Key Benefits

- Cycle time cut by 58%
- Inventory cut by 56%
- Reduced IT infrastructure costs
- Shipment efficiency increased by 50% daily
- WIP visibility achieved through all stages of assembly
- Reduced 20% of procurement costs

Oracle Products & Services

- Financials
- E-Business Suite - CRM
- Order Management
- Oracle Support
- Purchasing
- Oracle Manufacturing
- Reports Developer
- Forms Developer

Corporate Profile

Inventec Multimedia & Telecom
Malaysia
www.inventec.com

Inventec Multimedia & Telecom (IMT) is one of the world's leading providers of contract electronics manufacturing services, and part of the US$3.5 billion Inventec Group of Companies.

Industry
High Technology

Employees
5,000 to 9,999

Revenue
More than 1 Billion

Inventec Seeks to Cut Cycle Time and Inventory Levels

It is not common to find a huge banner greeting guests and employees in the lobby of a large international manufacturing concern screaming "ERP--gateway towards e-business @ Internet speed in the 21st century." But at Malaysian-based Inventec Multimedia & Telecom (IMT) this is just the case. IMT, one of the world's leading providers of contract electronics manufacturing services and part of the US$3.5 billion Inventec Group of Companies, seeks to cut both production cycle time and inventory levels by 50 percent through the use of the Oracle E-Business Suite.

Oracle's E-Business Suite will allow Inventec to centralize complexity on professionally managed servers and exploit the Internet to reach more users, significantly reducing its IT cost infrastructure. As a result, employees at Inventec will be able to leverage the same data, react faster to change and make more-informed business decisions. With complete information--from planning, purchasing, production, and delivery--Inventec will be able to align its strategic and tactical goals across the entire organization, maximize profitability and increase efficiencies.

"It is rapid trend shifts such as these that we must be prepared for. Being an e-business helps tremendously," said Mr. C.H. Lee, president, Inventec Multimedia & Telecom. "[Through e-business] we become a much more agile company, able to re-think our strategies in the shortest time possible and tap on our online supply chain and our 'e-enabled' workforce to pull all resources together quickly."

In the past, production line workers only made use of their hands to assemble products. Their tasks were supervised and distributed by the line leaders. With the new Oracle system, even line workers are empowered as they have some control over the whole process and can therefore react to the change in orders faster.

For Lee, ensuring IMT's position as a market leader in the production of both digital cameras and voice-over-IP telephones is non-negotiable. If getting there means a departure from the way IMT has traditionally done business, so be it. It is for this reason that IMT Malaysia is moving ahead aggressively with its decision to embrace the Oracle E-Business Suite. Proving this point, Oracle's solution has been making headway with a rapid implementation schedule. Already some twenty different modules in areas such as financials, iProcurement and manufacturing are live--all in less that a year.

Before implementing the Oracle E-Business Suite, Inventec built its own Website to communicate with suppliers. Even then, there was still a lot of manual and paper work involved. Running the program, monitoring the outcome, translating the data and putting it on the Web site to allow suppliers to tap the data was tedious and inefficient. Now, Oracle's iProcurement allows the company's 300-plus suppliers from around the world to click on a standard browser and gain access to IMT's procurement site for a variety of secure business transactions. With the E-Business Suite applications, all processes previously done manually are done online. That means the procurement team can now concentrate on other higher-value tasks.

High-Level Project Goals

- Reduce lead times and improve customers service.
- Move to a self-service environment to increase efficiencies and reduce paperwork.

Why Oracle?

According to C.H. Lee, president of Inventec Malaysia, "The decision to go with Oracle's e-Business suite was easy. Oracle is the only company to offer a fully integrated enterprise information solution so you get a full 360 degree view of your customers and your business. This will significantly reduce our learning curve and training investment. By selecting Oracle's scalable solution and taking another critical step toward becoming an e-Business, we are confident that we will be able to provide world class service to our customers in Malaysia and worldwide."

Lead Time Shortened

With the implementation of Oracle's E-Business Suite, the company's goal is to respond to customer requests within 24 hours and have the actual production arrangement reduced to one week. Currently, for its personal computers assembly unit (PCA) for Compaq, the response time to customers take five days. For Konica camera orders, Inventec is able to respond within seven days.

"This was already a tremendous improvement," says Lee, "as in the past we merely prepared inventory and waited for demand. Our next step will be to link this system with our customers and to become a virtual factory so that customers are informed of the entire process and their order status."

The inventory cycle before the implementation of the supply chain management system was 5 to 6 turns. After implementing the system, the inventory cycle became 12 turns. Ultimately, Inventec hopes to achieve 20 turns. "The new system has positively impacted Inventec internally in the areas of Order Management, Planning, Operations, and Finance. Externally it has promoted customer satisfaction and vastly improved collaboration with our suppliers," said C.Y. Chen, Executive Vice President. "In moving to a consolidated, paper-free operation, all customer data is now consolidated and available on-line and all sales activities are now automated and integrated instead of being kept on individual spreadsheets."

Chen went on to note eight areas of distinct improvement:

- Logistic processes are highly improved - 90% of manual work is made obsolete
- Efficiency of shipment processes has increased by 50% daily
- Manufacturing lead-time reduced from 12 working days to 5 working days (58%)
- Current Inventory has been reduced >56% compared to 1st Feb 2001
- WIP visibility achieved through all stages of the assembly process (100%)
- Reduced ECO approval cycle from 5 days to 2 days (60%)
- Reduced 20% of overall Purchase cost
- Monthly Financial statements availability improved from 5 days to 1 day

ORACLE®

ipc
The Hospitalist Company

IPC-The Hospitalist Company Keeps Physicians Connected with Oracle9*i* Lite

"What we're doing in healthcare is cutting edge, and without Oracle support we never would have succeeded. We are very impressed with Oracle's ability to deliver." -- Adam Singer, CEO, IPC-The Hospitalist Company

Key Benefits

- Ability to wirelessly download information and access information from a central server
- Improved billing processes
- Better communications between physicians and other healthcare providers
- Wireless access to complex medical application and reference material

Oracle Products & Services

- Oracle9iAS - Wireless Edition
- Oracle Database Lite
- Oracle Database

Corporate Profile

IPC-The Hospitalist Company
North Hollywood, CA
www.ipcm.com

Founded in 1995, IPC is one of the largest independent hospitalist companies in the United States. The company is geographically dispersed, with locations in seven cities across the country. IPC-LINK®, IPC's proprietary technology, allows local practices to take advantage of IPC's experience and clinical repository of inpatient medical treatment information. IPC prides itself on providing better healthcare to its patients through improved communications between in-patient hospitalist physicians and primary care providers.

Industry
Healthcare

Employees
Fewer than 500 employees

Oracle9*i* Lite Supports Fast and Accurate Billing

Prior to implementing a mobile solution, all of IPC's billing was done on paper, sent to the corporate office, and manually entered into a system that created billing forms for physicians. It was a cycle that took 30 days or longer. "Oracle 9*i* Lite obviously improves our reimbursement by getting the billing in faster and more accurately," said John Raudsep, vice president of marketing for IPC-The Hospitalist Company. "Both our receivable base and our billing capture rate have improved because things no longer get misplaced." Citron added, "Now, many of our claims travel from the physician's handheld to the payor without being touched by a human hand."

With IPC-LINK® and the powerful lightweight Oracle9*i* Lite Database, a physician can use pull-down menus and screens to immediately record the billing and clinical information of each visit. A wireless link transmits the data to a central repository where the data links up with additional billing information and communicates to each consulting physician and primary care provider associated with that patient.

Simple Synchronization of Data Between Servers and Wireless Devices

IPC-The Hospitalist Company is a privately held medical group specializing exclusively in medical care for patients in hospitals. The company's 225 physicians are organized into practices of two to five doctors working in teams covering specific hospitals, facilities, or groups of facilities. IPC physicians are known as hospitalists, and work in close conjunction with a patient's primary care physician to provide care for the hospitalized patient.

IPC physicians are totally mobile, and IPC-Hospitalist services are based on wireless technology. Critical patient information-which would normally be maintained in an office-resides in a hand-held HP Jornada 720 personal digital assistant (PDA). Each physician's PDA runs on Oracle9*i* Lite, a mobile version of Oracle 9*i* that enables the physician to synch up to a central server, either wirelessly or via a phone line. IPC physicians can link directly to the internet which connects them to IPC's synchronization server. They can also dial directly into the Remote Access Server (RAS). Physicians connect, transfer information, and communicate seamlessly with the corporate office via disconnected wire on a daily basis.

High-Level Project Goals

- Synchronize data between server and wireless devices via a mobile solution
- Replace paper-based billing with fast, accurate, and more efficient mobile-based processes
- Improve communications and information sharing between hospitalists and primary care physicians via wireless technology

Why Oracle?

IPC chose Oracle9*i* Lite for several reasons: the company had used Oracle8*i* Database successfully for more than seven years; when hiring a consultant to

get its front-end application up and running, IPC discovered that more people were familiar with programming for Oracle than for the other vendor it was evaluating; and, IPC knew Oracle would be able to handle IPC-LINK®, the complex mobile medical application that supports IPC physicians' communications and clinical needs.

"In looking back, we know that Oracle was the right choice both strategically and technically. Oracle also brought a terrific technical team to the project and dedicated the necessary implementation resources," said Mark Citron, vice president of information systems for IPC-The Hospitalist Company.

Better Communication Leads to Better Healthcare

Using IPC's mobile device as a data collection system improves communications between primary care physicians and hospitals. Physicians enter a patient's name, diagnosis code, and other pertinent information and download it to a fax server connected directly to the Oracle Database. The server generates and sends a fax to the primary care physician and other healthcare professionals as needed based on the information the doctor put into the PDA.

Having the information in a central database allows physicians to see not only their own patients' data but their colleagues' patients as well, a critical benefit when doctors need to share information or fill in for each other.

"In today's environment, getting two doctors on the phone simultaneously to discuss any particular patient is difficult," explained Raudsep. "Each time we discharge a patient, we need to communicate relevant information to several other healthcare providers. Now, we can do that instantaneously with one push of a button. The HP Jornada 720, the IPC-LINK®, and the Oracle Database together make it work."

Oracle9*i* Lite Delivers Clinical Information

IPC technology supports numerous references for physicians. Standard reference materials are available on the PDA device along with treatment protocols. Diagnostic information in the PDA can also be used to alert the patient's care provider about cutting edge appropriate treatments. "If we find a new published article that relates to a specific patient's situation, we can attach the information to the patient's discharge note when it is sent to the primary care physician," said Adam Singer, CEO.

Future Plans

ICP plans to upgrade to an Oracle9*i* Database. It is also interested in teaming up with Oracle to explore new products that speed up the synchronization process and integrate GIF and PDF files with the rest of its applications.

Oracle E-Business Suite Powers the Fight to Cure Deadly Diseases

"We were a disconnected shop: we had legacy systems that were not connected. We had systems for order processing, general ledger, financials, human resources, and a home-grown system for managing grants. With the Oracle E-Business Suite, we've been able to integrate these disparate systems and streamline our business processes." --Lee Wilbur, Chief Operating Officer, Jackson Laboratory

Key Benefits

- Reduced indirect cost recovery time from one month to 3 weeks, resulting in additional cash flow of $360,000/week
- Useful and understandable reports
- Reduced time for producing expense reports from 5 weeks to 2 weeks
- Shortened closing cycle time of financial books
- Real-time information on mouse inventory
- Production planning and tracking capability
- Reduced time to apply cash receipts to grants from 6 hours to 5 minutes
- Reduced time for grant invoicing from one day to one hour

Oracle Products & Services

- Process Manufacturing
- Grants
- Order Management
- Advanced Benefits
- Purchasing
- Oracle Consulting Services
- Payroll
- Receivables
- Payables
- Project Billing
- Project Costing
- Assets
- Labor Distribution
- Inventory
- Discoverer Desktop Edition
- Cash Management
- Financials

Corporate Profile

Oracle E-Business Suite Powers the Fight to Cure Deadly Diseases

Jackson Laboratory, the world's leading independent mammalian genetic research institute, conducts research in human disease including neurological diseases, cancer, obesity, diabetes, and other genetic related diseases. The global scientific community relies on the Jackson Laboratory to advance biomedical research worldwide. Each year, the Laboratory supplies universities, medical schools, and research laboratories with approximately 2 million mice from more than 2,500 varieties, 97% of which are available only from the Jackson Laboratory. But with an IT infrastructure based on legacy systems, home-grown systems, and other applications that could not talk to each other their organization was not running as efficiently as possible.

As a nonprofit organization, the lab needed software to allow them to process and manage grants. In addition, they needed software to manage their production environment for mice that they provide to researchers worldwide. "You tend to find software that addresses either the public or private sector, but not both. Manufacturing software packages typically don't have any kinds of grants management capability. Conversely, if you're looking at the grant side, you don't find anybody that's dealing with production environment," said Lee Wilbur, chief operating officer.

Since the lab was well past the point where they needed an integrated infrastructure, Wilbur began to explore solutions and narrowed the choice to the Oracle E-Business Suite and J.D. Edwards. "Oracle was clearly well ahead--they had a grants module," Wilbur explained.

High-Level Project Goals

- Streamline business processes and shorten cycle time to close books
- Improve management system for grants
- Improve access time and quality of information by integrating disparate systems

Why Oracle?

"We were a disconnected shop: we had legacy systems that were not connected. We had systems for order processing, general ledger, financials, and human resources, and a home-grown system for managing grants. With the Oracle E-Business Suite, we've been able to integrate these disparate systems and streamline our business processes," says Wilbur.

The Oracle E-Business Suite enables Jackson Laboratory to address the unique needs of their organization -- from managing grants to managing a production environment. "One thing that really made the difference was Oracle's willingness to work with us on this whole project, especially as it related to the process manufacturing," says Wilbur. "The mouse business is extremely complex. The mice become a product at three weeks of age, when they're typed to determine what strain they are. Then on a weekly basis, the mice become a new product because they are ordered based on age. We had to have the ability to age our inventory on a weekly basis and have it actually become a new part number. With Oracle, we were able to do that. They used some creativity thinking out of

Jackson Laboratory
Bar Harbor, Maine

www.jax.org/

Founded in 1929, the Jackson Laboratory is a nonprofit institution that is leading the genetics revolution. The world's largest mammalian genetic research facility, the Laboratory also serves a key role in the global scientific community as the provider of critical genetic resources and as a center for training present and future scientists.

Industry
Pharmaceutical/Biotech

Employees
501 to 1,999

Revenue
1 Million to 100 Million

the box in terms of how you use some of the fields in the process manufacturing product."

Early Adoption and a Smooth Implementation Pay Off

Key to the success of Jackson Laboratory's implementation was Oracle's E-Consulting approach. According to Wilbur, "The E-Studios helped us save on travel and equipment expenses and Oracle's excellent offshore resources helped to offset the costs of the extensions, custom reports, and conversions which we included."

In addition to providing cost-effective services, Jackson Laboratory was extremely pleased with the quality of the consulting work, the caliber of the consultants, and their ability to coordinate closely with Oracle's Development and Support organizations.

"Oracle Consulting gave us the leadership, experience, understanding of best practices, and proven methodologies that were essential to the success of our project," praised Wilbur.

With the Oracle E-Business Suite, Jackson Laboratory has greatly improved the management of the $50 million in grant funding it relies on annually. Using Oracle Grants Accounting, they can better manage their grant funding from the National Institutes of Health (NIH) and other organizations.

"With grants, for every direct dollar spent you get a percent to cover indirect costs. We used to apply to NIH for that on a monthly basis. We're now able to apply on a weekly basis, so that improves our receivable to the tune of about $360,000 a week. That's a big help in terms of cash flow," Wilbur said.

Future Plans

With streamlined systems, the organization can concentrate on its mission: improving the quality of human life through genetic research. With more than a dozen E-Business Suite modules, Jackson Laboratory is considering moving to Oracle's online service model where Oracle would host their applications.

ORACLE®

Jet Propulsion Laboratory Modernizes Business Processes, Reduces IT Operations Costs by 30% with Oracle E-Business Suite

Key Benefits

- Modernized and automated project accounting processes
- Reduced IT operations costs by 30%
- Replaced fragmented legacy system with integrated suite of applications

Oracle Products & Services

- Financials
- Project Costing
- Purchasing
- Human Resources
- Payroll
- Advanced Benefits
- General Ledger
- Cash Management
- Payables
- Order Management
- Receivables
- Assets
- Discoverer Desktop Edition
- Oracle Consulting Services

Corporate Profile

Jet Propulsion Laboratory
Pasadena, California

www.jpl.nasa.gov

The Jet Propulsion Laboratory (JPL), managed by the California Institute of Technology, is NASA's leading center for robotic exploration of the solar system. JPL spacecraft have visited all the planets in our solar system (except Pluto), and JPL telescopes are observing distant galaxies in the universe to study how our solar system was formed. The laboratory also manages the worldwide Deep Space Network, which communicates with spacecraft and conducts scientific investigations from its complexes in California's Mojave Desert; near Madrid,

About Jet Propulsion Laboratory (JPL)

On October 31, 1936, Theodore Von Karman supervised the first rocket firing on the property that would become the Jet Propulsion Laboratory (JPL). In the nearly 70 intervening years, the Pasadena-based research facility has participated in a variety of amazing scientific missions: in fact, with the exception of Pluto, JPL has led the world in the exploration of every known planet in our solar system. The 1960's saw JPL succeed in the first planetary fly-by with the Mariner 2 spacecraft. JPL's work on the development of solar energy technology helped America respond to the power crisis of the 1970's. The study of the Earth's geology and oceanography with JPL's SeaSat satellite helped scientists make new discoveries about the nature of our planet in the early 1980's. And the Wide Field/Planetary Camera of the Hubble Space Telescope, built by JPL in the 1990's, has been the source of some spectacular images of our solar system and the universe. Building on the success of the Mars Pathfinder rover in 1997, JPL is working on a variety of missions to the red planet through 2010 and beyond.

A New Technological Challenge

Despite many decades of scientific success, JPL entered the twentieth century's final decade facing an internal technological discovery of a different kind. Changes in the political climate at the end of the Cold War suddenly changed the mission of the research facility. No longer were JPL scientists to focus on two or three major projects over the course of many years. Now, they had to take on as many as 40 projects at a time, most for a significantly shorter duration. However, the internal processes and systems were not prepared for this dramatic change, composed as they were of heavily customized legacy applications that were impossible to upgrade to meet the demands of the new work environment.

As a result, in 1995 JPL initiated a review of business processes and technology to update the laboratory for a new era of innovation. This meant implementing an IT system that could help project managers control budgets and projects while putting more emphasis on business automation to increase the efficiency of the laboratory.

Why Oracle?

Oracle was selected to lead this internal technology transformation and to help JPL move to an integrated model for business information and applications. Building on Oracle's vision of an integrated suite of applications operating on top of a single data source, Oracle software was competitively selected as the basis of JPL's new business systems. JPL selected Oracle Financials and Oracle Human Resources, elements of the E-Business Suite, to help its project resource administrators create records for new projects, track costs and assets, and send information back to project managers. JPL started its "big bang" implementation in January 1998. By the end of the year, it had 41 software modules installed and running--without changing the underlying Oracle code. The launch of the Oracle systems integrated and simplified JPL IT systems to such a degree that the lab was able to cut its total IT operations costs by over 30%.

JPL was also able to reduce the time it takes to close its monthly books to two days, providing project financial information back to the project managers on the third day of every month. And this improvement did not come at the expense of data accuracy. In fact, due to the integrated nature of the information platform and new data reconciling tools not available in the legacy systems, the staff at JPL enjoys increased confidence in the accuracy of the data they receive from the Oracle system.

Spain; and near Canberra, Australia. JPL cameras and sensors are aboard satellites circling the Earth to study the ozone, oceans and other Earth sciences. To support continued exploration, JPL is making advances in technology with new instruments and computer programs to help spaceships travel further and telescopes see farther than ever befo

Industry
Aerospace and Defense

Employees
5,000 to 9,999

High-Level Goals

- Improve the speed and effectiveness of business processes by reengineering the processes and enabling them with up-to-date automated tools
- Better support NASA's post-Cold War direction for planetary exploration (i.e., more frequent smaller dollar projects, versus one or two large flagship projects)
- Replace a heavily customized legacy system with one that can be upgraded over time to keep pace with emerging new technologies

Contact Us | Legal Notices and Terms of Use | Privacy Statement

ROI ASSESSMENTS

SHACK TULLOCH

This study was prepared by Shack & Tulloch, Inc., an independent consulting firm.

ORACLE®

HAAS

John I. Haas, Inc.
Cuts Implementation Costs by 31% and Overall IT Costs by 57%
by Upgrading to 11*i* with Oracle E-Business Suite Outsourcing

The Challenge: Boosting Productivity with Cutting-Edge IT

As the world's largest producer of hops and hops products, John I. Haas is an acknowledged industry leader. By effectively leveraging its internal business processes, Haas relies on fewer resources to coordinate a large array of supplier goods and services to deliver world-class final product solutions. As a result, Haas has achieved best-of-breed status in a sector in which the impact of any additional effective resource is visible at the bottom line and in which inefficiencies and lost work cycles from poorly executed or supported processes can be catastrophic.

In order to build on its strong base and foster future growth, Haas knew it had to revolutionize its IT infrastructure to operate more efficiently and strategically in the time-sensitive and market-driven agricultural sector. At the same time, though, Haas wanted to avoid increasing its expenditure on IT resources. Having used Oracle 10.7 applications offline, Haas wanted to upgrade to 11*i* for enhanced functionality and to move its production environment to Oracle E-Business Suite Outsourcing.

"In a very competitive environment, we must continue to offer the widest breadth of products and services to both our external, as well as internal, customers with increased efficiency…. 11i Web capabilities make this possible."

- Kyle Lambert, VP of IS

The Answer:
Oracle E-Business Suite Outsourcing Enables IT Staff Redeployment of 28%

An Oracle database and applications customer since 1996, Haas knew the power of Oracle's integrated approach to streamline its key business processes. In order to take the next step as an e-business leader, Haas upgraded its applications to take advantage of the increased flexibility and functionality of Oracle E-Business Suite 11*i*.

By allowing Oracle to provide its applications online, Haas redeployed 2 of its 7 dedicated internal IT headcount—a 28 percent shift. This approach has enabled Haas to focus on building its core business while letting the Oracle experts maintain the applications. Haas also was able to avoid purchasing additional servers. This increased efficiency has netted Haas an annual operating savings of $180,000 and approximately $150,000 in asset productivity.

Overall, Haas' cost of running Oracle E-Business Suite applications achieved an economic benefit of $425,000 per year (combining both internal IT labor plus hardware maintenance) versus $185,000 with Oracle E-Business Suite Outsourcing—a 57 percent reduction.

Key Benefits
- Overall IT costs cut by 57%
- IT headcount redeployed by 28%
- Monthly closing time cut by 25%
- Order entry time cut by 50%
- Implementation time cut by 50%
- Project completed in 6 months and under budget
- Implementation costs using E-Consulting cut by 31%

Corporate Profile
John I. Haas, Inc.
Washington, DC
johnihaas.com

Established in 1914, John I. Haas is a privately owned, vertically integrated agricultural company that grows, processes, markets, and trades hops and hops products worldwide. With five regional locations, Haas is the largest US grower of hops and the world's leading processor and dealer.
...
Industry
Agriculture
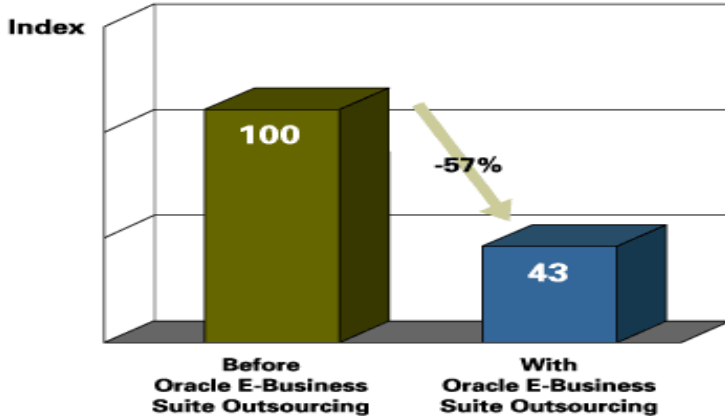## Annual Gross Revenue
Privately Held
Chief Executive Officer
Alexander Barth

Oracle Products and Services

- Oracle Financials 11*i*
- Oracle Portal 11*i*
- Oracle E-Business Suite Outsourcing
- Oracle Consulting

Overall IT Cost Reduction Index

Index

| Before Oracle E-Business Suite Outsourcing	With Oracle E-Business Suite Outsourcing
100	43

-57%

In addition, Haas' upgrade to 11*i* and decision to opt for applications outsourcing will significantly decrease its ongoing maintenance costs and spell improved service. Both benefits will continue to impact the company's bottom line over time.

> *"With Oracle E-Business Suite Outsourcing, we have been freed up from day-to-day firefighting and now concentrate our efforts on analysis and strategic IT issues. Hiring additional personnel would have been the only way to make this possible without Oracle."*
>
> **- Tom Mack, Sr. Business Analyst**

Internal IT Staff Redeployment Index

Index

Before Oracle E-Business Suite Outsourcing	With Oracle E-Business Suite Outsourcing
100	72

-28%
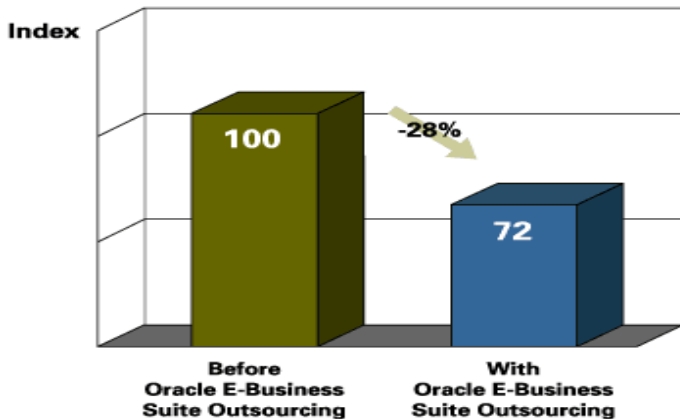
By moving to a single financial platform with Oracle Financials 11i, Haas has made its financial information available to managers more quickly and efficiently. With its improved functionality, Haas anticipates trimming monthly closing time by three to five days—a 25 percent reduction.

Portal Cuts Order Entry Time in Half

Another critical step in Haas' move to streamline and Web-enable its business processes was the adoption of Oracle Portal. Enabling access to operational information any time, anywhere, the portal allows sales people and managers to obtain current decision-making information. Its easy navigation has boosted productivity by cutting order entry time by 50 percent. In the future, Haas will extend its use of the portal to provide customers with 24/7 access to order entry status to increase customer satisfaction.

Customer Order Fulfillment
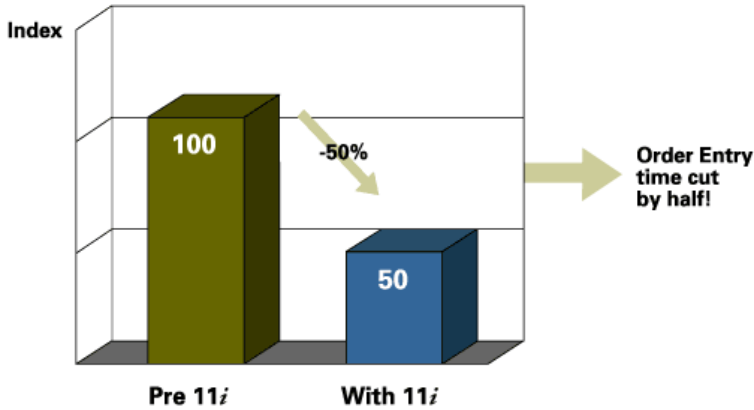
"Oracle Portal provides significant benefits for those of us who travel by enabling access to current financial and management information. We are able to make informed decisions no matter where we are."

- Marc Krens, CFO

E-Consulting Cuts Costs and Speeds Implementation

By using Oracle's E-Consulting approach, Haas drastically reduced costs and completed its upgrade within six months. Relieved of the burden of bringing consultants on-site, Haas incurred no travel costs. More importantly, E-Consulting gave Haas 24-hour, secure global access to an expert with the most appropriate knowledge and skills for the issue at hand. When needed, Haas could also hold meetings with Oracle's consultants and internal stakeholders scattered across its disparate locations through E-Consulting's E-Studios option.

Haas estimates that E-Consulting reduced the cost of its implementation by 31 percent and cut the time required in half. These advantages increased Haas' net present value by $155,000 or 200 percent. These results yielded an ROI of more than 80 percent and payback period of 2.1 years.

"E-Consulting was great! The majority of the implementation savings are related to minimizing travel costs and having the most knowledgeable consultant available 24/7."

- Trish Leppa, Business Analyst
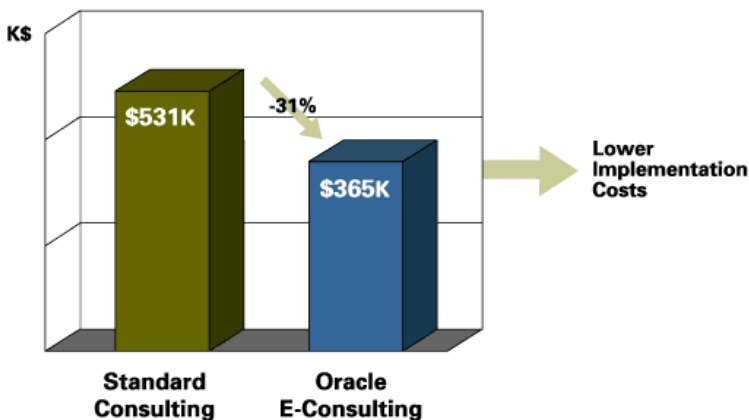
Enhanced Value with E-Consulting

Net Present Value (NPV)

K$

$230K — Haas received benefits 6 months sooner!

$165K — Lower Implementation Costs

$75K

$75K

Standard Consulting

Oracle E-Consulting
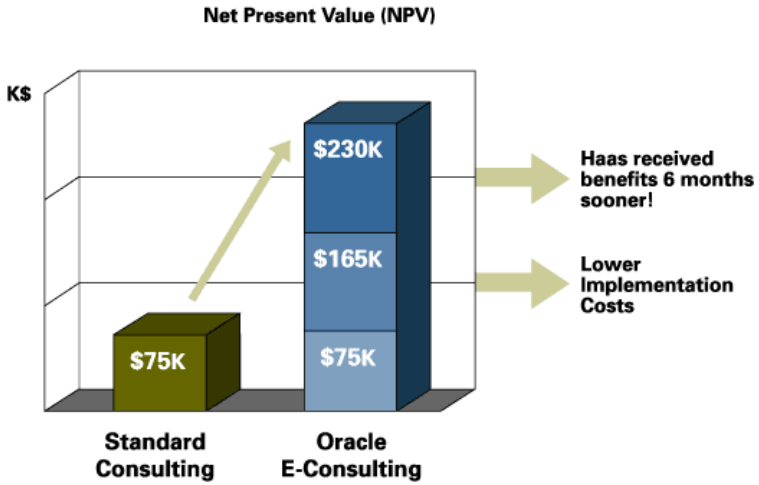
Further Productivity and Functionality Advances Ahead

Relying on Oracle E-Business Suite Outsourcing and the E-Consulting approach to implementation, John I. Haas realized significant productivity gains while reducing costs. The company was able to enjoy the increased functionality of its 11*i* upgrade under budget and in only six months. Looking ahead, John I. Haas is now positioned to take advantage of other applictions in the suite, including Order Management, Advanced Supply Chain Planning iProcurement, iStore, Internet Expenses, Manufacturing Intelligence, Financial Intelligence, and Purchasing Intelligence. Haas expects to achieve even greater efficiencies with the enhanced self-service capabilities of Oracle E-Business Suite 11*i*'s integrated applications.

Kelly Staff Leasing Increases Efficiencies More Than 60%

"We thoroughly surveyed the marketplace, and after we looked at Oracle E-Business Suite 11i, it was clear that it was light-years ahead of everything else we evaluated. The Oracle E-Business Suite simply allows us, with one application, to run our entire business. It's a completely integrated enterprise solution." - Mike Butler, General Manager, Kelly Staff Leasing

Key Benefits

- Increased efficiencies by more than 60 percent
- Implemented Oracle out of the box , ahead of schedule, and under budget
- Automate manual processes
- Ability to provide customers access to real-time data

Oracle Products & Services

- Payroll
- Advanced Benefits
- Time Management
- Training Administration
- Financials
- HR Intelligence
- Oracle Consulting Services
- Oracle9iAS - Enterprise Edition
- Human Resources
- Financials and Sales Analyzers
- Purchasing
- Oracle Database Enterprise Edition

Corporate Profile

Kelly Staff Leasing
Troy, Michigan

www.kellystaffleasing.com/

Kelly Staff Leasing is a business unit of staffing leader Kelly Services. It provides human resource services and administrative functions, allowing its customers to focus on their core businesses. This staffing solution helps companies reduce the escalating liability and cost of employee administration in today's rapidly changing marketplace.

Industry

Professional Services

Providing A Human Touch

Kelly Staff Leasing (KSL) is a business unit of staffing leader Kelly Services. It provides human resource services and administrative functions to its customers, allowing them to focus on their core businesses. This staffing solution helps companies reduce the escalating liability and cost of employee administration in today's rapidly changing marketplace. KSL is a Fortune 500 company that provides the staffing services of more than 800,000 employees annually to over 200,000 customers.

KSL sought a Web-enabled HRMS system that would allow its customers to enter data directly into its system over the Web, thereby increasing customer satisfaction, improving throughput, and reducing data errors. Oracle E-Business Suite 11i and its Web-enabled functionality provided that solution.

High-Level Project Goals

- Realize significant cost savings by giving customers fingertip access to real-time data for accurate reporting
- Reduction in processing errors and an elimination of the need for extended staff hours
- Automation of best-practice methods that would provide customers with better service

Why Oracle?

Kelly Staff Leasing implemented Oracle E-Business suite out of the box, ahead of schedule, and under budget. Right off the shelf, Oracle Advanced Benefits allowed it to offer new customers a greater breadth and complexity of benefits than could ever have been offered before.

The international functionality of the Oracle E-Business Suite, which includes language, financials, and currency support, as well as legislative rules, allows KSL to easily expand globally today and in the future.

With Oracle E-Business, KSL has increased efficiency by over 60 percent across the enterprise by improving productivity, automating best-practice methods, and providing customer access to real-time data and improved service.

Oracle Consulting Teams Up with KSL

Oracle Consulting Services and the Oracle FastForward approach set processes for thorough and accurate implementation of thousands of custom customer requirements.

Future Plans

Oracle E-Business Suite has positioned KSL for aggressive global growth through the Web-enabled applications, which offers language, accounting, and international rule support. KSL plans to stay ahead of the competition through advanced benefits offerings to customers and through association with Oracle's name and reputation.

Employees
501 to 1,999

Revenue
101 Million to 500 Million

Contact Us | Legal Notices and Terms of Use | Privacy Statement

ORACLE®

KNOWLES

Knowles Electronics Reduces Inventory by US$1 Million Per Month

"We now have complete visibility into the supply chain and all the inventories. We've been able to reduce our inventory by more than a million dollars a month just because we now know where it is." -- Randy Kjell, Director of IT, Knowles Electronics

Key Benefits

- Achieved central information base
- Improved inter-division supply chain visibility
- Enhanced company-wide productivity and efficiency
- Reduced inventory costs by US$1 million each month
- Improved customer delivery scheduling
- Increased expense reporting frequency from 8 weeks to 2 weeks
- Improved custom order fulfillment

Oracle Products & Services

- Financials
- Purchasing
- Advanced Supply Chain Planning
- Human Resources
- Oracle Consulting Services
- Order Management
- Discrete Manufacturing

Corporate Profile

Knowles Electronics Holdings, Inc.
Itasca, Illinois

www.knowles.com

Since 1946, the Knowles Electronics family of companies has manufactured a variety of technologically advanced products. The parent company, Knowles Electronics, is a leading supplier of transducers and receivers for the hearing-aid industry, and its Deltek division supplies hearing-aid accessories. The corporation's Emkay division develops and manufactures microphone and speaker components for use in

Hearing the Call to Best Business Practices

After its acquisition by Doughty Hanson, Knowles Electronics determined it needed a systems overhaul. Each of its eight plants around the world was using different procedures and software systems--an infrastructure that prevented management from understanding company-wide performance. Lack of consistent processes among locations and poor availability of data caused increased inventory levels and repetitive processes. Knowles needed an information base for the organization. Oracle systems and Oracle Consulting were brought in to implement the modern changes.

"We looked to Oracle Consulting to come in and help us implement the software based on best business practices," explained Randy Kjell, director of IT. "We budgeted for consulting and wound up about 10% under that total--and that's with tremendous changes and flexibility. The implementation plan evolved as we found better ways of doing things. For example, we said, 'Let's bring Taiwan up next,' then two weeks later we decided not to do Taiwan but to do China. Then, we changed course again and decided to bring up part of Malaysia first. We adjusted the program, and Oracle Consulting helped us with that process and continued to be flexible with us as business needs dictated changes."

High-Level Project Goals

- Install a system that enables corporate-wide assessments
- Implement standard controls over all divisions
- Streamline inter-division inventory transfer

Why Oracle?

Knowles reviewed systems from Oracle, SAP, JD Edwards, and Baan, and decided on Oracle's integrated E-Business Suite based on its support, cost, and consulting services. "We felt that Oracle had the best worldwide support," said Kjell. Plants in China and Malaysia were especially interested in working with local Oracle Support people who understood their environment. "It also helped that Oracle had the best overall implementation cost," continued Kjell. "And, being that we were making such a major change, we wanted to have as much support from the supplier as possible. We felt Oracle Consulting would give us not only a quality implementation, but would have connections inside Oracle. Most other vendors were using a third-party for their implementations."

Visibility into Knowles' supply chain was also very important to the company. Oracle's ability to help Knowles improve inventory visibility and enhance company-wide productivity and efficiency were determining factors in vendor selection.

Visibility, Cost Savings, and Productivity

Since its Oracle implementation, Knowles has seen improvements in several areas. The company has standard processes and centralized information so that management can assess sales, inventory, and costs globally with currency conversions all handled by the applications. The global functionality of Oracle Financials enables Knowles to invoice in one currency, and report in another,

the telecommunications, computer, medical, civil/military communications, and automotive industries. The Synchro-Start division, an global leader in engine management systems, designs and manufactures engine control solenoids, proportional actuators, and programmable electronic controls used by major manufacturers of industrial diesel engines and mobile equipment. As a corporate unit, Knowles Electronics maintains a network of design, manufacturing, sales, service, and warehouse facilities throughout the world

Industry
Industrial Manufacturing

Revenue
101 Million to 500 Million

and allows the company to run on a single instance. Enhanced visibility has also led to improved processes. For example, historically, managers had to wait up to eight weeks to learn if they were over or under budget, now, they receive weekly expense statements.

The largest improvements for Knowles have come in the areas of supply chain visibility and the resulting inventory reductions. "Before Oracle, we cut a purchase order against another plant and hoped it shipped in time. It might be that both England and Chicago put demand on Malaysia for the same parts for the same time frame, but we didn't know what the real priority was," explained Kjell. "Three or four weeks of safety stock was hidden in every location just in case we needed it. The visibility that we now have gives us the ability to see the whole supply chain and all the inventories. We've been able to reduce our inventory by more than a million dollars a month just because we now know where it all is."

Increased visibility also means improved customer service. "We now have the ability to see when the product *really* will be available so we can give the customers valid promised ship dates. We also have the stability to ship from any manufacturing site directly to any customer, which was very difficult with our old systems," said Kjell.

Future Plans

Knowles plans to roll out Oracle9*i* Applications Server to setup a portal environment enabling customers to access orders and shipment status. It will also look into the capabilities of Daily Business Intelligence to enhance information reporting.

ORACLE® **KVÆRNER™**

Kvaerner Pulp and Paper Decreases Inventory Costs by $1 Million

"Upgrading to Oracle 11i has helped Kvaerner Pulping Inc. to integrate not only the applications, but the internal processes of our company as well. Instead of working in stand-alone silos, we now understand the big picture, and from a management perspective, we are able to see the status of the company on a daily basis." -- Woody Muth, Director of IT, Kvaerner Pulping Inc.

Key Benefits

- Automated systems enable immediate revenue recognition
- Eliminated 3-5 week lag between ship date and invoicing
- Decreased time to close monthly books
- Applications managed by Oracle E-Business Suite Outsourcing
- Saved $76,000 (31%) by upgrading to Oracle E-Business Suite Outsourcing

Oracle Products & Services

- Financials
- Order Management
- Purchasing
- Oracle Applications Outsourcing
- Discoverer Desktop Edition
- Inventory

Corporate Profile

Kvaerner Pulping Inc. (Division of Kvaerner Group)
www.kvaerner.com/pulp

Kvaerner Pulping Inc., Power Division is one of the world's leading suppliers of boilers and evaporation plants to the pulp and paper, and power industries. Kvaerner Power Division has achieved extensive experience in planning, managing and executing recovery and power boiler projects, including rebuilds worldwide. Its success rests on its proven management process, which includes scheduling, engineering, procurement, manufacturing, construction and start-up.

Industry

Process Manufacturing

Kvaerner Pulping Upgrades to Oracle E-Business Suite Outsourcing and Saves 31% of Annual IT Budget

The need for increased functionality, application integration, along with a gap in resources to maintain the systems were the major drivers leading Kvaerner Pulp and Paper to reevaluate its Oracle systems. Kvaerner originally purchased Oracle in 1994 to get a financials system in place. Since the original implementation, Kvaerner Pulping Inc. has grown and expanded operations, and Kvaerner's software infrastructure needs have grown in tandem. Manual processes requiring double and triple entry were slowing efficiencies, and Kvaerner recognized its expertise lay in the pulp and paper and power industry - not in the applications management industry.

The decision to upgrade from version 10.7 of the Oracle applications was essential, and the benefits of moving to the E-Business Suite Outsourcing environment were clear.

By upgrading its applications to Oracle E-Business Suite Outsourcing, Kvaerner Pulping was able to immediately save over $76,000 in salaries, hardware investments and systems maintenance. This cost savings represents 31 percent of Kvaerner Pulping's annual IT budget.

High-Level Project Goals

- Upgrade to a Web-enabled, fully integrated system
- Streamline organizational processes
- Eliminate customizations
- Decrease maintenance costs
- Take advantage of new functionality
- Change business processes to use best practices

Why Oracle?

The increased functionality of Oracle 11*i* was necessary for Kvaerner Pulp and Paper to eliminate many manual processes. Oracle's Internet-enabled, fully-integrated solution allowed Kvaerner to eliminate customizations, streamline processes and gain a clear view of its business.

Kvaerner's need to focus internal resources on growing its business dictated the decision to move its applications to Oracle's E-Business Suite Outsourcing. E-Business Suite Outsourcing manages the applications, thereby decreasing Kvaerner's reliance on a large internal IT staff.

By upgrading to E-Business Suite Outsourcing, Kvaerner immediately achieved three objectives:

- Decreased dependence on its internal IT staff - allowing Kvaerner to redeploy IT resources to business critical projects
- Eliminated initial and long-term hardware investments related to the Oracle E-Business Suite
- Capitalized on Oracle resources to maintain its applications.

$1 Million in Decreased Inventory Costs and Immediate Revenue

Employees
501 to 1,999

Revenue
100 Million to 500 Million

Recognition

One of the goals of Kvaerner's 11*i* upgrade was improving internal processes. Kvaerner identified Oracle applications as the foundation for redesigning business processes and implementing best practices. To this end, Kvaerner Pulp and Paper has eliminated many manual processes that slowed revenue recognition. In addition, integration of the applications is shortening Kvaerner's time to close its books.

Even more dramatic is the reduction in inventory costs. Within three quarters of upgrading to Oracle 11*i*, Kvaerner Pulp and Paper has decreased inventory on hand by almost $1 million - a 30% cost savings.

"Before we upgraded to Oracle 11*i*, Kvaerner was a manual operation. The time between taking the order, shipping the product and invoicing was between three and five weeks. With Oracle's integrated products, we now have an automated system and we recognize revenue immediately when orders are shipped." -- Woody Muth, Director of IT, Kvaerner Pulp and Paper

Future Plans

Kvaerner Pulp and Paper plans to implement Oracle 11*i* Projects in 2004 and roll the applications out globally.

Contact Us | Legal Notices and Terms of Use | Privacy Statement

Liverpool City Council Expects a 40% Reduction in Transaction Processing Costs with Oracle CRM

"We see our partnership with Oracle as key to turning our vision for Liverpool into reality."
-- Dr. David McElhinney, Executive Director, Liverpool City Council

Key Benefits

- Huge volumes of data can be converted into knowledge that will deliver intelligence-led local government
- Council services available electronically ahead of Government target
- Improved customer service
- Anticipated 40 per cent reduction in transaction processes in two years

Oracle Products & Services

- Human Resources
- TeleService
- Oracle Interaction Center
- Scripting
- Advanced Inbound
- Marketing Online
- Payroll
- E-Business Suite - CRM
- Training Administration
- Self-Service Human Resources
- HR Intelligence

Corporate Profile

Liverpool City Council
Liverpool, UK
www.liverpool.gov.uk

Liverpool City Council is the largest local authority in the Merseyside region and serves almost half a million people in the north west of England. The Council is committed to reducing overheads, delivering electronic services online and re-engineering its business around the needs of the customer.

Industry
Public Services

E-Enablement is Key Factor in Liverpool's Transition

Liverpool City Council serves the needs of more than 460,000 residents and businesses. The decline in heavy industry in the north of England has taken its toll on the city's fortunes as a major seaport, but Liverpool is now becoming a thriving center and aims once again to become a premier European city.

"As a council we are playing a leading role in shaping the city's transition to a modern business center,"says David McElhinney, Executive Director, Liverpool City Council. "Our goal is to empower Liverpool's citizens by improving the quality of the services we offer them, while at the same time reducing costs and lowering council tax charges. The Council is also committed to making its services available online by 2005, in line with the Government's modernizing agenda."

In order to realize its ambitions, Liverpool City Council chose Oracle to replace its 500 databases and 230 IT applications with a single technology platform based on the Oracle database and internet application server. Oracle 11i CRM and Human Resources modules were selected to provide integrated front and back office applications across the business. Liverpool Direct Limited, a joint venture company with BT, was set up to deliver and manage the database and applications. In time, Liverpool Direct Limited will generate additional revenue by marketing the template it has created for Liverpool City Council to deliver e-business solutions to other public sector bodies and private companies.

High-Level Project Goals

- Deliver online services to meet Government's modernizing agenda
- Reduce overhead
- Significantly improve levels of customer service

Why Oracle?

"We looked at several leading suppliers but Oracle was the leader, both in terms of providing fully integrated applications and demonstrable business benefits," says David McElhinney. "Oracle's experience of using their E-Business Suite to cut costs dramatically in their own business was also a very significant factor in their favor."

Adopting Internet Business Processes to Re-Engineer Services Around the Needs of the Customer

The first phase of Liverpool City Council's e-agenda went live in November 2001 with the implementation of key modules from Oracle's 11i Customer Relationship Management (CRM) suite at the Liverpool Direct call center. "Oracle's CRM applications will standardize and simplify our processes, and give us a 360 degree view of each customer's interactions with the City Council," says David McElhinney. "The CRM suite also gives us the tools we need to analyze the data we hold and turn it into knowledge about our customers that will help us meet their needs."

Liverpool City Council will be running standard configurations of all Oracle E-Business Suite applications, with no software customizations. "Using Oracle's

Employees
More than 10,000 employees

Revenue
More than 1 Billion

standard applications means we will automatically be adopting industry best practice for all our applications, right across the Council," says David McElhinney. "We will also have working software, that can be installed quickly, without the cost of employing consultants to modify each new upgrade before we can use it."

Future Plans

Oracle's E-Business Suite will enable Liverpool City Council to make savings of around 40% on transaction processing in the next two years. The Council expects to have made all its services available electronically by 2004, one year ahead of the government's target. Oracle's modular, seamlessly upgradeable suite of e-business applications will support rapid e-enablement of its entire business.

Lloyds TSB Achieves 30% ROI in 18 Months with Oracle HRMS

"There are not too many different ways of delivering HR, and redesigning new ones is time consuming and costly. Oracle HRMS gives us best-practice processes, and was implemented in 9 months. It's cut the time taken for routine tasks by up to 85%. Why customize?" -- Martin Hunt, HR Shared Services Program Director, Lloyds TSB

Key Benefits

- 30% ROI within 18 months
- Fully operational solution implemented in 9 months
- Standardized set of HR processes with no customizations
- Routine processes completed 33% - 85% faster using self-service tools
- 83% of users request more self service applications
- Improved staff empowerment through devolution of responsibility

Oracle Products & Services

- Oracle Database Enterprise Edition
- Human Resources
- Self-Service Human Resources
- Oracle Consulting Services

Corporate Profile

Lloyds TSB Plc (LTSB)
United Kingdom

www.lloydstsb.co.uk

Lloyds TSB Plc (LTSB) is one of the UK's largest financial services companies, providing a comprehensive range of banking and financial services to corporate and residential customers.

Industry
Financial Services

Employees
More than 10,000 employees

Revenue
More than 1.001 Billion

Oracle HRMS Provides Lowest Cost of Ownership and Highest ROI

Lloyds TSB (LTSB), one of the UK's leading financial services providers, has standardized on Oracle Human Resource Management System (HRMS) to enhance its already well established centralized shared service for HR. Oracle HRMS has replaced multiple processes and technology environments with a single platform and common set of automated, streamlined processes. The solution is core to LTSB's goal to align the HR function with corporate strategy and improve its ability to exploit new opportunities in the constantly changing financial services market.

High-Level Project Goals

- Develop a best-in-class, shared service HR function through Web technology
- Reduce administration costs through automated self-service processes
- Use standard applications with no customizations
- Empower managers through decentralized decision making
- Achieve fast implementation and roll-out with rapid ROI

Why Oracle?

Having evaluated Oracle and another leading provider, LTSB decided that Oracle met its requirements more effectively. "Oracle HRMS was more suited for web-enabled applications," said Martin Hunt, HR shared services program director for LTSB. "We were confident that it would meet our objectives and deliver a fast return on investment with lower operating costs."

Lloyds TSB Aligns People and Strategy with Oracle HRMS

Oracle HRMS was configured, built, tested, and rolled out across LTSB in just nine months. Redesigning the company's 50 core HR processes took just 12 weeks. To ensure conformity of processes across the company, no customizations were made to Oracle's applications, enabling LTSB to adopt a single set of common HR processes across the organization.

Oracle HRMS' automated, workflow-driven, self-service applications have transformed the efficiency of the HR function by reducing the time taken for day-to-day administrative processes by up to 85%. Employees can now update their own personal details online. Managers have the authority to award pay rises for teams and view up-to-date staff records. In a recent survey of 1,200 users, 83% voted for more self-service applications. "With Oracle HRMS self-service applications we can achieve in hours what used to take days," said Hunt.

Since Oracle HRMS went live in January 2001, LTSB has seen a return on investment of 30%. This figure is expected to rise as the system is further exploited. Payback is anticipated in less than six years. The time savings made through automation have reduced the average recruitment cycle from 12 to seven weeks, enabling LTSB to make timely offers to quality candidates. Payroll errors have been reduced by 75% and online processing ensures workers are remunerated more quickly, both of which have improved staff satisfaction levels.

Oracle HRMS helps LTSB to align its people with its corporate strategy to meet its long term business objectives. "Staff need the right tools and support;

customers need the right products, delivery channels and service," said Hunt. "For them, we need to be doing things faster and better. As we move forward, customer service is a high priority. Our goals are to improve leadership, nurture talent and improve LTSB's agility in a dynamic business environment. Oracle HRMS enables us to achieve these goals while helping to improve employee satisfaction and reducing costs."

Future Plans

LTSB plans to implement Oracle HR Intelligence to further empower line mangers by delivering real-time information to their desktops for informed decision making.

Maple Optical Realizes First Year Savings of 59% With Oracle E-Business Suite Outsourcing

"Oracle E-Business Suite Outsourcing provided us with an endless amount of resources that allowed us to fix problems as they came up. It has enabled us to subsidize some of the equipment that Oracle currently has to store our database. Oracle helped us reduce costs which was the compelling decision to go with a hosted environment." -- Ivan Nazario, Maple Optical Systems, Operations Manager

Key Benefits

- Cut turnaround time on end-of-month closing by 50%
- Reduced accounting costs
- Streamlined business processes

Oracle Products & Services

- Financials
- Purchasing
- iProcurement
- Discrete Manufacturing
- Manufacturing Intelligence
- Internet Expenses
- Oracle9iAS - Standard Edition
- Oracle Applications Outsourcing
- Oracle Support

Corporate Profile

Maple Optical Systems, Inc.
San Jose, California

www.mapleoptical.com

Maple Optical manufactures a multi-service switch router to help carriers and service providers dramatically scale their existing ATM networks and leverage their investment in IP. Maple Optical provides a solution that helps carriers provide existing and next generation services. The company is poised to become a key technology partner for forward thinking telecommunications carriers as they drive towards long-term profitability.

Industry
High Technology

Oracle E-Business Suite Outsourcing Helps Maple Optical Deploy Critical Business Applications

Founded in 2000, Maple Optical Systems, Inc. is a privately held networking systems company headquartered in San Jose, California. The company builds multi-service switch routers that enable carriers and service providers to scale existing networks.

Maple Optical sought a solution that would minimize information technology (IT) costs while enabling it to deploy critical business applications. Oracle E-Business Suite Outsourcing was the most cost-effective way for Maple Optical to maximize its internal resources. "We felt that if we brought the technology in-house we would have to go out and hire additional administrators to maintain and manage the database," explains Ivan Nazario, Operations Manager. "We would also have to go out and purchase additional hardware to store the database in."

With Oracle E-Business Suite Outsourcing, Maple Optical is experiencing a first year cost-savings of $189K -- a 59% savings compared to the potential costs of maintaining the applications in-house. Year over year, the company expects to save a minimum of $31K per year with Oracle E-Business Suite Outsourcing.

High-Level Project Goals

- Focus company resources on product development and time to market
- Reduce IT and hardware costs
- Ensure high quality administration and technical support

Why Oracle?

Oracle E-Business Suite Outsourcing resources and technical assistance played a key role in the company's decision to outsource its Oracle E-Business Suite applications. "Having the hosted environment available with Oracle's endless source of technical resources was the clear alternative for us," states Nazario.

"And after working through the transition, our company is very pleased with Oracle Support. Oracle Support's response time was is less than 24 hours on every single technical assistance request (TAR) we submitted. In a lot of instances, response time was less than an hour to get a phone call or an email to a TAR online," says Nazario. "Oracle E-Business Suite Outsourcing is working so well that any downtime is minimal and occurs only during pre-planned, non-working hours."

Oracle Financials Cuts Monthly Close Time by More than 50%

With Oracle Financials, Maple Optical no longer needs to contract out its accounting functions, and keeping its financials in-house has dramatically improved the turnaround time on month-end closing. "We've gotten it down to a consistent process. When we had an outside accounting firm, we were about two

Employees
Fewer than 500 employees

Revenue
Fewer than 1 Million

months behind in the closing process. Whereas now, the monthly close takes about 2 weeks, the quarterly close takes 2 weeks, and the year-end close is taking about a month. Efficiency-wise, Oracle Financials has helped a great deal," adds Nazario.

Maple Optical Goes from Net-60 to Net-30 Using Oracle Purchasing and Oracle Procurement

Implementing Oracle Purchasing and Oracle Procurement has helped Maple Optical organize its order approval process and set up business systems that save the company time and money. Prior to using Oracle, each buyer kept purchase order information in an Excel log. When invoices came in, Payables and Purchasing matched the invoices against the logs. Oracle Purchasing and Oracle Procurement enabled Maple Optical to move away from day-to-day purchase orders and focus on resolving invoicing issues and discrepancies. "Needless to say, we were not a net-30 type of company," says Nazario. "We were looking more like net-60. Today we are pretty much on time for all our payments."

Future Plans

Maple Optical is now heavily focused on getting its overall product out to market. In the near future however, the company will consider implementing Oracle iReceivables and Oracle Order Management.

ORACLE®   ifsz

marso

Hungary's Largest Tire Wholesaler, MARSO, Gains Integrated Financial Management Solution Using Oracle and IFSZ

"With Oracle FastForward Financials, routine tasks are completed 10 times faster and we have real-time visibility of performance across the business."-- Ottó Poroszka, Chief Executive Officer, MARSO Ltd.

Key Benefits

- Financial administration costs reduced by 50%
- Day-to-day processes completed 10-times faster
- Implementation across all sites within 2 months
- Close-times reduced by 50%
- Ready-to-use business processes
- Improved productivity
- Web-based analysis tools enable fact-based decision making
- Seamless interface with order management system

Oracle Products & Services

- Oracle Financials
- Oracle General Ledger
- Oracle Payables
- Oracle Receivables
- Oracle Assets

Customer Profile

MARSO Ltd.
Hungary
www.marso.hu

MARSO is the largest wholesaler and importer/exporter of tires in Hungary. It sells tires, wheels, and related accessories to retailers across the country and to other Eastern European countries from its 11 locations.

Industry
Consumer/Retail/Distribution

MARSO Achieves 50% Savings on Processing Costs with Oracle FastForward Financials

MARSO Ltd, Hungary's largest importer and exporter of tires, wheels, and auto accessories, has centralized and integrated financial management using Oracle FastForward Financials. Combined with Fókusz, an industry-specific add-on module developed for wholesale applications in the industrial sector by Oracle Certified Partner IFSZ, FastForward Financials provides the basis for an automated, purchase order driven solution that is set to reduce MARSO's processing costs by 50 percent.

During the late 1990s, each of MARSO's sites in Hungary operated its own financial management system, none of which were connected to the other sites or the Nyíregyháza head office. "These systems were slowing us down and increasing our costs because they made it impossible for us to get a global view of the business," said Ottó Poroszka, chief executive officer at MARSO. "We needed a single, Web-enabled system across MARSO that would give us visibility of cash-flow, orders, stock levels, and assets at all our sites, and speed up close times. Another goal was to standardize ways of working and improve the transparency of our business processes. Our strategy for improved efficiency included integrating order management with the finance function which meant that we needed an open-system solution with standard interfaces."

High-Level Project Goals

- Integrated, centralized financial management
- Standardized business processes
- Global view of performance
- Rapid, fixed-cost implementation

Why Oracle?

MARSO chose Oracle because of its market leadership in Hungary and the proven ability of FastForward Financials to deliver a working financial management solution, with ready-to-use applications, rapidly and at an affordable, fixed cost.

Why IFSZ?

"IFSZ has 12 years experience as an Oracle partner and an excellent reputation in the market place," said Poroszka. "It implemented Oracle FastForward Financials on schedule within two months, and interfaced the Fókusz add-on to give us all the functionality we required in a single, integrated solution."

Oracle FastForward Financials Delivers High Performance Solution with Out-of-the-Box Applications

FastForward Financials went live in May 2002, providing a suite of ready-to-use applications that have standardized financial processes throughout all of MARSO's operations. Routine processes are now streamlined, automated, and routed through the system using workflow tools, which enable them to be

Employees
Fewer than 500 employees

Revenue
1 Million to 100 Million

Partner Profile

IFSZ
Hungary
www.ifsz.hu

Oracle Certified Partner IFSZ is a leading software developer and solutions vendor in Hungary and has worked with Oracle for more than 12 years. Fókusz, designed as a FastForward add-on module, has been built by IFSZ specifically to meet the needs of wholesale applications in the industrial sector, and is based on Oracle8*i* Database and Oracle9*i* Application Server (9*i*AS).

Industry
Services

completed 10-times faster than before. The Fixed Assets module in FastForward Financials gives MARSO control over its property and equipment and optimizes its lifetime value. Using FastForward's Web-based analysis and reporting tools, management can view a real-time snapshot of the entire business and make strategy decisions based on up-to-date information.

The Fókusz add-on module, which is built on an Oracle database and Oracle9*i* Application Server (9*i*AS), feeds data online to Oracle FastForward Financials. Upon confirmation of a customer's order, the system locates the items required and automatically updates stock levels. Orders are monitored and tracked through to dispatch, invoicing, and receipt of payment.

The combination of Oracle FastForward Financials and the Fókusz add-on module has enabled MARSO to manage its inventory more dynamically and cut its overhead by reducing the volume of items in stock. Each of MARSO's offices can view the status of stocks at all the other sites, enabling goods to be sourced from the most convenient location. The efficient and comprehensive financial control system enables orders to be fulfilled more quickly, improving levels of service to customers and generating faster billing.

"In just eight weeks Oracle FastForward Financials gave us a ready-made financial management solution with best-practice internet business processes that improved our productivity almost immediately," said Poroszka. "FastForward Financials has put in place a solid, scalable foundation on which to base MARSO's future growth and I am confident in a rapid return on investment."

Future Plans
MARSO is planning to integrate Oracle Portal with FastForward Financials. This will further improve efficiency and reduce costs by allowing customers to place orders themselves online. Suppliers will be able to monitor stock levels of the items they provide to MARSO and ensure just-in-time replenishment.

Contact Us | Legal Notices and Terms of Use | Privacy Statement

McDATA Corporation Achieves First-Year Savings of $1 Million and Cost Avoidance of $5 Million with Oracle E-Business Suite 11i

"McDATA's challenge of growing business operations in Europe, Asia, and the United States can only be met with a flexible open system like Oracle's E-Business Suite. Buying disparate "best-of-breed" applications requires costly and time-consuming integration services. Oracle offers a seamless, fully integrated, modular business solution." -- Don Wenninger, CIO, McDATA

Key Benefits

- Realized savings of $1 million and cost avoidance of $5 million in year one
- Anticipated savings of $10 million by end of year two
- Days sales outstanding reduced from 80 to 50
- Quarterly close cut from 21 to 4 days
- Total inventory dropped from $68 million to $43 million
- Inventory used for production against customer orders (MRP as % of inventory) increased by close to 40%
- Product quality improved by more than 22%
- On-time shipments increased from 79% to more than 97%
- Time to create reports reduced by 95%

Oracle Products & Services

- Financials
- Discrete Manufacturing
- TeleService
- iSupport
- Contracts
- E-Business Suite - ERP
- Oracle Consulting Services
- E-Business Suite - CRM
- Sales Online
- Incentive Compensation
- Depot Repair
- Configurator
- Mobile Field Service
- Order Management
- Oracle Support

Total Cost of Ownership Lower Than SAP Upgrade

McDATA Corporation, a leader in open storage networking solutions, is rapidly growing with operations expanding into Europe, Asia, and the United States, and product families constantly evolving. In striving to keep pace with its rapid growth, the company faced a major strategic capital investment decision regarding the future of its IT infrastructure.

After analyzing the total cost of ownership (TCO) for an upgrade of its existing SAP systems, McDATA quickly realized that the cost of implementation would be equal to, or greater than, other competitive packages. Compared to SAP, the Oracle E-Business Suite enabled better access to information through its system architecture, and Oracle's integrated approach dramatically improved McDATA's reporting capabilities. "We can now create reports in 30 minutes that used to take 7 to 10 hours with SAP," said Corey Belt, McDATA business systems analyst.

High-Level Project Goals

- Scalable solution to support growth
- 360-degree view of the customer
- Streamline processes
- Lower total cost of ownership

Why Oracle?

"We had many reasons for selecting Oracle, most of which centered around streamlining internal processes and cutting costs," explained Debra Morton, director of business systems at McDATA. "Oracle's integrated applications and database provide a dependable platform for our enterprise."

"McDATA's growing needs in Europe, Asia, and the U.S. are better met with a flexible, open system like Oracle's E-Business Suite. Oracle also has expertise in the high-tech discrete manufacturing sector. That's the business model we want to follow, and Oracle supports it as part of its standard implementation," said Morton.

McDATA Runs Its Business on the Oracle E-Business Suite

The Oracle E-Business Suite enables McDATA to analyze its multinational business operations using a single source of data. "We'll be doing everything on Oracle--designing and building product, shipping, managing credit and collections--essentially, we'll be running our entire business on the Oracle platform," said Morton.

Oracle's E-Business Suite has the flexibility to accommodate McDATA's growth, including acquisitions of other companies. With respect to its Oracle applications, McDATA was able to integrate its latest acquisition within five weeks of closing the transaction.

Corporate Profile

McDATA Corporation
Broomfield, Colorado

www.mcdata.com

A worldwide leader in open storage networking solutions, McDATA provides hardware, software, and services for high-performance enterprise Storage Area Network (SAN) systems. The company manufactures and markets high-performance switching equipment as well as heterogeneous network management software. McDATA solutions provide high availability, better performance, and superior connectivity, significantly lower the total cost of ownership, simplify management, and optimize IT resources. McDATA distributes its products through OEMs, Elite Solutions Partners, and a global network of reselle

Industry
High Technology

Employees
501 to 1,999

Revenue
101 Million to 500 Million

Implementation On Time and On Budget

Because McDATA needed an operational discrete manufacturing system in months rather than years, McDATA chose to implement its applications using Oracle Consulting's flow-based methodology. Using the Oracle Consulting's Business Flow Accelerators implementation approach, Oracle Consulting brought McDATA's manufacturing applications live on-time and on-budget.

"Oracle is a...responsive, customer-driven company. I think this has to do with the high-quality of the Oracle Support organization," said Morton.

McDATA Reduces Quarterly Close from 21 Days to 4 Days -- On-Time Shipments Increase From 79% to 97%

With Oracle's dominant install base in the U.S. high technology market, implementing Oracle was the clear choice over upgrading SAP. As a result, McDATA's business processes have improved across many functions: finance, purchasing, order management, manufacturing, HR, and IT. McDATA's days sales outstanding (DSO) reduced from 80 days to 50 days. Total inventory dropped from $68 million to $43 million. Inventory used for production against customer orders increased by close to 40%. Product quality improved by more than 22%, and on-time shipments increased from 79% to more than 97%.

SAP required manual revenue recognition, while Oracle Financials was fully automated. With Oracle General Ledger, Accounts Payable, Accounts Receivable, and Fixed Assets, McDATA benefits from standardized account reconciliation and analysis and greater visibility into completions. As a result, the company's quarterly close has dropped from 21 to 4 days.

McDATA Creates a Global E-learning Platform

Central to McDATA's growth strategy is the creation of a global e-learning platform. This platform supports its corporate vision, goals, and plans, and the institution of a McDATA product certification program for its employees. Historically, McDATA offered its employees only one class via the Web. With its online registration, reporting, and assessments and its self-paced, self-service environment, Oracle iLearning enables McDATA to create content, compile courses, and design a complete curriculum. "We have the vision and the infrastructure to become a Cisco/Harvard of certification and online training," said Joanne Cohen, director of e-learning at McDATA.

Purchasing Staff Redeployed Despite Revenue Growth of 300% -- $2 Million Savings

With SAP, McDATA had no ad hoc reporting capability, and its manufacturing was primarily managed on Excel. With Oracle E-Business Suite McDATA moved from an intensive manual process to posting barcodes to the Web, allowing shipment information to be tracked across its supply chain.

Today, McDATA's purchasing department is more productive. Greater access to data has enabled staff to negotiate better prices with vendors. Single source exposure issues have been eliminated, and improved visibility into engineering change orders (ECOs) has substantially reduced excess and obsolete inventory.

During a period of 300% revenue growth, McDATA has redeployed 20% of direct purchasing headcount, from 10 to 8, and only increased indirect purchasing staff from 1 to 2. This combination of redeployment and averted increase in staff represents more than $2 million in savings.

Paperwork is Cut by More Than 80% -- Need for 6 New FTE's is Eliminated

Before implementing Oracle Human Resources Management System (HRMS), McDATA's HR department faced a series of crises brought on by outdated systems and data inaccuracy. The company's HR process depended heavily on

spreadsheets and paper records. Resumes and employee files were maintained in hard copy, and both the employee roster, EEO (Equal Employment Opportunity), and workers compensation information were tracked on spreadsheets. Employee paperwork was frequently lost.

With Oracle HRMS, McDATA has avoided adding six new full-time equivalent positions (FTEs), and Oracle's self-service approach will enable further cost savings. "Reporting capability and data integrity have turned my job around tremendously. Within Oracle HRMS, I can track and manage HR-related information much more easily and accurately," said Kari Hill, HRIS analyst at McDATA.

Five-year ROI of 352% Projected

Oracle enabled McDATA to rapidly expand its business by resolving inefficiencies in several business practices, particularly procurement, planning, and reporting. Similarly, Oracle E-Business Suite has allowed McDATA to adopt a just-in-time, virtual manufacturing model.

In its first-year alone, McDATA has saved more than $1 million and avoided $5 million in increased costs. Over the next 12 to 18 months, McDATA expects to see more than $10 million in additional returns-for a projected year-two ROI of 170%. Based on a conservative rate of growth and sustained benefit gains (despite the likelihood of added productivity and scale efficiencies), McDATA projects a five-year cumulative ROI of 352%.

Future Plans

Based on the success achieved to date, McDATA is committed to Oracle's integrated suite approach. Continuing its phased implementation of the Oracle E-Business Suite, McDATA anticipates even greater gains from the addition of Oracle Customer Relationship Management (CRM) modules as well as further business intelligence and self-service capabilities.

Using Oracle Consulting's Business Flow Accelerators rapid implementation approach, McDATA expects to go-live on Oracle CRM by December 31, 2002. The implementation will support McDATA's strategic business initiatives and growth goals by broadening distribution channels and providing a 360-degree view of the customer.

Millipore Improves On-Time Delivery Rates by 20% With the Oracle E-Business Suite

"Before Oracle, we could only be reactive if we encountered a supply chain problem; with Oracle, we are now proactive and solve potential problems before they effect our customers."
--Bridget Reiss, CIO, Millipore Corporation

Key Benefits

- Consolidated four IS organizations into one
- Increased on-time delivery rates from 70% to over 90%
- Reduced book closing times by over 50%

Oracle Products & Services

- Oracle Advanced Planning
- Oracle Order Management
- Oracle Financials
- Oracle Service

Corporate Profile

Millipore Corporation
Bedford, MA
www.millipore.com

Millipore is a multinational, high technology corporation that develops, manufactures and sells a broad range of purification products and BioSeparations technology to the pharmaceutical and life science industries.

Industry
High Technology

Geography
Global

Annual Gross Revenue
$730M

Employees
4,000

A Streamlined Global Supply Chain

Founded in 1954, Millipore is a multinational high technology corporation that develops, manufactures and sells a broad range of purification products and BioSeparations technology to the pharmaceutical and life science industries. These items are used in developing and producing new therapies and drugs that enable people to live longer and healthier lives.

Millipore has implemented the Oracle E-Business suite at all of its sites around the world, leveraging its extensive multi-site and multi-currency capabilities. With a single suite of E-Business applications, the company has been able to reduce four Information Services (IS) organizations down to one.

Closing monthly corporate books used to take 9 business days and now takes 4 days. The company's near-term goal is to reduce the close time even further. All of this has been achieved by using a single chart of accounts, a single global instance, and a consolidated general ledger.

Millipore's use of Oracle has allowed the company to compress order cycle times, and to accomplish more of its business goals with fewer people. Such goals have included establishing the infrastructure and business practices required to innovate with new e-business technologies, offering customers more channels for doing high-velocity business, and managing risks to the proper flow of Millipore's supply chain processes.

High-Level Project Goals

- Control / reduce headcount
- Improve customer service by offering multiple channels for doing business
- Compress cycle time for identifying and addressing problems and opportunities
- Increase efficiency through use of global standards on a single, integrated E-Business suite

Why Oracle?

Before Oracle, Millipore customized its applications, causing a great burden for the company and requiring an inordinate amount of time and money to be spent on systems integration. Millipore recognized the need to have software all around the world that is based on a common model, scalable and totally integrated. The company chose Oracle because it believed in the vision of a full E-Business Suite that was integrated 'out-of-the-box'.

A Straightforward, Appealing User Interface

"Oracle11i really gives us for the first time a user interface that is so easy and flexible to use that we can marry the information from our ERP systems along with external data," says Bridget Reiss, CIO, Millipore Corporation. Oracle's portal user interface is ideal for Millipore employees, enabling the company to set a goal of reaching over 3,000 users throughout the ranks, and reducing the cost of training them.

A Superior Approach to Order Fulfillment

Millipore processes approximately 3,000 orders per day. Before Oracle, 70% of these were delivered on time, but with Oracle this rate has improved to over 90%. The company's integrated suite of Oracle applications enables online order

entry and same-day shipping, while improving on-time delivery and streamlining the quoting process. This has led to a 'systemic cultural change' at Millipore with respect to providing excellent customer service.

Integration between these order management applications and Oracle Alert technology keeps salespeople better informed about the status of their client accounts and orders. For example, it triggers notification of account activities as well as potential supply chain problems.

Future Plans

Millipore Japan and Asia have already migrated to Oracle 11i. The rest of the company plans to migrate to Oracle 11i by upgrading the U.S. in September, and Europe by the end of 2002.

By migrating all of its organizations onto Oracle 11i, and particularly by implementing Oracle Quality, Millipore will be able to reach target business metrics across the following dimensions:

- Shareholder value
- Customer satisfaction and retention
- Product quality and innovation
- Supplier management
- Fund investment and resource management

Millipore plans to make greater use of CRM applications and Warehouse Management, as well as Oracle's Daily Business Intelligence capabilities.

Contact Us | Legal Notices and Terms of Use | Privacy Statement

Mykrolis

Mykrolis Reaps the Rewards of a Customer-Centric Business Model Based on the Oracle E-Business Suite

"The Oracle solution provides our planners with instant access to global information, and simulation tools for reacting to changing market conditions. The result is more accurate plans, fewer errors, and improved bottom line service to our customers." --Mike Dapcic, CIO, Mykrolis Corporation

Key Benefits

- Increased productivity by 20% through use of standard global business practices enforced by a single, integrated E-Business Suite
- Increased on-time delivery rates significantly
- Increased frequency of planning runs from weekly to daily
- Consolidated four IS organizations into one

Oracle Products & Services

- Advanced Supply Chain Planning
- Discrete Manufacturing
- Order Management
- Oracle Consulting Services
- Financials
- Oracle Human Resources

Corporate Profile

Mykrolis
Bedford, Massachusetts
www.mykrolis.com

Formerly the Microelectronics Division of Millipore Corporation, Mykrolis develops, manufactures, and supplies liquid and gas delivery systems, components, and consumables used to precisely measure, deliver, control, and purify the process liquids, gases, and chemicals used in the semiconductor manufacturing processes.

Industry
High Technology

Employees
Fewer than 500 employees

Revenue
101 Million to 500 Million

E-Business, Made Efficient with Oracle

In August, 2001, Mykrolis Corporation became independent from Millipore, where it had served as that company's microelectronics division and utilized Oracle E-Business software since 1992. As a standalone entity, however, Mykrolis faced the new business challenges of working with a smaller corporate budget amidst the seasonal business cycles of the microelectronics industry.

The Oracle E-Business Suite has enabled Mykrolis to meet those challenges. According to Mike Dapcic, CIO of Mykrolis Corporation, "We have maintained a very lean Information Services (IS) staff because of our commitment to global business practices and the Oracle E-Business Suite." Mykrolis' total Oracle application team now consists of 6 people worldwide. Closing monthly corporate books used to take three to four weeks, and now takes less than two weeks. Soon, the company plans to move to daily closes. All of this has been achieved by using a single chart of accounts, a single global instance, and a consolidated general ledger.

Mykrolis used to process data in batches consisting of only local information. The company could not do a single global planning run, it could not fully leverage the Internet, and was therefore only able to do a planning run once a week at best. Oracle's Advanced Planning solution has enabled Mykrolis to do a global planning run as often as once a day and to model changes as frequently as the changes occur. With an integrated global instance running Oracle Applications, customer-facing representatives at Mykrolis have real-time visibility into material availability throughout the supply chain, including the status of the jobs on shop floor.

Before Oracle, on-time delivery rates were less than desirable, but with Oracle they have improved dramatically. This is part of the 'systemic cultural change' Mykrolis experienced with respect to providing excellent customer service.

High-Level Project Goals

- Reduce IT costs by maintaining a simple, fully integrated E-Business
- Improve forecasting and planning by establishing global enterprise visibility
- Improve customer service by increasing on-time delivery rates and reducing order cycle times

Why Oracle?

Mykrolis saw that Millipore's customized applications caused a great burden for that company. Mykrolis recognized the need to "get out of the custom code business, once we found that we spent an inordinate amount of time retooling Oracle's code," says Dapcic. Since the Oracle E-Business Suite is integrated 'out-of-the-box', Oracle presented the clear solution to this problem. Furthermore, establishing common global business practices would enable the company to maintain a lean IS group and dispatch professionals from 'app to app'.

Once independent from Millipore, Mykrolis needed to further reduce software customizations in order to optimize inventory levels and improve customer service, as well as to move towards a smaller IS staff. Mykrolis evaluated software packages and determined that Oracle would best meet these needs.

Planning Processes Are Vastly Improved

Business activities such as receiving and processing global requests, getting data routed to the right people, and resolving business problems now take a fraction of the time they required before Oracle. "One thing we can do now that we really couldn't do before is to gather global demand, produce forecasts, and run simulations in real-time," says Dapcic. "Now there's nothing preventing us from simulating changes in the global environment in mere minutes." Mykrolis projects that full migration to Oracle 11*i* will allow a 25% reduction in inventory levels.

Customer Service Undergoes 'Systemic Cultural Change'

At Mykrolis, manufacturing scheduling organizations now have visibility to all worldwide demand and forecasts, and are therefore held accountable for the scheduled completion dates they put on discrete jobs. Company management expects this information to be accurate and reflect the reality of its manufacturing plants as its customer service organizations book orders, provide order status information, and measure customer service via scheduled product availability dates and stringent On Time Delivery metrics. "All the information that used to be hidden under wraps was now public. This changed the whole world in terms of how we work with our customers, instilling organizational behavior that otherwise wouldn't have changed. It basically gave religion to our manufacturing staff," says Dapcic.

With Oracle, on-time delivery rates have improved dramatically. Order-to-shipment times have been reduced to one week for off-the-shelf consumables. Cumulative manufacturing lead times, which include procurement processes have dropped to 20-30 days. The Oracle E-Business Suite has also allowed distribution to be done in closer proximity to the customer, greatly reducing transit costs and replenishment times.

Deployed in only 30 days, Oracle Consulting's FastForward rapid implementation enabled Mykrolis to quickly begin realizing these concrete business benefits.

Future Plans

Mykrolis Japan and Asia have already migrated to Oracle 11*i*. The rest of the company plans to migrate to Oracle 11*i* by upgrading the U.S. in September and Europe by the end of 2002.

Mykrolis also plans to add Oracle Configurator and iStore which are projected to vastly improve configure-to-order processes by automating activities that are now done on paper and by telephone and are subject to many errors and delays. The company projects that this will bring order cycle times down approximately another 50%.

Now that Mykrolis is independent, and therefore operating on a smaller budget and with a smaller IS staff than before, it will also actively consider outsourcing with Oracle hosted solutions.

ORACLE®

Oregon Health & Science University Builds Business Stamina with Oracle E-Business Suite

"Using Oracle E-Business Suite's integrated architecture for our critical business functions, we are differentiating ourselves from competitors. We can quickly respond to competitive opportunities in supply chain management, human resources, self-service, grants administration, and financial reporting." -- Jim R. Williams, Director of University Applications, Oregon Health and Science University Information Technology Group

Key Benefits

- Simplification of systems for increased productivity
- Ability to support future growth with new infrastructure
- Faster processing of HR functions
- Increased control over annual spending

Oracle Products & Services

- Human Resources
- Oracle Projects
- iProcurement
- Grants Accounting
- Advanced Benefits
- Payroll
- Labor Distribution
- Public Sector Budgeting
- Cash Management
- Assets
- Inventory
- Payables
- Receivables
- Oracle General Ledger

Corporate Profile

Oregon Health and Science University Portland, Oregon

www.ohsu.edu

Oregon Health and Science University's four schools -- Medicine, Nursing, Science and Engineering, and Dentistry

A Look Behind the Excellence of OHSU's Achievements

Oregon Health & Science University's (OHSU) mission is to improve the well being of people in Oregon and beyond through education, research, clinical practice, scholarship, and community service. The University is certainly achieving that goal. It consistently receives very high rankings in the annual U.S. News & World Report surveys of graduate schools. Further, it recently received, for the third consecutive year, the National Research Corporation's Consumer Choice Award for its two hospitals and numerous clinics.

In 2000, the University started looking for an integrated technology to better support the business processes behind the excellence of its achievements. OHSU was determined to drive business process, as well as technical efficiencies, through a single instance and integrate its business applications.

High-Level Project Goals

- Establish a scalable technology foundation to support future growth
- Eliminate legacy, nonintegrated, disparate systems
- Provide more accurate and timely information to all users
- Reduce IT costs for support and maintenance of administrative applications
- Reduce operating costs through the use of self-service applications
- Automate the supply chain
- Provide an accounting system able to handle the growing number and complexity of grant awards

Why Oracle?

"The University selected Oracle E-Business Suite because its integrated, Web-based applications make it the best choice as a foundation for a common architecture," says Jim R. Williams, Director of University Applications. "We were already running Oracle Financials, so the decision to integrate HRMS and Public Sector applications into Oracle's E-Business Suite was not a huge leap."

Running Leaner, Poised for Growth.

With Oracle E-Business Suite in place, OHSU managers and grants administrators generate more accurate and up-to-the minute reports and make fact-based decisions.

The University completed implementation of Oracle Human Resources

- rank high in the annual U.S. News and World Report surveys of graduate schools. The School of Medicine ranks second in the nation for its primary care education program, the School of Nursing's master's program is in the top two percent for excellence and quality, and the School of Science and Engineering's database technology program ranks among the top five in the nation. School of Dentistry graduates have had a 98 percent pass rate on the National Board Examination for the last 11 years.

Industry
Healthcare

Employees
More than 10,000 employees

Management System and Grants Accounting within 15 months. The upgrade to 11*i* for Financials was completed in just three months.

"OHSU's implementation of Oracle has met the needs of our administrative processes while also integrating the technology for future enhancements and implementations," says Williams. "Now that we are on a common architecture, implementing additional applications becomes an exercise in deployment, thus eliminating the costs of redundant enhancements across multiple architectures."

Future Plans

OHSU's procurement staff is piloting Oracle iProcurement and is poised to roll out ecommerce functionality for users similar to what is experienced at home shopping dot coms. This ecommerce solution will allow OHSU to automate the buying function, transforming buyers from order-placers to market analysts who find the best price/contract.

The University is looking into additional modules of Oracle E-Business Suite: iRecruitment, Oracle Portal, iLearning, iSupplier Portal.

ORACLE®

Papa John's Average Ticket Sales Grow to 10-12% Higher than Offline Sales with Oracle E-Business Suite

"Oracle delivers flexibility and scalability, their applications are mature, and they're here to stay." -- John Black, VP of Information Services, Papa John's International

Key Benefits

- One-click checkout enabled
- Ticket average through iStore 10-12% higher than offline average
- Self-service order volume of 50 per minute attained
- Order accuracy is 15% improved because it is completely in the hands of the consumer

Oracle Products & Services

- Oracle Interaction Center
- iStore
- iSupport
- Marketing Online
- Oracle Consulting Services
- Oracle Education

Corporate Profile

Papa John's International, Inc. Louisville, Kentucky

www.papajohns.com/

Papa Johns, headquarterd in Louisville, Kentucky, operates 2800 stores and franchises pizza delivery and carryout restaurants under the trademark "Papa John's" domestically in 48 states, the District of Columbia and five international markets, 10 foreign countries, and under the trademark "Perfect Pizza" in the UK.

Industry
Consumer/Retail/Distribution

Employees
More than 10,000 employees

Revenue
More than 1 Billion

Papa John's Hunger for Improvement

With a reputation for management excellence and an appetite for growth, Papa John's has quickly become one of America's most respected midsize businesses. Founder John Schnatter's focus on quality and simplicity has helped the Kentucky-based company outdo both competitors and expectations. As one of the fastest-growing food franchises in the nation Papa John's is committed to delivering value to its customers through producing superior quality pizza, faster in-restaurant order processing, and world-class customer service.

In early 2000, Papa John's decided to take the next logical step in this digital age--enabling consumers to order pizzas online using the Internet. Attentive to its corporate mission, Papa John's evaluated several products and support systems to determine how to provide the best online ordering experience. After months of careful research and analysis, Papa John's selected Oracle CRM 11i to advance its e-commerce online-ordering initiative.

High-Level Project Goals

- Scalable solution to support growth
- Improved order accuracy
- Improved efficiency

Why Oracle?

Oracle met Papa John's requirements for a solution provider: high-quality products, strong technology expertise, and the ability to provide a total solution. Papa John's needed the software that could easily scale for future growth. The company has grown exponentially over the last 5-6 years and plans to expand internationally.

End-to-End Service in 45 Minutes

Oracle Consulting was engaged in June 2000 to implement Oracle iStore. By providing powerful self-service, Papa John's has placed order accuracy into the hands of the consumer. As the only nationwide online food service delivery service of its kind, Papa John's provides consumers with end-to-end service in 45 minutes.

Papa John's successful implementation resulted from close collaboration among Oracle Consulting, Development, Support, and Education. People from these groups worked together as a team to deliver the project on time and within budget. Oracle Education helped to train Papa John's employees and was a critical component in enabling staff to utilize the software and increase productivity.

ORACLE®   **PARADIGM**
                                               WIRELESS SYSTEMS

Paradigm Wireless Saves $530K with E-Business Suite Outsourcing

"The choice to go with Oracle.com was an easy decision. Rather than taking precious resources to build a data center we chose the low-risk option of the E-Business Suite Outsourcing." --Steve Yasbek, CIO and Corporate Controller, Paradigm Wireless Systems

Key Benefits

- Realized immediate savings of $530K
- Decreased time to close books from 4 weeks to 2 days
- Enabled management controls through increased reporting
- Increased company-wide efficiencies and curbed reliance on outside vendors

Oracle Products & Services

- Financials
- Order Management
- Purchasing
- Oracle Consulting Services
- Oracle Applications Outsourcing
- Oracle Manufacturing

Corporate Profile

Paradigm Wireless Systems
Irvine, California

www.pwscom.com

Paradigm Wireless, an ISO 9001 quality certified company, is privately held. Paradigm Wireless is currently the third largest independent merchant supplier of RF power amplifiers in the United States.

Industry
High Technology

Employees
Fewer than 500 employees

Revenue
1 Million to 100 Million

Immediate Savings of $530K

Paradigm Wireless is expecting solid sales growth in the coming years. With an existing system that could not support more than three users and large demand increases for its products, Paradigm Wireless quickly recognized the importance of building an infrastructure to support future growth. Paradigm also acknowledged the need to develop financial and supply chain reporting capabilities --- enabling management to see a more comprehensive view of the company and supporting quick, strategic decision-making.

After evaluating several vendors, Paradigm Wireless chose Oracle E-Business Suite Outsourcing. The decision to go with Oracle E-Business Suite Outsourcing immediately saved Paradigm Wireless over $530K -- more than half of its entire IT budget. These savings stem from Paradigm's ability to decrease IT personnel costs and eliminate the need for additional hardware to support the applications. This cost savings compounds over time as the need to purchase additional hardware is reduced, and the minimal IT personnel investment remains low.

High-Level Project Goals

- Implement an infrastructure to scale and support rapid company growth
- Develop management controls and strong reporting capabilities
- Streamline business processes and create efficiencies
- Eliminate the need to internally manage business applications

Why Oracle?

"The choice to go with Oracle E-Business Suite Outsourcing was an easy decision. Rather than taking precious resources to build a data center we chose the low-risk option of E-Business Suite Outsourcing," Steve Yasbek, CIO and corporate controller, Paradigm Wireless Systems

After briefly considering other applications, the decision was clear to go with Oracle. Paradigm Wireless needed an integrated, scalable system that was accessible anytime and from anywhere. Paradigm did not have the internal resources or expertise to manage a data center, and it also did not want to make the hardware and technical personnel investments.

Efficiencies Achieved

By using Oracle Consulting, Paradigm Wireless achieved a rapid and smooth implementation. The consulting team brought Oracle product expertise and the resources of Oracle development, education and support teams.

Post-implementation, Paradigm Wireless is realizing substantial efficiency increases. Paradigm is now able to close its books in only 2 days -- reduced from 3-4 weeks. This change reflects not only dramatic time savings, but it is also an indicator of Paradigm's lessening reliance on outside vendors and accountants.

Oracle's integrated, web-enabled applications are providing Paradigm management with a comprehensive view of the company. These tools are necessary for day-to-day management and long-term strategic decision-making.

Future Plans

In support of its global operations, Paradigm Wireless is planning to implement the Oracle E-Business Suite Outsourcing in Seoul, Korea. Building out the infrastructure in its Asia Pacific operations will enable Paradigm to better manage and grow these operations.

ROI ASSESSMENTS

SHACK&TULLOCH

This study was prepared by Shack & Tulloch, Inc., an independent consulting firm.

ORACLE®

Pella

Pella Corporation
Streamlines Business Processes To Cut Costs and Boost Productivity
with Oracle E-Business Suite 11*i*

The Challenge:
Driving Targeted Revenue Growth and Lowering Costs

Pella Corporation boasts one of the strongest brands in the building industry. With its complete line of standard and customized windows and doors, the company's network of sales branches and over 1,000 sales associates throughout the U.S. and around the world is not easy to integrate. Despite its complexity, though, Pella has created a rapid ordering system with world-class on-time delivery.

To build on its foundation of successful service, continuous improvement, and sustained growth, Pella developed a strategy to increase its overall supply chain effectiveness. To boost revenue, Pella committed itself to improving lead conversion, raising marketing campaign ROI, ensuring customer data accuracy, and maximizing the lifetime value of its customers. At the same time, the company sought to lower its overall costs by elevating sales force and manufacturing productivity; cutting IT systems costs; adopting a central, Web-enabled approach to procurement; and improving management of vendor terms and agreements.

Pella also faced the possible risk of its aging legacy systems causing shutdowns in manufacturing somewhere in the supply chain. Potential multiple short shutdowns throughout the year could have caused manufacturing cost increases and erode the confidence of Pella's customer base.

> *"As we have grown as a company, both organically and through acquisitions, it has been increasingly difficult to access a central view of critical business information. Oracle's Web-enabled applications and integrated suite of products give us that view. Oracle's applications, when combined with Pella's world-class business process will drive improvements in all of our operations, from the factory floor to our sales reps in the field."*
>
> **- Steve Printz, VP & CIO**

The Answer:
Oracle E-Business Suite Drives Integration and Efficiency

In striving to reach its goals and manage risk, Pella turned to the Oracle E-Business Suite to replace its aging legacy systems with an integrated approach to streamlining and simplifying its business practices. Pella used the E-Business Suite to move from optimizing pieces to optimizing the entire enterprise. Starting in 2000, the company's phased implementation focused on Financials and Procurement in its first and second years. In 2002, the company turned to Oracle Manufacturing, Sales Online, Configurator, Order Management, and Marketing for its second phase.

The powerful integration of the E-Business Suite modules will drive significant operating efficiencies. For example, by implementing Oracle Financials, Pella has already eliminated 14 legacy systems and expects this number to rise to 55 within the next two years. The associated cost reductions and the integration of Oracle's suite approach will allow Pella to boost the efficiency of not only its IT staff, but all Pella employees. This combination of increased efficiency and consolidated systems will directly impact Pella's bottom line and allow Pella to be more competitive in the marketplace.

"The obvious benefit across the organization is seeing everything going on at the same time," explains CIO Steve Printz. "Everybody's looking at the same set of data, making decisions from the same data. The data is certainly repeatable, and the visibility allows us to optimize across the entire business."

> *"Going to one infrastructure via the Oracle E-Business Suite,*

Key Benefits
- Time to enter POs cut by 50 to 86% across Pella's divisions
- Cost per PO reduced by 50%
- Expected reduction in receiving labor by 20% with Oracle Mobile Supply Chain
- Expected increase in invoices undergoing 3-way matching from 10 to 50%
- Voucher processing time cut by 27%
- 14 legacy financial systems eliminated; 55 total to be eliminated in two years
- Expected 20% reduction in unplanned overtime labor hours
- Anticipated increase in labor productivity through more effective scheduling
- Increased flexibility in meeting customer delivery requirements

Corporate Profile
Pella Corporation
Pella, Iowa
www.pella.com

Founded in 1925, Pella Corporation is one of the world's leading manufacturers of premium-quality windows, patio doors, entry doors, and storm doors. The company maintains manufacturing locations in the U.S. and sales branches serving locations predominantly in North America.
...

Industry
Consumer/Retail/Distribution
Annual Gross Revenue
Privately Held
Chief Executive Officer
Gary Christensen

Oracle Products and Services Studied:

- Financials
- Procurement
- Flow Manufacturing
- Sales Online
- Marketing
- Order Management

from our multitude of legacy systems, has increased the efficiency of our IT staff. Oracle workflow tools allow us to efficiently manage and document our business processes. This common set of tools allows our team of developers to be extremely proficient in implementation and will allow us time for future value-added improvements for our businesses."

- Brad Postma, Technical Team Leader, New Business Systems

- Configurator
- Mobile Supply Chain Applications

Oracle's Integrated Financials and Procurement Cut PO Processing Time Up to 86%

With Oracle Financials and Procurement, Pella has streamlined its procure-to-pay processes, achieved significant time and cost savings, and gained valuable insight and business intelligence.

Oracle Procurement has enabled Pella's Corporate Division to cut transaction time for purchase orders from 30 minutes to 5—a reduction of 86 percent. Pella's Manufacturing Division has cut clerical costs and time per PO by 50 percent.

The module also provides easy access to information that has dramatically streamlined its work flow. "Oracle Procurement has helped reduce the number of calls from the Pella Division's corporate purchasing department and vendors as much as 95 percent," comments Tracey Buck, coordinator of facilities management. "All needed information is now on the PO."

Purchase Order Transaction Time
Engineering and Clerical
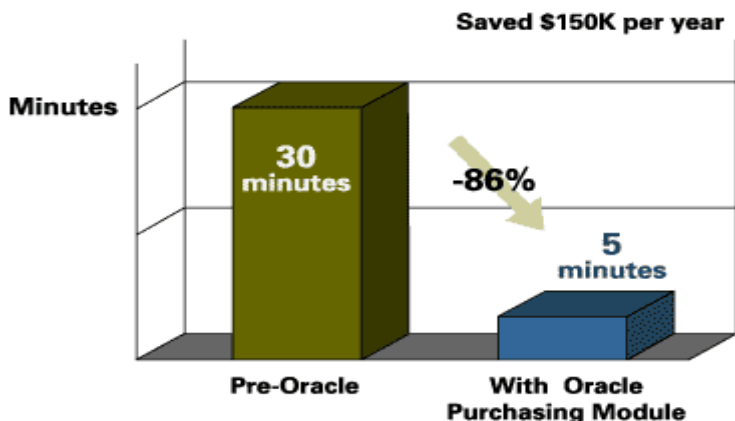
With Oracle Accounts Payable, Pella can match invoices to receipt and PO and approve payment online. The company expects the percentage of invoices undergoing three-way online matching to rise from 10 percent today to 50 percent in two years. Over the last year, the time spent on each voucher in this process has dropped from 5.5 to 4 minutes—a reduction of 27 percent.

Similarly, Pella is in the process of moving six major vendors to electronic data interchange (EDI) payment. This step will allow Pella to receive an EDI discount of .25 to .5 percent. Furthermore the integration of General Ledger (GL) and Accounts Payable, consolidation of legacy systems, and added GL functionality have led to valuable gains in business intelligence.

"The Oracle General Ledger module has been easy to use. It enables us to customize reports and easily reconcile any discrepancies between the P&L, balance sheet, and trial balance. This saves several hours per month that can then be used for financial analysis to help identify areas for business improvements."

- Darin Wogen, Manager, Financial Accounting

Oracle Flow Manufacturing To Drive an Expected 20% Reduction in Unplanned Overtime Labor Hours

Pella is meeting the challenge of a made-to-order customer fulfillment model by integrating Oracle's Configurator, Order Management, and Manufacturing capabilities to efficiently deliver on customer specific order requirements. To be successful, Pella must accurately capture complex orders and then synchronize production of several product lines across multiple manufacturing locations to deliver disparate products to the customer at the same time and on schedule.

The customizable features of Pella's products, such as dimensions, glass type, and window color, lead to millions of order permutations. These custom designs are accurately, automatically captured within Oracle Configurator and Oracle Order Management, ensuring timely fulfillment of customer orders.

Despite the complexity of its production environment, Pella has set industry standards with rapid, on-time deliveries. Pella turned to Oracle to complement its leading practices with state-of-the-art capabilities to support lean manufacturing. By leveraging Oracle Manufacturing, Pella plans to increase inventory turns and production throughput while maintaining the current level of assets, such as inventory and manufacturing facilities.

The Oracle E-Business Suite provides Pella with consistent, company-wide access to current information and coordinates scheduling across its manufacturing plants. Effective scheduling, enabled by the integration of Oracle's fulfillment capabilities, is expected to drive a 20 percent reduction in unplanned overtime labor hours. Pella also anticipates improved scheduling to increase labor productivity, while maintaining an excellent customer fulfillment experience.

> *"Today our manufacturing plants operate very efficiently, but as 'silos.' With Oracle Order Management, we expect to achieve interplant synchronization—which will result in better scheduling, labor productivity, and lower inventories."*
>
> **- Scott Argo, Business Systems Manager**

## Improving Forecasting Feedback from Sales Improves Scheduling
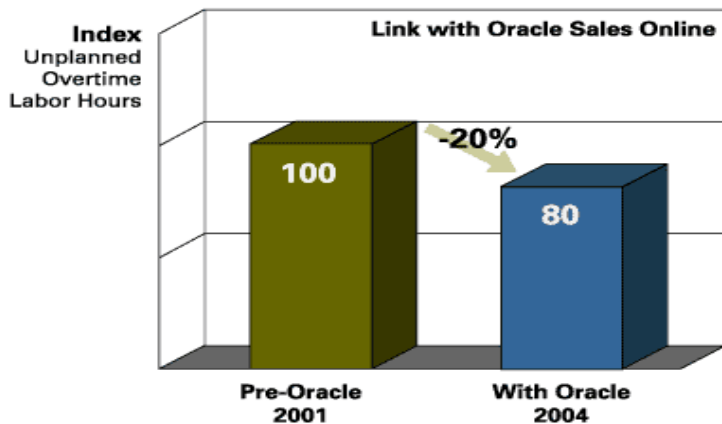
> *"We looked at a variety of manufacturing and configuration solutions with the goals of simplifying our complex products, reducing our maintenance, and supporting a very lean environment. In the end, we determined that only Oracle 11i and Oracle Configurator could offer us a solution."*
>
> **- Rick Hassman, Project Manager**

Another important element in Pella's drive to increase the efficiency and velocity of its operations is automating processes using the mobile barcoding capabilities provided by Oracle Mobile Supply Chain (MSCA). When Pella implements Oracle MSCA, it anticipates a 20 percent reduction in receiving labor, while maintaining timely and accurate inventory information.

"Oracle Mobile Supply Chain will give us instant visibility into our inventories, which is crucial to efficient scheduling. We need to keep changing at the pace of our customer demands and use the best practices in software that are available," says Scott Argo, business systems manager.

Input Efficiencies – Overall Receiving Labor Productivity
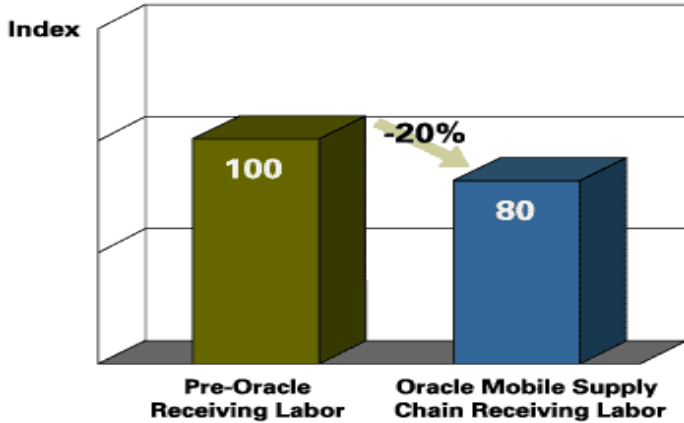
Oracle Sales Online To Increase Orders per Month per Salesperson

To achieve a consolidated view of customer sales transactions and updated forecasts across the company, Pella is implementing Oracle Sales Online. The company plans to have 100 percent of its sales representatives live on the application.

Sales Online lets users sort all open opportunities by expected close date to help plan and prioritize opportunities and sales activities and to manage demand. The ultimate effect is a more disciplined approach to lead management, driving an increased close rate. "Oracle Sales Online is a tremendous tool for managing leads effectively. We spend a lot of dollars generating leads, and OSO has made us accountable. Leads don't 'slip through the cracks,'" says Jeff Wyles, sales and marketing manager. "It will also help us analyze what type of activities generate the most effective leads."

Pella anticipates that Oracle Sales Online will raise the number of orders per month handled by individual sales representatives, and this increase will lead to significant revenue enhancement.

> *"Oracle Sales Online is already providing benefits in the four pilot programs we have up and running. There is improved visibility and discipline in the follow-up process. Lead opportunities are not lost, and sales reps are following up on the most promising opportunities. We have won some orders through this process that would not have occurred without OSO. This will improve our lead-to-quote ratio and our quote-to-close ratio which translates into increased revenue growth to Pella."*
>
> - Pat O'Brien, Lead Management Manager

Oracle Marketing To Increase Customer Retention and Repeat Buys

In addition, Pella is implementing Oracle Marketing to automate and integrate its entire marketing process from campaign to lead through to order and revenue recognition. Oracle Marketing enables Pella to identify its strongest prospects through advanced data mining tools, accurately measure the ROI of marketing campaigns to target market segments, and determine the efficacy of specific campaigns. In turn, Pella has the necessary insight to ensure higher returns on all marketing campaigns.

"Oracle Marketing will allow us to judge the effectiveness of product promotional campaigns and focus on those campaigns that have the best revenue-to-cost ratio," comments Shelli Locklear, CRM marketing specialist. "Overall, we expect to improve the efficiency of our advertising and promotional expenditures."

With Oracle Marketing, Pella expects an increase in customer satisfaction and retention rates, as well as a decrease in field selling costs as percent of revenue.

> *"Combining the capabilities of Oracle's CRM applications with Pella's business processes will enhance understanding of customer segment profitability. We can then focus on those segments where we add the most value from the customer's viewpoint, enabling Pella to grow both revenues and company value."*
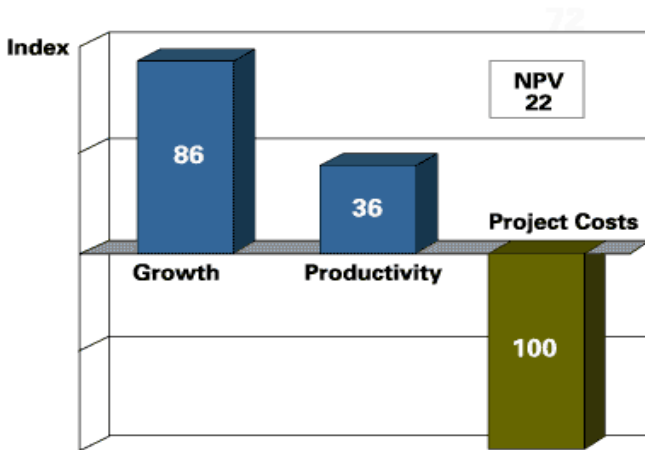
Similarly, Pella's call centers benefit from having all customer information at the agents' fingertips. The result is improved customer service and increased customer satisfaction. "The Oracle CRM modules give our sales and marketing employees a 360-degree view of our customer," says Teri Lancaster, CRM project lead. "Our goal is to be the easiest to do business with in the fenestration industry."

Oracle Drives Positive Net Present Value

A combination of Oracle's leading applications and integrated suite and Pella's leading practices, effective process change management, and business analysis and systems integration skills has put Pella well on the road to achieving its goals of increased productivity, targeted revenue growth, and decreased costs. As a privately held corporation, Pella takes a conservative approach to sharing financial information publicly. However, in comparing growth and productivity gains versus baseline project costs, Pella expects to achieve a positive net present value.

Productivity and Growth Benefits NPV (Index)
Base case

"We are already seeing benefits in the areas that are live. Benefits include empowerment to the end user to find information and process control enhancements."

- Stan Van Wyk, Controller

ORACLE®

PHARMACEUTICAL RESOURCE CORPORATION

Pharmaceutical Resource Corporation Achieves Faster Clinical Trial Turnaround with Oracle Clinical

"I think the biggest benefit is that Oracle Clinical is the product pharmaceutical companies are using, what the big companies rely on...we are compatible with the systems they are using...[and they] often give us feedback that this adds value to our services." Patricia B. Monteforte, President, Pharmaceutical Resource Corporation

Key Benefits

- Ability to connect internal systems directly to clients IT infrastructure
- Created IT infrastructure ready for future growth
- Fast turnaround of phase 3B and phase 4 pediatric clinical trials

Oracle Products & Services

- Clinical
- Oracle Database
- Thesaurus Management System

Corporate Profile

Pharmaceutical Resource Corporation
Richboro, PA

Pharmaceutical Resource Corporation is a full service contract research organization with an excellent reputation in the areas of Clinical Research and Clinical Quality Assurance. Pharmaceutical Resource has established its solid reputation by delivering high quality services at a reasonable cost. Pharmaceutical Resource personnel are experienced in full service management of multicenter clinical research trials in both adult and pediatric populations. Services include trial design, protocol preparation, CRF design and preparation, investigator recruitment / qualification / selection, investigator meetings, monitoring, medical management, data management, statistics, PK analysis, and medical report writing.

Industry

Pharmaceutical/Biotech

PRC Successfully Runs Complex Trials Under Tight Deadlines

Pharmaceutical Resource Corporation (PRC) is a contract research organization that manages Phase 3B/4 and Pediatric clinical trials for pharmaceutical products that are already being marketed or just about to enter the marketplace. These trials require a smaller patient population (several dozen up to 2500 subjects) and must be executed quickly--so Pharmaceutical Resource Corporation needs to create and run them rapidly--reducing the time it takes to design a trial protocol and collect patient information.

High-Level Project Goals

- Implement a system that supports growth and an expanding client base.
- Replace a homegrown data management system with better control and improved functionality.

Why Oracle?

PRC's ability to run these complex trials effectively--and under tight deadlines--has made the privately held company a success in nine short years. The company's reputation drove management to upgrade its information technology systems to prepare for increasing growth and an expanding client base. Pharmaceutical Resource Corporation needed a reliable suite of software to automate and mange the complex components of its research. After reviewing products from niche providers such as eResearch Technologies and Clinsoft, Pharmaceutical Resource Corporation chose Oracle Clinical 4.0 to implement the technology foundation for the next stage of the company's growth.

Better Control and Improved Tracking with Oracle

Built on Oracle8i Database, the new Oracle Clinical system was installed and validated on Pharmaceutical Resource's servers in just five months. "Our original goal was six months," said Patricia B. Monteforte, president of Pharmaceutical Resource Corporation. "Quite frankly, everyone told me there was no way we could get the system up and running that fast. People told me if we were able to do it in a year, that would be really aggressive. In just 11 months from the date of purchase, not only had we installed and validated Oracle Clinical, we had also trained our staff and locked our first database, a 325 subject long term, multi-visit, outpatient trial."

Oracle Clinical replaced a homegrown data management system faster than expected. The new system provided better version control for trial data and improved tracking functionality, allowing researchers and clients to view the trials and review results from specific dates in the past. Additionally, Pharmaceutical Resource Corporation was able to confidently tell its clients that results were secure and ready to be submitted for review for the Food and Drug Administration.

"With our old system, it was much more cumbersome. And it was more difficult to demonstrate to outside clients that we were 21CFR Part 11 compliant." 21CFR Part 11 is an FDA rule that governs the security and authenticity of electronic documents created in the process of pharmaceutical manufacturing. All electronic documents submitted to the FDA during the approval of a new drug

Employees
Fewer than 500 employees

must comply with this rule.

Connecting Internal Systems With Client IT Infrastructure

Additionally, Oracle Clinical is built on secure Internet standards that allow clients to access trial information from a remote location. Clients that also use the Oracle system can move information between Pharmaceutical Resource's servers and their own, reducing the length of the trials even further. "I think the biggest benefit is that Oracle Clinical is the product pharmaceutical companies are using, what the big companies rely on. I think it is a good marketing tool to be able to tell clients that we are compatible with the systems they are using," said Monteforte. "One of our major Pharma clients is connected to our Oracle Clinical system through our VPN and they are thrilled with the results. They are an Oracle Clinical shop and have been the biggest supporters of our use of Oracle. They routinely log into our servers to gain access to their data. They often give us feedback that this adds value to our services."

Oracle Clinical's contribution to Pharmaceutical Resource's bottom line means increased volume and security and a reduction in expense and trial duration. Monteforte continues, "We have six studies underway using the Oracle Clinical system and have more that are soon to start. Data are being entered and collected with a small staff and outside IT support. We are very pleased with the results and the Oracle product."

Contact Us | Legal Notices and Terms of Use | Privacy Statement

ORACLE®　　　　　　　　　　　**posco**

With Oracle, POSCO Dramatically Reduces Time to Market

"We needed a comprehensive and highly productive software development solution to automate a critical piece of our business where other approaches had proven inadequate. Oracle's Developer Suite delivered results better, faster and cheaper." -- Kyeong Ryul Ryoo, CIO, POSCO

Key Benefits

- New product development cycle reduced from 4 years to 1.5 years
- Budgeting time reduced from 110 days to 30 days allowing annual budgeting to be adjusted quarterly
- Month-end closing time reduced from 6 days to 1 day
- Standard costing time reduced from 15 days to 3 days
- Lead time for hot rolled steel from order entry to product delivery shortened from 30 days to 14 days

Oracle Products & Services

- Financials
- Oracle Manufacturing
- E-Business Suite - CRM
- Oracle Database Enterprise Edition
- Human Resources
- Oracle Internet Application Server
- Oracle Projects
- Oracle9iAS Discoverer

Corporate Profile

Pohang Iron & Steel Co. (POSCO)
Korea

www.posco.co.kr

POSCO was established in 1968 and, with an annual crude steel production capacity of 28 million tons, is considered by Morgan Stanley to be the most sustainable company in the steel industry.

Industry

Industrial Manufacturing

Employees

More than 10,000 employees

POSCO's Software Configuration Solution

Established in 1968, Korea-based POSCO is the world's largest steel manufacturer. To meet its management's business strategy of raising efficiency and maximizing corporate value, POSCO had decided to implement Oracle 11*i* E-Business Suite. An important part of the implementation was to develop new and extended application capabilities to support specific high-value business requirements. Because of the potential impact of changes on the many elements of the software suite, POSCO needed a comprehensive and highly scalable software configuration management (SCM) capability to manage dependencies and assure timely completion of the implementation.

To manage all application development deliverables in the implementation process, POSCO stored the new application code and the Oracle E-Business Suite in a central repository managed by Oracle9i Software Configuration Manager (Oracle9i SCM), the software configuration management component of Oracle9i Developer Suite.

POSCO used Oracle9i Designer and Oracle9i SCM, both of which are included in Oracle9i Developer Suite, to support extension of the enterprise resource planning (ERP) applications in Oracle E-Business Suite. One central SCM repository 40GB in size was set up for POSCO's project, supporting a large collaborative team of 200 concurrent users.

High-Level Project Goals

- Reduce new product development time
- Improve efficiency

Why Oracle?

Oracle9i SCM manages all information in the Oracle Database, POSCO knew it could rapidly implement a cost-effective solution that would take advantage of the database's unmatched performance, scalability and security capabilities

POSCO Realizes Time and Cost Savings

The resulting implementation enabled POSCO to eliminate redundancies while building a digital system to meet its business needs. By implementing new global business processes and standardizing on Oracle 11*i* E-Business Suite, POSCO reduced budgeting lead time from 110 days to 30 days--a reduction of 80 days or 73%. Also POSCO's month-end closing time has been reduced from 6 days to 1 day.

An immediate benefit realized by POSCO is the saving of development cost and time to market by using Oracle9i SCM. POSCO could avoid inefficient or high-cost software changes and additions through dependency management and impact analysis Oracle9i SCM offers. And Oracle9i SCM provided the scalability needed to support the activities of the large collaborative team.

Revenue
More than 1 Billion

<u>Contact Us</u> | <u>Legal Notices and Terms of Use</u> | <u>Privacy Statement</u>

ORACLE®

Prosegur Cuts Service Costs and Grows Revenue with Oracle Customer Relationship Management

"Oracle CRM has given us the tools to maximize customer lifetime value, increase our service portfolio, and expand internationally."--Enrique Parra, Chief Information Officer, Prosegur

Key Benefits

- 100,000 customers supported by just 15 call center agents
- Integrated CRM suite with low-maintenance costs
- Single database of all customer information
- Rapid problem resolution and higher customer service levels
- Greater customer knowledge through built-in analysis tools
- Marketing budget targeted more effectively
- Ability to scale to support expansion

Oracle Products & Services

- General Ledger
- Payables
- Receivables
- Internet Expenses
- Cost Management
- Bills of Material
- Work in Process
- Inventory
- Quality
- Manufacturing Scheduling
- Advanced Inbound
- Sales Online
- TeleSales
- Contracts
- Service Online
- TeleService
- Oracle Consulting Services
- Oracle Database
- Order Management/Fulfillment

Corporate Profile

Prosegur Integrates Customer Care with Marketing To Improve Profitability

Prosegur, a leading provider of security services in Spain and the world's fourth largest security company, runs its customer contact center and field service operations using Oracle CRM applications. The center services commercial and residential customers of Prosegur's rapidly expanding intruder alarm sales and monitoring business in Europe and South America.

During the late 1990s, Prosegur was expanding quickly, but only had limited information about its customers because data was held in different databases. "To capitalize on this expansion and generate opportunities for increasing sales, we needed to consolidate and centralize knowledge for a complete view of each customer," said Enrique Parra, chief information officer. "Another goal was to standardize procedures across the organization to streamline processes, speed up call handling, and improve the customer experience. Our strategy was to use Web-enabled CRM tools to grow our revenue without increasing costs."

High-Level Project Goals

- Sustain business growth cost-effectively
- Improve customer service levels
- Standardize customer-facing processes
- Identify profitable customers and market sectors
- Integrate CRM with back-office systems

Why Oracle?

Oracle's integrated, fully-functional, and out-of-the-box applications made it the preferred choice for Prosegur. Oracle also had a "clearly defined upgrade path that would ensure it was always using the most up-to-date applications available," said Parra. "We reviewed applications from other leading vendors but were convinced that Oracle would give us a "future-proof" solution with the lowest cost of ownership and fastest return on investment."

Transforming the Support Function into a Profit Center

The Oracle CRM was implemented on schedule in less than 10 months by Oracle's consultants and system developers, and all customer data was migrated to a single repository. "This was a complex implementation and the quality and dedication of the Oracle team was of critical importance in meeting our deadlines," recalled Parra.

Prosegur took advantage of Oracle's fully integrated CRM modules to enable consistent, effective handling of multi-media, multi-channel customer interactions. This avoids the need to knit the components together and reduces IT management costs. Prosegur's staff adapted quickly to the automated tools which are easy to use, intuitive, and have significantly improved call center productivity.

Oracle Service module gives Prosegur's agents access to each customer's

Prosegur
Madrid, Spain

www.prosegur.es

Prosegur, one of the largest security companies in Spain, has a 27 percent share of the market for intruder alarms in the commercial and residential sector. The company has operations in most of Spain's major cities and has more than 164,000 customers in five countries in Europe and Latin America.

Industry
Industrial Manufacturing

Employees
501 to 1,999

Revenue
501 Million to 1 Billion

previous dealings with the company enabling agents to handle problems and queries efficiently and take complete ownership of each call from initial contact to final resolution. The company can now set up guidelines instructing agents how to promote more profitable services and provide priority to higher value customers. A Web-based library of solutions to customers' common problems helps agents resolve issues swiftly and minimizes customer waiting time.

Oracle Contracts enables Prosegur to create and manage multiple service agreements that match varying customer requirements. Integration with all other CRM modules ensures that agents know each individual customer's service entitlement. Customers are automatically contacted when a contract is due to expire, which reduces renewal leakage and improves customer retention.

Prosegur also uses the customer intelligence functionality of Oracle CRM to manage customer information and create a 360-degree view of each client. This enables Prosegur to develop campaigns that target marketing spend profitably and boost cross-selling opportunities for the sales team. The ability to assimilate data from both Oracle and non-Oracle sources allows Prosegur to integrate lists from utility companies, analyze data, and successfully target high-value prospects such as families with second homes, in its marketing campaigns.

"We are currently supporting more than 100,000 customers with just 15 call center agents while, at the same time, generating the knowledge we need to grow our business successfully," said Parra. "Oracle CRM turns the customer support function into a profit center for our business."

Future Plans

To further enhance functionality and improve customer care with self-service applications, Prosegur will use Oracle E-Business Suite 11i to allow customers access to their own information and resolve common problems online.

Oracle's Seamless Integration and Out-of-the-Box Solution Paid Off for QLogic

"Oracle technology has been running QLogic's mission critical systems for the last eight years. It's stable. It works. Oracle Applications 11i and database systems is a successful combination. If you have systems that are running mission critical transactions, I wouldn't trust data to anything else." --Dean Anderson, Director of Applications Development, QLogic

Key Benefits

- Scalability minimizes growing pains
- Seamless integration
- Out-of-the-box solution simplifies IT management
- Excellent talent pool of Oracle technicians

Oracle Products & Services

- Financials
- Purchasing
- Order Management
- Oracle Consulting Services
- Oracle Financials
- Discrete Manufacturing
- Oracle Database
- Discoverer Desktop Edition
- Reports Developer
- Oracle Support

Corporate Profile

QLogic
Aliso Viejo, CA

www.qlogic.com

QLogic manufactures a broad range of storage components from semi-conductors to network switches for the world's largest computing companies. It's the only organization in the storage marketplace to offer complete end-to-end storage area network solutions. QLogic serves OEMs and resellers with the broadest line of storage area network (SAN) connectivity components in the industry, plus delivery of a full range of fiber channel switches, directors, host bus adapters, controller chips, and management chips for systems and peripherals. The

QLogic Gets on Top and Stays on Top with Oracle

QLogic is the world's only end-to-end storage area network (SAN) infrastructure provider. The company's products, from semi-conductors to network switches, include the complete range of storage components used by the world's largest computing companies. QLogic not only leads in engineering superior LAN products, but as one of the earliest adapters of Oracle E-Business Suite, it is also a pioneer in using e-business technology.

The company was among the first to embrace Oracle applications and became one of the very first to upgrade to Oracle E-Business Suite 11*i*. This combination of product engineering excellence and openness to adopting stellar e-business technology has paid off for QLogic. The Aliso Viejo, CA, based company ranks fourth on Forbes' "Best 200 Small Companies" fifth on Barron's 500, and 22nd on Fortune's "100 Fastest Growing Companies" lists.

High-Level Project Goals

- Standardize to best business processes for greater efficiency
- Centralize systems management
- Improve multi-organization support
- Improve integration throughout all systems
- Minimize customizations using standard 11*i* functionality

Why Oracle?

QLogic decided on Oracle when the company first formed in 1994 because "Oracle is used by most major companies that are serious about recording transactions or processing," says Dean Anderson, QLogic's director of applications development.

Anderson adds, "Oracle's scalability has taken much of the pain out of QLogic's growth. The integration of Oracle Applications eliminates the overhead associated with building and maintaining custom interfaces between modules. The Oracle Database server provides a scalable and robust environment that compliments Qlogic's growth. Qlogic's systems are easily transformed to support the increased demand for transactions and reporting."

Reduced Customizations: QLogic Relies on Oracle's Functionality

Oracle runs both QLogic's manufacturing departments and its financial systems. Prior to converting to 11*i*, the company had relied on extensive customization. "One goal of the upgrade" says Anderson "was to implement a standardized, out-of-the-box solution, by relying on the functionality and business processes inherent in 11*i*. We recognized that reducing our customizations would mean a faster, more cost-effective upgrade and would result in a system that would be less costly to maintain." QLogic replaced existing customizations with the functionality of 11*i* and worked within the scope of Oracle's business processes, rather than creating their own.

company also offers the QLogic Management Suite of SAN management software solutions.

Industry
High Technology

Employees
501 to 1,999

Revenue
100 Million to 500 Million

According to Anderson, "After getting several quotes from competing consulting firms, QLogic chose Oracle Consulting because they offered a cost effective proposal and QLogic project team agreed that they offered a more successful project plan. Oracle Consulting, Support and Development worked together to resolve critical issues to keep the project on target. "

Overall, QLogic was impressed with the expertise of the Oracle consultants. "I've worked with a lot of consultants and I was particularly happy with this team. They were exceptionally knowledgeable, and not only about what the systems could do; they were good at taking our current processes, whether they involved manual or custom programming, and coming up with how we could use the system out-of-the-box or configure it to do what we needed it to do," remarked Dean Anderson.

Future Plans

Oracle runs QLogic's manufacturing departments and financial systems. As the company continues to grow, it plans to include more sales, marketing, human resources, and technical support in its system. QLogic is considering rolling their processes into standard CRM products, such as TeleService, iSupport and E-mail Center. QLogic is also evaluating Oracle's Demand Planning module to replace a custom Forecasting system.

ORACLE

River **STONE** NETWORKS™

Riverstone Networks Supports Growing International Presence With Oracle E-Business Suite

"One of the main objectives we had at Riverstone was to grow the systems and the infrastructure so the company could scale to 10 times growth. I think we've achieved that. We use Oracle as a control to make sure that our business processes work efficiently. There's a lot of value in that." -- David Riley, Director of IT, Riverstone Networks, Inc.

Key Benefits

- All customer service functions are integrated on a single system
- Hosted solution allows reduced headcount
- Streamlined and simplified the billing and contract renewal process
- Global facilities operate on a single global instance
- Call center volume decreased by 15%

Oracle Products & Services

- Financials
- TeleService
- Contracts
- iSupport
- Order Management
- Discrete Manufacturing
- iProcurement
- Oracle Human Resources
- Discoverer Desktop Edition
- Internet Expenses

Corporate Profile

Riverstone Networks
Santa Clara, California

www.riverstonenetworks.com

Riverstone Networks, Inc. (Nasdaq: RSTN) provides solutions for metropolitan area networks enabling carriers to convert raw bandwidth into profitable services. In more than 50 countries, carriers operating the world's largest metropolitan area networks depend on Riverstone to create and reliably deliver profitable services over legacy and next-generation infrastructures.

Consolidating to Prepare for Growth

Riverstone Networks, Inc. provides metropolitan area networking solutions. As Riverstone expanded its international presence, the company wanted to enhance its resource planning and customer relationship systems. Its first priority was to implement ERP and CRM applications that could scale in line with projected growth.

To support Riverstone's growing customer base, Director of IT David Riley and Director of Systems and Process Development Graeme Thompson wanted to secure the integrity of the company's existing Oracle applications while creating a solid foundation for financials applications. "We had environments where our legacy systems could not talk to each other. We wanted one system that could run everything," said Thompson. Cost was also a consideration. "Oracle worked with us to establish a price schedule, plus the implementation time they guaranteed was unbeatable."

Riverstone implemented several CRM modules of Oracle E-Business Suite and upgraded existing Oracle ERP applications to version 11i. Riverstone worked with applications outsourcing vendor AppShop, and was up and running on the upgrade less than 90 days later. Riverstone's global facilities, including locations in Japan, Singapore, the United Kingdom, and the United States, now operate on a single global instance.

High-Level Project Goals

- Consolidate legacy systems
- Ensure scalability to 10 times growth
- Reduce costs
- Maintain security and reliability

Why Oracle?

Integrated, scalable applications and hard costs savings were definitely on the short list of "must haves" for Riley and Thompson when selecting Oracle. The rapid implementation afforded through a hosted environment was also a key selling point. "At that time we had different legacy systems running out of different regions and across different product lines," said Thompson. "To continue offering our growing customer base the quality of service they had come to expect, we needed to consolidate across a single platform."

ERP Upgrade Brings International Benefits

As Riverstone expanded internationally, the company needed a system that would let it ship and bill all orders from Santa Clara, California across multiple currencies. Implementing the multicurrency version of Oracle Financials saved hundreds of thousands of dollars. "The first Oracle implementation we had was not multicurrency," said Thompson. "By going multicurrency, we can now take orders from Europe and Asia Pacific directly through the Santa Clara office and by way of the local currency."

Industry
High Technology

Employees
Fewer than 500 employees

Revenue
101 Million to 500 Million

Quick CRM Payoff with More to Come

Riverstone has seen a 15% reduction in call center volume, which the company attributes to customers' being able to contact Riverstone through a Web portal created with Oracle iSupport. Also, the company is realizing an estimated "three headcount" savings in support costs because Riverstone's applications are hosted and maintained by AppShop.

The company expects other benefits from the CRM modules working in unison with Oracle Financials. "Before we implemented Oracle, we had several unlinked customer applications," Thompson said. "Verifying customer service contracts was a labor intensive project." Through the integration of financial, HR, and CRM applications, Riverstone now needs only to look in one place for all customer and service information. Riverstone expects Oracle CRM to increase productivity and allow employees to focus on other activities.

"One of the main objectives that Thompson and I had when we came into Riverstone was to grow the systems and the infrastructure so that the company could scale to 10 times growth," said Riley. "I think we've achieved that." Both are proud that they've done very few customizations with the 11i upgrade. "We use Oracle as a control to make sure that our business processes operate efficiently. There's a lot of value in that."

ORACLE®

Rotterdam-Rijn Pijpleiding (RRP) and Oracle Fast Forward Streamline the Pipeline

"We needed a smoother Supply Chain and improved Business Intelligence; we had limited budget and needed to see results rapidly. FastForward Financials and Project Costing offered us a way of getting a working integrated system quickly, allowing us to get on with our core business of operating a pipeline but doing it more efficiently and with greater visibility." --Hans Verbrugge, Controller, RRP

Key Benefits

- Provide simple online access to key purcahsing information
- Enable simple Euro accounting
- Targeted reduction in routine administrative tasks of 15%
- Clear visibility of financial transactions at project level for immediate control of project costs
- Ability to project costs swiftly and accurately
- Dramatic reduction in the purchasing cycle

Oracle Products & Services

- Purchasing
- Project Costing
- Oracle Consulting Services
- Financials

Corporate Profile

Rotterdam-Rijn Pijpleiding (RRP)
Netherlands

RRP (Rotterdam-Rijn Pijpleiding) is a subsidiary of Shell and is the operator of a key Crude Oil Pipeline between Rotterdam and Germany. Based in the Netherlands.

Industry
Chemical, Oil and Gas

Employees
Fewer than 500 employees

Revenue
2 Million to 100 Million

RRP Makes Haste to Become Euro-Compliant and Drives Efficiencies in the Process

Obligated by the January deadline of the being Euro compliant, RRP seized the opportunity of renewing its financial system to streamline vital maintenance activities on a key long-distance pipeline between Germany and Rotterdam. RRP has tackled process efficiency with the FastForward approach to address automation and integration.

To successfully maintain 479 kilometres of pipeline, the purchasing department was processing 100's of requisitions for large-scale projects on a monthly basis. These were manually transformed into PO's to be managed separately. Challenge one was to integrate these key processes and cut out the wasteful duplication of data entry that tied up key staff and lots of time.

Controller Hans Verbrugge says: "We needed a smoother Supply Chain and improved Business Intelligence; we had limited budget and needed to see results rapidly. FastForward Financials and Project Costing offered us a way of getting a working integrated system quickly, allowing us to get on with our core business of operating a pipeline but doing it more efficiently and with greater visibility."

With multiple large-scale maintenance projects on going at any one time, gaining accurate cost and forecast information was difficult for RRP. Managers were often making decisions based on out of date information. Challenge two was to gain business intelligence around each and every project undertaken.

High-Level Project Goals

- Low risk, Fixed price and Fixed scope project
- Scaleable flexible integrated solution
- To enable online purchasing and standardised reporting
- To improve procurement visibility and efficiency with anticipated purchase time savings of 45%
- To ensure simple Euro management
- Targeted reduction in routine administrative tasks by 15%

Why Oracle?

RRP's vision was simple - efficiency through integration and automation. Oracle's E Business suite was selected because it automates and brings together all RRP's key processes from accounting to financial reporting and from procurement to payment, reducing the duplication of effort between the various systems. The world-class applications delivered with FastForward embrace workflow technology slashing administrative time spent chasing approvals and resolving rejections.

Controller Hans Verbrugge says: "In the short time that we have been using the Financials and Purchasing modules online we are now Euro compliant and we have seen a reduction in paperwork. We are hoping that the reduction in data entry will free up to 25% of our key staff to work on more value add supplier

management work."

Built on a single data model the business intelligence that comes from being able to integrate real-time detailed project metrics with global financial information has meant that RRP can make key forecasts on maintenance projects based on robust information, enabling solid management decision-making.

RRP in the Business of Maintaining a Profitable Pipeline

Not only does RRP want to drive internal efficiencies but also managers want to get to the detail of maintenance costs, to understand how they fit into the broader financial picture. With Project Costing, RRP has the intelligence they need to manage more closely and more cost effectively. Controller Hans Verbrugge says: "Maintenance work is crucial to the smooth operation of this pipe; it is a lifeline to many businesses. But we are a business too and so project costs count and need to be managed closely. With Oracle Financials and Project Costing we can now track costs for multiple projects. With the FastForward approach we have started as we mean to go on, keeping tight control. "

Future Plans

The Oracle solution has given RRP the flexibility to grow with changing business needs. In the short term they are looking to upgrade security and bolster the cross validation. FastForward has given them the time to study other processes and how they can make the pipeline operation as efficient as possible.

Royal Air Force Training Group Defence Agency Accelerates E-Business Transformation with Oracle Financials

"Oracle provides all the tools, guidance and consultancy we need to re-engineer our organization and become a true e-business." -- Wing Commander Philip Godfrey, Program Manager, Royal Air Force Training Group Defence Agency

Key Benefits

- Replaced nine servers with a single, web-based server that is universally accessible via an intranet which also integrates financial and business applications
- Enables management to assess up-to-the minute performance and compile cross-Agency accounts for submission to the Government quickly and accurately
- Reduced system maintenance and upgrade costs

Oracle Products & Services

- General Ledger
- Oracle Express Objects
- Oracle Consulting Services
- Oracle Database
- Oracle Internet Application Server

Corporate Profile

Royal Air Force Training Group Defence Agency
UK

www.tgda.gov.uk

Business units with sub business units and a mixed employee base of military and non military. Employee base 5700, including students 12,000. Resource £1Bn with base running costs of £1/2 Bn. 6 Collegues in the UK. Business units with sub business units and a mixed employee base of military and non military.

Industry

Aerospace and Defense

Employees

5,000 to 9,999

Revenue

Using the Internet to Create an Information Sharing Environment

The Training Group Defence Agency (TGDA) is responsible for the selection, recruitment and training of all Royal Air Force personnel. In the early years after its formation in 1994, each of the Agency's colleges operated the systems they needed to run their individual business units. Applications were built as a stand-alone with little common infrastructure between the sites. System upgrades and maintenance needed to be replicated at each college. Corporate and financial information could not be accessed electronically from the central database at Innsworth and records had to be transferred manually between colleges.

In April 2000, the TGDA became the first UK customer for Oracle 11i General Ledger, which went live in November that year after running in parallel with the Agency's legacy systems for a short period of time. Using Oracle's Financials suite, the Agency consolidates spend to date and forecast spend across all its training units to produce a quarterly Forecast of Outturn. Oracle Express Objects and Financial Analyzer enable TGDA's managers to build OLAP applications and produce models and graphics detailing the Agency's assets and costs directly from the information held on the database. Oracle 11i conforms to the requirements of CAPITAL, the UK Government's financial management program for Defence, which lays down a financial reporting structure for all Government defense spending.

Based on 8i, Oracle's world-leading relational database, the system holds all corporate information on a single central server at Innsworth, which has replaced all those previously located at the other sites. Upgrades are now performed once, centrally, reducing the cost of system maintenance. The newest releases of Oracle's online management tools enable executives to analyze information via a standard web browser. The corporate Intranet gives both military and civilian staff continual access to all the information that they are authorized to view.

High-Level Project Goals

- Re-engineer and web-enable all technology and business processes to become an e-business
- Compliance with CAPITAL, the UK Government's financial management program, thereby helping to simplify the TGDA's accounting and reporting procedures
- Enable executives to assess performance, analyze financial and operational statistics, and compile reports quickly and accurately

Why Oracle?

Between 1996-99 the Agency investigated solutions from several leading suppliers, but only Oracle was able to deliver a fully integrated, interconnected system that would be able to meet its requirements well into the 21st century. "We needed to find a methodology to replace this static system with a dynamic, information environment that would link up the whole Agency," says Wing Commander Philip Godfrey, Program Manager. "Our vision was far reaching; we wanted to completely reengineer the business, not just replace paper-based processes with electronic ones. The goal was to create an information sharing culture that would facilitate streamlined operations, improved performance, and give us the ability to meet the evolving and growing needs of the RAF in a proactive and timely manner."

TGDA needed a 100 percent Internet applications suite that would enable all operations to run from a single, centrally managed site. "It became clear that Oracle

More than 1 Billion

11i would enable us to reshape the business and make the whole organization smarter and more efficient. Corporate information would be available to staff 24 hours a day from any location and we could, in time, connect our suppliers to the system and do all our business online. 11i would enable us to exploit the full benefits of the Internet to integrate every aspect of our operations and eventually become an e-business," says Chris McManus, Project Manager at the TGDA's headquarters based at RAF Innsworth, near Gloucester.

Expertise, Consultancy, and Teamwork

Oracle Consulting worked closely with the TGDA's technology experts to explore their requirements, define the system and build a customized solution. "We have a very successful business partnership with Oracle," says Philip Godfrey. "They are experts in their field as we are in ours, and it was our complementary skills, combined with teamwork and partnership made our vision a reality. What we have achieved so far is just the beginning. We are already talking to Oracle about their next generation database and the benefits it could bring the TGDA. Our relationship with Oracle is long term - it's very much part of our future strategy."

"We are assessed on four criteria: quantity, quality, timeliness and cost," says Chris McManus. "This means providing the required number of training hours to the expected standards on time and within budget. With 11i we can measure our performance on an up-to-the-minute basis. If we are falling short in one area we know about it immediately and can take steps to rectify deficiencies. 11i enables us to accommodate TGDA procedures without customization which allows us to keep our financial systems management as simple as possible."

Future Plans

The TGDA plans to become a completely web-based organization within the next few years. "We have come a long way in re-engineering our technology and processes and our people have responded enthusiastically to this new way of working", says Chris McManus. "11i helps us 'do more with less' which will be essential over the coming years. As a result of the recent Defence Training Review, we expect the Agency to incorporate responsibility for more tri-service based training with the Army and Navy. With Oracle's e-business expertise and solutions portfolio, we have everything in place to meet the challenges ahead."

Contact Us | Legal Notices and Terms of Use | Privacy Statement

ORACLE®

Sandia National Laboratories Saves $11 Million and Expects to Save $1 Million More Per Year Over the Next Five Years Using Oracle Applications

"The flexibility of Oracle software proved to us that commercial software could work in our unique environment. We've been successful using Oracle software since 1998." -- Gary Concannon, Business Technology Manager, Sandia National Laboratories

Key Benefits

- Over $11 million in savings
- Consolidated manufacturing data
- Increased efficiency in accounts payable operations
- Reduced headcount by 3 FTEs in accounts payable department
- More effective supplier relationships
- Reduced batch process time by 23%

Oracle Products & Services

- Purchasing
- iProcurement
- Oracle Consulting Services
- Financials
- Discrete Manufacturing
- iSupplier Portal
- Engineering
- Bills of Material
- Cost Management
- Inventory
- Quality
- Work in Process
- General Ledger
- Cash Management
- Payables
- Receivables
- Assets
- Project Costing
- Project Billing
- Oracle Database
- Oracle Support
- Oracle Education

Corporate Profile

Sandia National Laboratories
Albuquerque, New Mexico

Oracle Positions Sandia for E-Commerce

Sandia National Laboratories is a multi-program engineering and science laboratory, operated by Sandia Corporation, a Lockheed Martin Company, for the US Department of Energy's National Nuclear Security Administration. It designs both nuclear and non-nuclear components for the nation's nuclear weapons, and performs a wide range of energy research and development projects.

Prior to Oracle, Sandia developed several in-house systems to manage its financial operations. In an effort to replace homegrown systems, an outdated manufacturing system, and move to more commercial business processes, Sandia chose the Oracle E-Business Suite.

High-Level Project Goals

- Adopt more effective business processes by implementing commercial software
- Increase system efficiencies and streamline financial and manufacturing processes
- Position the company for e-commerce capabilities

Why Oracle?

Before choosing Oracle, Sandia was concerned commercial products would not satisfy its unique requirements. Oracle, however, was able to address the company's concerns. Sandia originally implement Oracle in 1996 as it sought to add a commercial flavor to its business practices. After successfully using Oracle products for many years, Sandia upgraded from version 10.7 software to 11i.

Sandia launched its extensive Oracle implemenation with the help of Oracle Consulting. The consultants' in-depth knowledge of Oracle products and access to other Oracle organizations helped to speed the implementation and provide rapid resolution to technical questions. Implementation for the upgrade was almost totally out-of-the-box.

"There were efficiencies in the software that we wanted to have. The upgrade also put us in a better position to enter the e-commerce arena," says Gary Concannon, Business Technology Manager, Sandia National Laboratories. With the improved efficiencies of 11i, Sandia was able to reduce headcount by three full time employees in its accounts payable department and cut batch processing time by 23%.

Buy vs. Build: A Significant Cost Savings

The decision to purchase a commercial system from Oracle quickly proved to be the right move. Sandia has not only improved efficiencies, but has also realized savings by utilizing Oracle's integrated E-Business Suite instead of writing their own software. Since implementing Oracle, the company has realized a significant return on its $30 million investment. "Overall, we've realized a little over $11 million in savings from our Oracle implementation. There is a substantial cost savings in not having to write our own applications, and that savings continues to grow as Sandia takes advantage of additional product functionality," explains Concannon. According to Concannon, Sandia expects a continued savings of $1

Sandia National Laboratories was founded in 1945 as part of the Manhattan project, which produced the first nuclear weapons. In addition to designing components for the nation's nuclear weapons, Sandia works on assignments that respond to national security threats - both military and economic. Its primary mission is to ensure the safety, security, and reliability of the nation's nuclear weapons stockpile in the absence of underground testing. The company collaborates with industries and other government agencies to commercialize new technologies.

Industry
Aerospace and Defense

Employees
2,000 to 4,999

Revenue
More than 1 Billion

million per year for the next 5 years.

Oracle Manufacturing Consolidates Data and Tracks Costs

Sandia manufactures neutron generators according to high specifications. Being able to store all manufacturing data in one place is a direct benefit of using Oracle Manufacturing applications. "Previously, the data was scattered and hard to compile. Now our management knows where its coming from -- a real improvement in our manufacturing space," says Concannon.

Prior to implementing Oracle applications, Sandia's manufacturing system was not integrated with its financial aspects. Now, Oracle Cost Management enables the staff to track cost by unit, and eliminates duplicate purchase entries. "Oracle Cost Management streamlines the administration of the manufacturing processes as far as buying things and accounting for the costs within the same system," adds Concannon.

Oracle Internet Procurement Increases Overall Efficiency

With more than $600 million in procurement Sandia needed an enterprise resource planning system to manage the financial and manufacturing projects of the laboratory. Oracle iSupplier Portal and iProcurement are expected to contribute to significant efficiencies and savings.

"From our buyer's point-of-view, there should be a substantial amount of savings and reduced staff involvement with suppliers use iSupplier Portal," says Concannon. "We haven't measured it out yet, but we expect a lot of efficiencies, just from the turnaround time and how our suppliers will interact with the system. Cycle time should be reduced quite substantially." Roll out of iSupplier portal was easy as suppliers only needed browser support and, since security is built in, Sandia did not have to create anything in-house. Implementing iSupplier Portal with strategic suppliers will help Sandia achieve cash flow benefits and conduct business more efficiently with its suppliers.

Oracle iProcurement will also vastly improve the way Sandia does its ordering. "It's fairly cumbersome now. This will allow users to have a catalog at their fingertips, so they can order without involving the buying staff. They'll get the supplies they need to do the science and engineering aspects of their job a lot faster," adds Concannon.

Oracle Services Supply Information and Assistance

For product training, Sandia took advantage of Oracle University's comprehensive training classes. It then used the "train the trainer" approach to educate a champion at Sandia who could then train the rest of its users. "We did quite a bit of training through Oracle University. It was called module training and taught us the functions of each module," explains Concannon.

Oracle Support provided onsite assistance, supplying Sandia with research and system guidelines for the upgrade. "The insights we have into Oracle and the information it provides is excellent," adds Concannon. Sandia currently uses the Oracle Online Support Service *Metalink*.

Future Plans

Sandia is currently in the testing phase with Oracle iSupplier Portal. It plans to roll out the application to 60 suppliers in the very near future. Preliminary results with test suppliers are positive. Implementing Oracle iSupplier Portal will give Sandia the advantage it needs to build its supplier base and work with more strategic suppliers.

SICO Primes Its Paint Business with E-Business Suite 11i Upgrade

"During an upgrade it is very important to involve the users so that when you're live they have had the opportunity to be hands-on with the system. We were impressed with the quality of the Oracle Process Manufacturing release. We had a few reports that we developed ourselves, but we didn't touch one line of code in the applications. We've been supported by senior management on that, and I think it helped us with the upgrade." --Daniel Grondin, Director of Systems Development

Key Benefits

- Expanded functionality and process integration
- Facilitated retooling of business processes
- Created potential for efficiencies and cost savings

Oracle Products & Services

- Process Manufacturing
- Financials
- Oracle Procurement

Corporate Profile

SICO Paints
Longueuil, Quebec
www.sico.com

SICO, the largest Canadian-owned paint manufacturer, operates six plants and many warehouses and outlets across Canada--and sells its products to over 2,000 retailers throughout Canada and the United States. SICO architectural coatings division (about 80% of sales) makes paints, stains, adhesives, caulking, concrete repair products, and decorating tools. The company's industrial coatings division products are intended mainly for specialized equipment manufacturers, as well as the railway, aerospace, road transportation and off-road equipment industries.

Industry

Chemical, Oil and Gas

Employees

501 to 1,999

Revenue

100 Million to 500 Million

Covering Process Manufacturing Requirements and More

Sico is the leading Canadian-owned manufacturer of paints and coatings, and the undisputed leader in the architectural coatings industry in Quebec . Its line of products, including paints, stains, adhesives, and caulking are based on more than 10,000 formulas which are now managed by the Oracle Process Manufacturing (OPM) application. SICO's manufacturing plants output nearly 50 product batches daily.

"Oracle Process Manufacturing is designed for process manufacturers. Some conventional or discrete ERPs don't have all the needed features. So, over the years, we've been able to appreciate that these features are designed up-front in Oracle's products," relates Daniel Grondin, director of systems development.

High-Level Project Goals

- Access new features available in Oracle Process Manufacturing
- Gain access to the broad functionality of E-Business Suite 11i
- Standardize business processes and software development

Why Oracle?

SICO originally moved to an Oracle system in 1995 to consolidate legacy applications supporting five plants. At that time, the company was positioning to become a world-class supplier and needed to support the growth of its business. The recent upgrade to E-Business Suite 11i, with its broad functionality, will further enhance manufacturing, and modernize other functions, such as sales, accounts receivable, and order and warehouse management. "Oracle 11i has enabled us to replace our sales management system and accounts receivable, which were big problems for us because they were old systems with many weaknesses," explains Grondin.

"We believe that upgrading to Oracle 11i will also improve our inventory accuracy and that we'll also benefit from better integration with the accounting modules. For example, returns to suppliers have been a problem for us. With 11i, we will gain more visibility that will facilitate the purchase planning for resale goods because we'll be able to use the same system that we use for raw materials. We'll also benefit from all the new functionality, like requisitions and being able to use Electronic Data Interchange with our suppliers," continues Grondin.

"Oracle is able to provide us with almost everything that we can think of--CRM, Advanced Planning, Warehouse Management, and Business Intelligence--and everything is available and integrated. For SICO, system integration is very important."

Hands-on Upgrade No Problem for this Do-It-Yourselfer

SICO handled all aspects of the 11i upgrade itself, developing a plan that involved user testing and coordination across the company before switching over

to the new versions. "We were impressed with the quality of the OPM release. We had a few reports that we developed ourselves, but we didn't touch one line of code in the applications. We've been supported by senior management on that, and I think it helped us with the upgrade," relates Grondin.

"We received very good assistance from Oracle Support. They followed up with me on a weekly basis, and this was a key factor in our implementation. Oracle Support was very professional and very helpful." Daniel Grondin continued, "With MetaLink we were able to know the status of our TARs any time, so we could just look and see the progress."

Future Plans

With the upgrade completed, SICO has plans for evaluating the new functionality available in Oracle Purchasing, and Purchasing Business Intelligence. Following these top priorities, the company plans to implement Oracle Order Management and Oracle Accounts Receivable and evaluate the production schedule available in Production Scheduler Workbench. Additional plans include implementation of Laboratory Management and Configurator, and the evaluation of Human Resources, Warehouse Management, Advanced Planning, and iProcurement.

Oracle Shop Floor Management Provides Silterra With a Clear View of its Real Time Production Information

"For Silterra to be able to quickly ramp up production and improve yield, the shop floor has to be very efficient and the Oracle E-Business Suite is a key component of this efficiency. Oracle, through the rich functionality that it has put into Release 11i, particularly OSFM, is clearly committed to addressing the needs of the high-tech industry." --John Lim, Vice President IT, Materials & Logistics, Silterra Malaysia

Key Benefits

- Fast-track startup of manufacturing operations
- Seamless integration of shop floor and enterprise applications
- Clear view of costs, margins and WIP quantities
- Optimized inventory levels
- Faster preparation of quotes
- Quick ramp-up of capacity

Oracle Products & Services

- Discrete Manufacturing
- iProcurement
- Advanced Supply Chain Planning
- Shop Floor Management
- Order Management
- Financials
- Business Intelligence
- Oracle9iAS Discoverer
- Internet Developer Suite
- Oracle Express Server
- Oracle Database

Corporate Profile

Silterra
Malaysia

www.silterra.com

SilTerra is Malaysia's leading semiconductor manufacturing company providing out-sourced manufacturing services for some of the largest semiconductor companies in the industry across the globe.

Industry
Semi-Conductor
Manufacturing

Employees
Fewer than 500 employees

Oracle E-Business Suite Helps Silterra Get into Production and Revenue Mode

For Silterra Malaysia Sdn. Bhd., a full-service provider of semiconductor manufacturing solutions, time is truly of the essence. "The other players in the industry were a few years ahead of us and were very well automated. IT use is very pervasive, and we knew that for us, as a new player, to make an impact in the market, we had to move very fast. It was an exciting time," recalled John Lim, vice president - IT, Materials & Logistics.

Silterra caught up fast. It broke ground on its first manufacturing facility in Kulim High Tech Park in northern Malaysia in June 1999, and produced what is known in the trade as 'working silicon' in November 2000, just one month after completing equipment installation. More significantly, it shipped its first revenue wafer lot in February 2001, a month ahead of schedule.

Mr. Lim attributes the company's ability to swiftly get into production and then revenue mode, despite its being not among the first off the starting blocks, to the experienced manufacturing professionals who staff the wafer fabrication plant, and to a tail wind provided by Oracle in the form of the Oracle E-Business Suite.

High-Level Project Goals

- Implement an integrated suite provided by a single vendor
- A system that provides continual access to real time production information
- Seamless integration of shop floor and enterprise applications

Why Oracle?

As a green-field site, Silterra had the advantage of not having legacy IT systems to integrate or migrate. Still, it decided early on in the planning stage that it made the most sense to procure most, if not all, of its IT solutions from a single vendor.

"Oracle's solution provided the best fit to our needs. The breadth of the applications in the suite was also a factor, as it allowed us to speed up implementation and get things up and running much faster than if we were to buy point applications on a piecemeal basis and then spend time and effort stitching these pieces together," says Mr. Lim. "In addition, managing an integrated suite provided by a single vendor would put fewer demands on our resources, compared with several applications from a few vendors."

With the integration consideration at the top of its wish list, Silterra evaluated several vendors and eventually picked Oracle.

"Besides the business fit and the comprehensiveness of the suite, what we also found attractive were Oracle's commitment to the high-tech industry, and the domain knowledge of the consultants. Oracle also had a component within Release 11*i* that was very important to us--Oracle Shop Floor Management (OSFM)--which acts as a bridge between our Manufacturing Execution Systems (MESs) and the enterprise-level Oracle applications, giving us a very clear view of the information generated on the production shop floor", continues Mr. Lim. "Without OSFM, the interfacing would have been an integration nightmare, which

Revenue
500 Million to 1 Billion

we could hardly afford. The tight integration between OSFM, the MES, and the other Oracle applications, plus the other factors, added up to a level of comfort which cannot really be measured in percentage or dollar terms."

Continuous Access to Real Time Production Information

Implementation work started in the middle of 2000, in tandem with the engineering work to fit out the foundry. When Silterra went into operational mode from the wafer fabrication perspective in November 2000, the core financial applications were already up and running. The all-important OSFM module went live in Q1 of 2001.

Commented Mr. Lim, "We see OSFM as a foundation piece of our enterprise computing infrastructure. In order to proactively respond to issues related to quality, performance, and customer service, it is essential for us to have continual access to real time production information. All data is synchronized between OSFM and the other Oracle applications, so all our users have the same view of information obtained from the shop floor.

"The seamless integration helps us gather critical business information such as work-in-process and cost analysis data instantly for internal controls. One of the areas where we use such information is costing. We now have a clear view of costs and margin for each order and each customer, and are able to prepare quotes for customers at least 50% faster than if we didn't have such immediate access to shop floor data. We also use the information to optimize the inventory levels of our materials and in our e-procurement activities."

OSFM will also figure prominently in MYFAB, a Web-based customer service portal that Silterra is now building using Oracle portal technology. When ready, MYFAB will provide customers 24/7 access to up-to-date production information, productivity tools, and other resources. Such access will allow Silterra's customers to, over a Web browser, perform such tasks as check the status of their orders, request changes, etc.

"Now we plan to leverage Business Intelligence to simulate business models and identify patterns in such areas as materials management. The module provides updated and critical manufacturing reports, which will enable us to respond to issues quickly", concluded Mr. Lim.

ORACLE®   **SONY**

Oracle Manufacturing Improves Sony's Productivity by 15%

"Oracle Manufacturing has enabled us to cut manufacturing costs by up to 8%. It's the best ERP system on the market for integrating new processes and advanced functionality." --Manel Puig, IT Director, Sony España S.A. BCN Plant

Key Benefits

- 15% improvement in productivity
- 30% reduction in time to market
- 5-8% reduction in manufacturing costs
- Planning cycle reduced from 3 days to 4 hours
- 40% reduction in inventory levels
- Integration of all manufacturing processes from materials planning to order management
- Workflow and automation reduce administration costs
- Real-time collaboration across the supply chain
- Global view of production capability and order status

Oracle Products & Services

- General Ledger
- Payables
- Receivables
- Assets
- Work in Process
- Bills of Material
- Cost Management
- Purchasing
- iSupplier Portal
- Advanced Supply Chain Planning
- Engineering
- Quality
- Order Management
- Financials and Sales Analyzers
- Oracle Database
- Oracle Consulting Services

Corporate Profile

Sony Corporation
Sony España S.A. BCN Plant, Barcelona

Sony Reduces Time to Market by 30%

Sony Corporation, one of the world's leading manufacturers of audio and video communications products, has run its production plant in Spain on Oracle Manufacturing since 1997. More than two million television sets per year are produced at the Barcelona factory, 90% of which are exported to other European countries.

Rapid growth in the 1990s led Sony España S.A. BCN to replace its internally-developed IT applications with a solution that would speed up production processes and enable better planning of materials and resources. The company realized that e-business would allow it to leverage the strengths of its manufacturing processes and gain competitive advantage. Already a user of Oracle Financials, Sony selected Oracle's high performance manufacturing suite and is now upgrading to Oracle Manufacturing version 11i to web-enable its production processes and optimize collaboration with suppliers and customers.

High-Level Project Goals

- Reduce production costs
- Reduce inventory levels
- Improve planning of materials and resources
- Accelerate time to market and time to delivery
- Work more effectively with suppliers
- Increase flexibility to adapt to fluctuating demand

Why Oracle?

Sony evaluated solutions from Oracle, SAP, Baan, MFG Pro and Symix. "Oracle offered the most comprehensive suite of manufacturing solutions and the most integrated and advanced toolset," says Manel Puig, IT director, Sony España S.A. BCN Plant. "Oracle's well-defined upgrade path ensures its technology keeps pace with market change, so by choosing Oracle we would always be using industry best-practice."

Planning Cycle Reduced from 3 Days to 4 Hours

Oracle Manufacturing was implemented in 1998 by Oracle Consulting working closely with Sony's IT team. All modules integrate to provide a complete, high-performance manufacturing solution from materials planning and scheduling to work in process and management of orders. Quality can be measured from the component level to the finished article. Cost Management tracks the cost of each stage of manufacturing and gives Sony an accurate cost for the finished product. Oracle Manufacturing has enabled Sony to lower unit production costs by up to 8%, reduce inventory levels from 40 days stock to just 15, and improve flexibility and efficiency through better forecasting and planning.

"The Oracle Consulting team have been our trusted technology partners from the outset," says Manel Puig. "We wanted a phased implementation and were able to specify the levels of training and support required. They offered us far greater flexibility than we would have had with other ERP packages, enabling the implementation to take place without disrupting our production schedule." Sony's staff have attended Oracle training seminars and Oracle's Metalink service enables users to resolve most issues online, without recourse to technical specialists.

Sony España S.A. BCN Plant, part of multinational Sony Corporation is one of Europe's major producers of television sets, most of which are exported to other parts of Europe, the Far East and the USA.

Industry
Consumer/Retail/Distribution

Employees
2,000 to 4,999

Revenue
500 Million to 1 Billion

Sony is upgrading to version 11i of Oracle Manufacturing, Oracle iProcurement and Oracle Financials which will web-enable internal processes, improve collaboration with suppliers and subcontractors and optimize its supply chain. Updating suppliers with its forecasting figures currently takes place via Sony's extranet, by email or EDI in a once-daily download. Using Oracle iSupplier Portal, suppliers will be able to review purchase agreements and the status of orders 24 hours a day via a web browser.

"iSupplier Portal will deliver substantial time and resource savings by eliminating the need to compile and send daily reports to suppliers detailing our advance requirements," says Manel Puig. "Providing a self-service model gives suppliers real-time visibility of our orders and enables them to incorporate them in their own planning schedules. We can also share bills of materials between different suppliers and use workflow-driven processes to coordinate and synchronize production."

Sony is also reducing the number of customizations in its migration to Oracle Manufacturing and will standardize its business processes to match Oracle's. This will reduce consultancy costs at each upgrade and simplify IT management.

Future Plans

"Oracle understands the needs of the manufacturing industry in the 21st century better than any other ERP solutions provider," says Manel Puig. "Collaboration is the key to driving efficiencies and time savings right across the supply chain and being first to market with the products our customers want."

ORACLE®

THREE RIVERS PHARMACEUTICALS™

Three Rivers Pharmaceuticals Saves 50 Percent of Its IT Budget with Oracle E-Business Suite Outsourcing

"Our new system gives us the data we need in exactly the format we need it...Oracle E-Business Suite has met all our goals." -- Christine Sheehy, Director of Finance, Three Rivers Pharmaceuticals

Key Benefits

- $750,000 in annual savings
- No need to hire additional staff
- Frees existing financial staff time to increase efficiencies
- 24-hour support
- Internet access from any location

Oracle Products & Services

- Financials
- Process Manufacturing
- Oracle E-Business Suite Online
- Purchasing
- Oracle Database
- Oracle9iAS Discoverer
- Oracle Support

Corporate Profile

Three Rivers Pharmaceuticals, Inc. Cranberry Township, PA
www.3riverspharma.com

Three Rivers Pharmaceuticals develops and markets generic prescription drugs.

Industry
Life Sciences

Employees
Fewer than 500 employees

Needed Specialized Technology Before First FDA Inspection

Three Rivers Pharmaceuticals (3RP) is a privately owned pharmaceutical company that develops and markets generic prescription drugs. 3RP focuses specifically on antiviral medications used in the treatment of Hepatitis.

While still in its start-up phase, the company decided it wanted a technology infrastructure to help measure and track its compliance with complex FDA requirements. 3RP also sought software to help coordinate information with its international manufacturers, contract manufacturers, and research organizations. The ability to forge partnerships with international manufacturers of active pharmaceutical ingredients, and to use contract manufacturers and U.S.-based contract research organizations, helps 3RP develop drugs, seek FDA approval, and market generic drugs less expensively. The technology solution it was looking for had to be affordable and deployed within a few months -- before its first major FDA inspection.

High-Level Project Goals

- Rapid implementation
- 24-hour support
- A scalable infrastructure to track complex FDA reporting requirements
- Facilitate improved communication with vendors

Why Oracle?

3RP considered J.D. Edwards, but Christine Sheehy, 3RP's director of finance, said J.D.Edwards' high cost of implementation was the final decision breaker to go with Oracle. The company also discovered it could save a great deal of money using Oracle E-Business Suite Outsourcing (EBSO).

"We hadn't thought of using outsourced services until Oracle's experts suggested it," Sheehy said. "We were going to bring everything in-house, and we were prepared to spend the resources to hire staff to support it. At first the thought of using Oracle E-Business Suite Outsourcing (EBSO) seemed too great a departure from what everyone had in mind, so we said no. But additional analysis found it really made sense. We realized by using Oracle EBSO we wouldn't have to hire a DBA and two administrators, and we could be up and running in an Oracle E-Business Suite environment in a matter of weeks."

In anticipation of the first FDA inspection of its facilities' systems, 3RP needed to be up and running on Oracle in less than 6 months. Sheehy said Oracle met this implementation schedule with ease.

Complex Reporting and Dramatic Savings, Right Out-of-the-Box

3RP's new system includes Oracle Discoverer, Oracle Process Manufacturing, Oracle Financials, Oracle Purchasing, and Oracle Database, and it meets all the company's data needs. Information is presented in forms and reports meeting the specialized requirements of 3RP and the FDA. "Oracle Discoverer gives us all the reports we could ever possibly need and helps us track projects to a very detailed level. Between the Discover tool and some of the standard reports that come with Oracle Financials, we have all the reports we need," said Sheehy.

For 3RP, Oracle has provided another way to trim the budget by cutting the full-time accounts payable job to half time, and redeploying the employees to new tasks. 3RP saves $400,000 per year on staffing costs, and an additional $350,000 on hardware, software, and maintenance expenses. These savings enabled 3RP to cut its annual IT budget by 50%.

The Reassurance of Round-the-Clock Service

"We had a pretty interesting experience with EBSO and Oracle Support back in September," Sheehy recalled. "A problem with a generator knocked out all power within a 100-mile radius. I was at home in the dark when my cell phone rang. It was someone from Oracle support in London, and he said, 'We're watching your system and it is down.' I said, 'We're all in the dark here, and it's 8:00 p.m., so we're not at work.' He was just calling to let me know they had our systems backed up."

"When I found out he was calling from London, I thought how great it was to have someone monitoring and supporting our systems 24 hours a day. If we had hired our own people to do the job, they wouldn't be able to baby-sit all the time. Since Oracle is global, they are set up to do just that. It's a very powerful benefit."

3RP also uses MetaLink, Oracle's on-line support system. "MetaLink is a wonderful tool because you can manage your support issues using the Web at any time, even from home and other remote locations. If you're having an issue, you can continue to communicate with support people without having to stay in the office," said Sheehy.

Timex Improves Order Fill Rates by Implementing a Single Global Instance of Oracle 11i

"Prior to using Oracle, we weren't close to getting the detailed information on order fill rates that we can access today. Now, we have weekly fill rate measurements for our major customers."

--Dave Kulas, Oracle ERP Systems Manager, Timex Corporation

High Level Project Goals

- Improve fill rates
- Improve demand forecasting and planning
- Provide real-time access to all supply chain information through a single instance with an open architecture

Key Benefits

- Enables high velocity order processing and better customer service
- Increases efficiency through use of a single global instance
- Improves logistical decision-making by providing global visibility
- Supports aggressive worldwide growth and consolidation

Oracle Products and Services

- Oracle Shop Floor Manufacturing and Supply Chain applications
- Oracle Order Management applications
- Oracle Financials applications
- Oracle Human Resources applications
- Oracle Database

Corporate Profile

Timex Corporation
Middlebury, CT
www.timex.com

Timex Corporation is the largest selling watch brand in America. The 150 year-old company vigorously pursues its long tradition of technological innovation and market leadership.

Managing Orders on a Global Scale

Founded in 1854, Timex Corporation has built a consumer brand that is synonymous with innovation and quality. Timex is a privately held company headquartered in Middlebury, CT, and the company's 7500 employees are located across four continents.

In the year 2000, Timex recognized that upgrading from Oracle 10.7 to 11i was necessary to meet its business objectives of centralizing and streamlining global business operations, and thereby providing the level of customer service required to maintain the company's leading competitive position. In January of 2001, Timex became an early adopter of Oracle 11i, and used Oracle Consulting Services to implement select modules projected to yield the highest ROI.

Why Oracle?

Timex chose to upgrade to Release 11i of the Oracle Applications suite because it met their scalability requirements, with respect to business operations in general and order management in particular. "We had five instances of Oracle around the world. By consolidating onto one global instance, we were able to more efficiently channel orders to our manufacturing center in the Philippines, making overall turnaround and delivery to the customer more rapid," states Dave Kulas, Oracle ERP Systems Manager, Timex Corporation.

Timex needed no new customizations to migrate from Oracle 10.7 to 11i, and was able to use Oracle's new API's (part master, BOM, etc) and code sets to allow data to automatically update to the database - thereby removing one whole 'level' of customization.

Furthermore, the flexible and open architecture of Oracle 11i will enable Timex to continue bringing its various operations onto the single global instance with a minimum of customizations.

High Velocity Order Management Is Now A Reality

Before using Oracle applications, Timex IT was implemented on a legacy mainframe system and was processing approximately two to four thousand orders per day. Since moving to Oracle Order Management 11i, Timex now processes five to ten thousand orders, and around 50 thousand order lines, per day during peak order season. Over ninety percent of these orders are 'untouched by human hands', which enables Timex to maintain a lean organization and rely on only the most accurate supply chain information.

Timex receives customer demand from around the globe, and must work with very short order lead times. Fill rates, which measure the company's success at meeting this demand accurately and on time, used to contain insufficient detail and were unavailable on a regular timely basis. Once Timex integrated Order Management 11i, detailed fill rates were reported for major customers on a weekly basis, giving the company "the ability to take all the world's orders and match them to all the world's inventory", says Dave Kulas.

Future Plans

Timex's plans revolve around optimizing its supply chain in order to provide the

Timex embraces the new millennium with high brand confidence and a strong global workforce. Annual surveys consistently rank Timex as number one out of fifty fashion brands in jewelry and accessories and the third most popular of all women's accessory brands. Seventy-five hundred employees are located on four continents: in Middlebury, Connecticut; Little Rock, Arkansas; Brazil; France; Germany; the Philippines; China; Israel; and India.

Industry
Consumer Packaged Goods

Employees
7,500

Number of users
300-400

best possible service to its customers. The company is evaluating the addition of advanced planning and scheduling modules to improve collaboration with customers, produce accurate demand forecasts, optimize inventory levels, and formulate demand plans.

Timex also plans to leverage Oracle's logistics application suite to consolidate the four distribution centers it currently uses into one central distribution hub based at the company's Philippine manufacturing center.

Contact Us | Legal Notices and Terms of Use | Privacy Statement

ROI ASSESSMENTS

ASRC

This study was prepared by ASRC, an independent consulting firm.

ORACLE®

TransGrid

TransGrid
Achieves Major Savings in 5 Years
with Oracle E-Business Suite 11*i*

The Challenge: Cutting Costs and Increasing Efficiency

Deregulation in the generation, transmission, distribution, and retail segments of the national electricity market demands that all utility providers implement innovative and cost-effective strategies to remain competitive. In addition to new competitors within the marketplace, new product opportunities and lower tariff demands have spurred the need for change.

When TransGrid separated from Pacific Power in 1995, it changed from an engineering-oriented division within a large power utility to an independent commercial power supplier. Infrastructure costs and reliability required careful management to support customer and regulatory demands for reduced costs and improved quality of service.

The company therefore needed accurate and up-to-date accounting information to effectively carry out its financial, project, and asset investment decisions. However, to support its new business model, TransGrid faced the challenge of shifting from a high-maintenance, customized IT infrastructure to one that could be implemented quickly and managed easily.

The Answer: Streamlining and Integrating with Oracle E-Business Suite

After evaluating a range of software, TransGrid selected Oracle Financials and Projects because its integrated solution could support TransGrid's new business goals while preserving the financial data embedded in its legacy systems.

> *"Oracle Financials and Projects provide us with all the functionality we require, a speedy implementation timetable, and a high degree of integration with our other information systems. Oracle E-Business Suite provides a strong platform for ongoing support of our business."*
>
> **- Jim Flavin, Manager, Business Services**

Prior to implementing Oracle, TransGrid had 39 legacy systems. This disparate IT environment hampered staff productivity. For instance, the financial management group spent large amounts of time on nonproductive transaction processing and reporting, such as manual journal entry, error correction, data reconciliation, data entry duplication, manual cost allocation, and manual research report consolidation.

The burden of these tasks reduced the department's capacity to focus on effective financial management. The system infrastructure was also diverting staff from high-level financial analysis, process improvement, and cost reduction activities that would support future growth. Similarly, the project management team lacked access to accurate and timely cost information needed to meet regulatory and commercial requirements, adding to the company's operating costs.

General Accounting: Reducing Month-End Closing from 10 to 3 Days

Oracle Financials has enabled significant improvements in TransGrid's general accounting. Through the seamless integration of projects, fixed assets, and general

accounting, Oracle Financials facilitates the following enhancements:

- Central consolidation supported by a consolidation engine
- Distributed and cross-company journal entry

Key Benefits

- 39 legacy systems consolidated into a single instance
- Time for month-end closing reduced from 10 to 3 days
- IT maintenance costs cut by almost 50%
- Overhead burden rate allocated to projects cut by 20%
- Boosted productivity eliminates need for staff increases amounting to $5 million

Corporate Profile
TransGrid
Sydney, Australia
transgrid.com.au

TransGrid is a state-owned corporation responsible for operating and managing New South Wales' high voltage electricity transmission network. It manages a system comprising 76 substations and switchyards, and over 12,400 kilometers of transmission lines that connect with state networks in Victoria and Queensland. TransGrid's network forms a major part of one of the most extensive interconnected power systems in the world. In addition to operating and managing the state transmission network, TransGrid is responsible for planning and developing electricity transmission networks in New South Wales. TransGrid has been able to deliver electricity at reliability levels matching world's best practice, providing its customers in New South Wales and the ACT with 99.9998 percent reliability.
...
Industry
Utilities
Employees
953
Annual Gross Revenue
$AUD 386 million
Chief Executive Officer
David Croft
Chairman
Philip Higginson

Oracle Products and Services Used

- Reusable journal entry templates
- Automatic allocations
- Automatic electronic authorization
- Real-time reporting and user-friendly report writing tools
- Drill-down ability into all sub-ledgers
- Online maintenance and retrieval of historical data
- General accounting engine to reduce account coding errors

- Financials
- General Ledger
- Accounts Receivable
- Assets
- Projects
- Applications Desktop Integrator
- Discoverer
- Workflow

These added capabilities have allowed TransGrid to eliminate non-value-added activities such as loading and reconciling database systems, manual extraction and reporting, and multiple handling of documents. Prior to implementing Oracle, TransGrid's month-end close included a complicated consolidation effort and often required 10 days. Today the same process is completed in just three days—a reduction of 70 percent.

Moreover, streamlined processes and increased efficiency have allowed TransGrid to redeploy six FTEs over five years. At a time of 200 percent growth in TransGrid's capital budget, staff productivity gains in the last four years have also enabled the company to avoid the need for four additional FTEs.

## Corporate Accounting: Eliminating Need for 3 Additional Staff

TransGrid's corporate accounting function faced a range of challenges. Within the utility sector's complex regulatory environment, TransGrid lacked the accounting accuracy required to determine regulated project revenue and asset base values. In order to meet GST tax reporting standards, the company's previous system would have needed major upgrades and customization.

TransGrid's legacy systems generated cycle time delays, redundant activities, and errors and lacked user-friendly ad hoc reporting capabilities. The integration of Oracle Financials enables flexible end-user access, reporting, and drill-down capabilities to capture rich detail at project and account levels.

TransGrid benefits from the application's powerful budgeting and forecasting capabilities, both at detail and summary levels, and its facility for continuous forecasting, strategic planning, and scenario analysis. All of this enhanced functionality allows TransGrid to easily meet current regulatory and taxation reporting requirements.

Having faced an estimated 50 percent increase in regulatory and tax reporting demands over the last two years, TransGrid has achieved productivity improvements that have averted the need for three additional FTEs.

Financial Management
Annual Savings
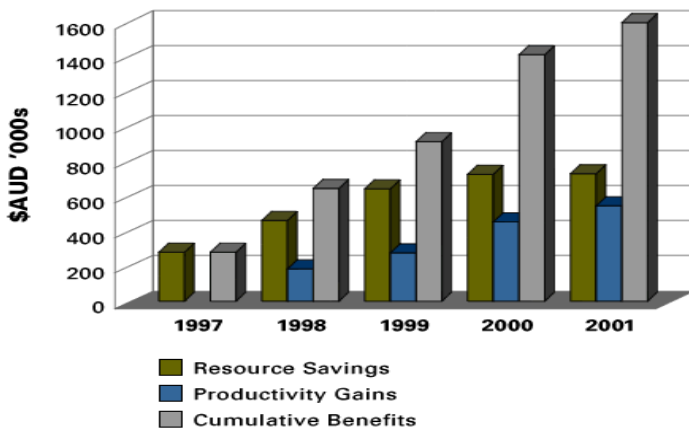
"Using Oracle, TransGrid has seen improved and streamlined internal processes and reduced manual staff effort in report generation and reporting. Processes that took four people to undertake in the past now only require one person to complete."

Increasing Labor Costs Allocated to Projects from 5% to More Than 75%

TransGrid's legacy system did not enable accurate or timely allocation of project assets and costs. The company's project managers lacked effective, continuous access to essential project data and needed additional levels of detailed cost and work-in-progress (WIP) analysis with drill-down capability. Complete project views were limited to monthly snapshots, available two weeks after month's end.

Because the system did not integrate project budgets, forecast, and inception-to-date costing, project managers maintained off-line tracking tools, such as Excel spreadsheets. Only a small percentage of labor transactions were being costed to projects.

With Oracle Projects, TransGrid has achieved fully integrated project management, including links to third-party asset maintenance and resource scheduling systems. Oracle Projects provides the following functional improvements:

- Ability to create and use project structures in real time as required
- More accurate and timely project cost control
- Delivery of more professional proposals for external work
- Opportunity to establish a more commercially based operation
- More accurate calculation of overhead cost recovery and burden rate
- Matching of revenues and expenses to projects
- Application of budgetary control to smaller projects
- Real-time project cost management without end-of-month delays
- Minimal time spent reentering and matching data between systems
- Reporting from multiple data sources
- Real-time project performance review using online query and ad hoc reporting

Oracle Projects enables TransGrid to accurately and efficiently allocate, track, and control project costs and revenues. As a result, project, area, and business unit managers can reduce risk exposures related to budget variances and overruns through more accurate and timely intervention. Without accurate project cost allocation, TransGrid could under- or overestimate cost recovery.

Because TransGrid's previous system did not enable accurate allocation of costs to projects, implementing adequate controls was extremely difficult. However, since TransGrid implemented Oracle Projects, the percentage of labor costs that TransGrid has been able to allocate to projects has risen from 5 to more than 75 percent.

One example of TransGrid's projects supported by Oracle is the Queensland / New South Wales Interconnection (QNI) project. As part of the development of the National Electricity Grid, the QNI will connect the high voltage electricity grids of the states of Queensland and NSW. The interconnection consists of a 221 kilometer 330kV double circuit transmission line. The project also involves the construction of a new 330kV switching station.

Similarly, Oracle Projects supported the unregulated Northeast Power Transmission Project for the People's Republic of China. Conducted within the three northernmost provinces of China, this contract required TransGrid to provide consultancy design and project management services for the construction of a 500kV transmission line and three associated 500kV substations.

Accounting for Projects: Reducing the Allocated Overhead Burden Rate by 20%

In contrast to the company's legacy system, Oracle Financials operates in real time, allowing much tighter feedback on cost anomalies and the capacity to reduce potential losses before they escalate. Improvements in both the coverage and efficient delivery of information represent a major upgrade in the quality of information available to project management. Consequently, decision making has improved, and process outcome risks have decreased.

Prior to introduction of Oracle Projects information quality was substantially lower than the high-risk, low-support threshold of 30 percent. Since introduction of the Oracle system, quality levels have exceeded the low-risk threshold of 70 percent.

A broad indicator of the direct cost savings achieved through tighter project management over the last three years is TransGrid's reduced burden rate, which excludes raw labor costs. TransGrid's burden rate for each business unit is the markup percentage applied to direct labor costs. The burden rate is used to appropriately allocate local support/overhead project costs, providing the basis for regulated and unregulated pricing and cost recovery. According to conservative estimates, TransGrid

has seen the overhead burden rate allocated to projects drop by 20 percent in the past three years.

Project & Asset Accounting
Benefits Analysis
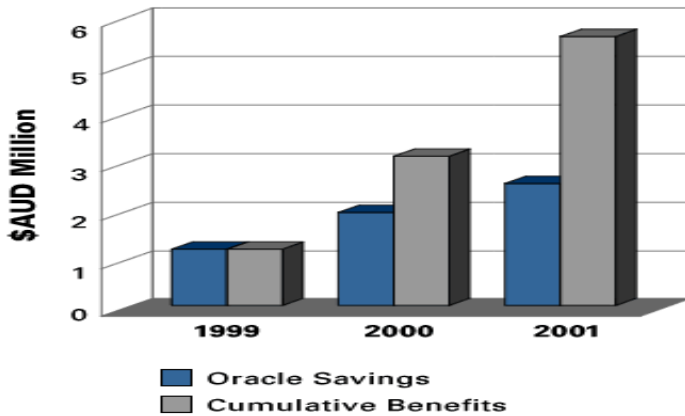
Cutting IT Costs by More Than 50% with Oracle E-Business Suite

TransGrid's 39 nonintegrated legacy systems with 235 different software applications under 17 categories created a complex system of commercial agreements with varying durations and a fragmented renewal process. Maintenance and support complexity required for a large number of nonstandard and custom applications was increasing exponentially. Consequently, the company's IT maintenance, support, and upgrade costs escalated continuously. TransGrid's personnel were also concerned about extremely high costs to upgrade a system in virtual deadlock and rapidly escalating maintenance and support costs due to complexity and obsolescence.

In addition, technical support staff had incomplete knowledge of various systems, and the company relied too heavily on specialized IT skills. Faced with complex end user requests, the IT staff could not provide efficient or timely information.

With the Oracle E-Business Suite, TransGrid has eliminated non-compatible financial and non-financial systems and has gained the capacity for continuous upgrading to adapt to the changing power market. Real-time processing and synchronization allow online access to data. Self-service tools, such as ad hoc report writers, have reduced the company's dependence on specialist IT skills.

The efficiencies achieved through elimination of six financial systems, license, and implementation cost avoidance, and reduction in maintenance and support costs have cut TransGrid's IT expenses in relation to management of the financial suite by more than 50 percent in five years.

Moving from Manual Transactions to Strategic Analysis with 446% ROI

With Oracle E-Business Suite, TransGrid has realized $AUD 12 million in benefits over the past five years. ROI for the project has reached 446 percent.

**Oracle Implementation
Total Realized Benefits**

Annual Realized Savings
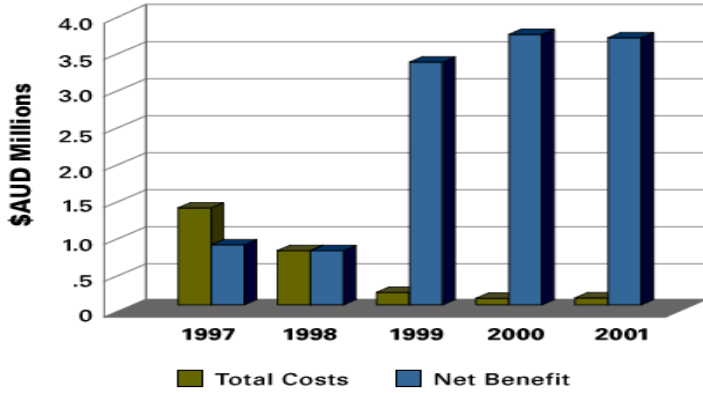
In addition, Oracle's integrated applications have enabled more accurate and timely costing, allowing TransGrid to progress to a more commercial basis of costing and pricing. The company's regulatory reporting is based on more accurate and reliable information, and its asset maintenance and depreciation and inventory and purchasing decisions have improved. Simultaneously, the risk of project cost overruns has decreased.

The reduction or elimination of non-value-added activities and errors has significantly improved productivity and employee morale across the organization. Oracle E-Business Suite has supported TransGrid's transition from a primarily engineering-oriented to a more project-oriented and commercial culture. Today, Oracle continues to support TransGrid's ability to make decisions required for strategic planning, resource

allocation, budgeting, and growth in the increasingly competitive utilities industry.

ORACLE®   ❈ UBS

Proven Results Reveal that Oracle Financials is Capable of Running the World's Largest General Ledger Implementation

"Particularly in the world of banking, high performance and utter reliability are critical system requirements. Our benchmark shows that Oracle software can reliably deliver one of the world's largest general ledgers and still fulfill our stringent requirements for performance - an impressive result."
—Thierry Schaffluetzel, Project Director, GEAR CH, UBS Switzerland

Print PDF Version

Key Benefits

- Import and post of 11.42 million journals per hour
- Period open on 500 million balances in 11 hours and 8 minutes
- Extract of 500 million balances (including the merge of the 26 dimension values) in 48 minutes
- Generate the daily balance sheet on the base of 500 million balances in 23 minutes

Oracle Products & Services

- Oracle Financials

Corporate Profile

UBS Switzerland
Zurich, Switzerland
http://www.ubs.com/

UBS is one of the world's leading financial firms, serving a discerning global client base. As an organization, UBS combines financial strength with a reputation for innovation and a global culture which embraces change. The company's ratings remain among the best of any globally active financial institution. Well-capitalized, with strong and balanced cashflow generation, and a cautious risk profile,

A Two-Terabyte General Ledger Running on Oracle

UBS Switzerland, the leading Swiss bank, is developing a new accounting solution called GEAR (Global Environment for Accounting and Reporting). The program aims to integrate financial and management accounting on one system. In July 2001, UBS launched a benchmark to check the performance of a combined Oracle-Sun system. All three parties agreed to commission the benchmark at the iForce Ready Center of Sun in Volketswil, Switzerland.

The business and statutory reporting requirements place heavy demands on banks. UBS wants to replace its existing financial and management accounting systems with a new, more integrated solution to enhance the efficiency of the accounting and control processes, to ensure data integrity, and to improve the timeliness of the results. UBS has adopted a Multidimensional Accounting approach that maintains many dimensions and invokes an account key with multiple segments, which results in a huge number of balance positions. The daily updating of these balances involves the processing of elementary postings in the millions.

The overall UBS accounting architecture comprises the following components: Centralized Accounting Logic, Ledger System, Valuation Processes and Reporting Layer. UBS has selected Oracle General Ledger for the Ledger System.

UBS needed to prove the viability of the proposed accounting model in conjunction with the high volumes, which gave rise to the UBS Benchmark. The Benchmark assumes the following: 500 million postings and balances per month and 26 segments in the account key.

High-Level Project Goals

- Data Load: import and post at least 10 million postings in less than 1 hour
- Month End: perform a "period open" in less than 12 hours (transfer 500 million balances into the next month)
- Daily Extract: extract 500 million balances in less than 60 minutes and calculate the daily balance sheet of the bank by cost center in less than 30 minutes

UBS is one of the soundest financial institutions worldwide.

UBS Switzerland provides a complete set of banking and securities services for some four million individual and corporate clients, focused foremost on customer service excellence, profitability and growth via its award-winning on-line services. UBS Switzerland also includes the world's leading private banking business, with CHF 681 billion in client assets. UBS Private Banking provides a comprehensive range of products and services tailored specifically for wealthy clients from Switzerland and around the world.

Industry
Financial Services

Invested Assets
$1.41 Trillion

Employees
71,000

Why Oracle?

UBS chose Oracle for its global leadership, expertise and proven ability capable of fulfilling UBS' stringent demands. Together with Sun, Oracle designed and installed the hardware and software platform for the tests. After the setup, Oracle Consulting Switzerland and Sun consultants performed the benchmark between September 1st and October 21st 2001, using the standard installation and implementation of Oracle General Ledger.

The Benchmark was successfully completed by mid-October 2001. In terms of data volumes, this represented the world's largest implementation of Oracle General Ledger. Significantly, all of the performance criteria set for the benchmark have been met.

Test and Tuning

A system which can process these volumes would be the largest general ledger implementation in the world today -- running on top of Oracle Financials. Apart from anything else, the sheer volume of transactions presents massive challenges in the area of operability, manageability and throughput -- a simple update of a column can take hours to succeed. But with proper tuning, these challenges can be met.

More than 20 million postings could now be processed in a session of 2 hours with a CPU usage of around 90 percent. Another major goal of tuning was to align the parallel long-running activities. Exploiting Oracle8i technology such as partitioning, hash joins and parallel query / parallel DML, the team succeeded in extracting a 200 GByte table from a complex input structure of 500 GByte size in less than 60 minutes.

Future Plans

While the input data was completely artificial, it followed UBS' business rules as stringently as possible. This makes the results a reasonable basis for proceeding with a full implementation. The Oracle/Sun solution therefore fulfilled UBS' stringent demands.

These outstanding results were achieved by a joint team of UBS, Sun Switzerland, Sun Oracle Applications Technology Center (SOATC), Oracle Switzerland, Oracle EMEA and Oracle Product Development in Redwood Shores, California.

United Asset Coverage, Inc. Selects Oracle for End-to-End CRM/ERP Implementation

"For UAC's purposes, no other software vendor offers a software suite as complete and as integrated as the Oracle E-Business Suite."
-- Brad Snook, Vice President, Client Relationship Management of UAC

Key Benefits

- Reduced manual invoicing from 40% to almost 0
- Improved customer retention
- Single integrated view of the client
- 90% of requirements met out of the box, with minimal customization

Oracle Products & Services

- Contracts
- Oracle Consulting Services
- TeleService
- Advanced Inbound
- Advanced Outbound
- Interaction Center Intelligence
- E-Business Suite - ERP

Corporate Profile

United Asset Coverage, Inc.
Naperville, IL

www.unitedasset.com

United Asset Coverage, Inc. (UAC), is the leading provider of integrated telecommunications and data networking maintenance services.

Industry

Communications and Media

UAC Brings Entire Business Online with Oracle E-Business Suite

UAC's legacy systems were not keeping up with the company's rapid expansion. UAC needed to find an e-business software suite that would enable it to deliver high-quality, cost-effective service to clients. Given its plans to continue to increase its revenues sharply in 2002, it was essential that the software be scalable and able to keep up with UAC's growth.

Why Oracle?

UAC chose Oracle for its full integration of back and front office processes, and for the functionality of the applications. "For UAC's purposes, no other software vendor offers a software suite as complete and as integrated as the Oracle E Business Suite," said Brad Snook, UAC's vice president, client relationship management. "For our e-business solution to deliver significant value to clients, we recognized that it must be integrated from end to end, from the point that a client contacts us to the point that we deliver and invoice for service. We considered several other vendors, but realized Oracle was the best vendor to provide that level of integration, and, as a result, that level of visibility into our business and our client relationships."

The importance of bringing in a consulting organization with intimate knowledge of the software was paramount to UAC. Oracle Consulting was chosen to implement the applications, and was instumental in meeting UAC's implementation goals and timeframes. Leveraging Oracle's E-Consulting approach, UAC benefitted from a rapid project start-up utilizing a pre-production hosting option, and remote access to their project environment enabling work to go on around the clock.

Oracle Delivers a Fully Integrated, Web-Enabled CRM System

In November 2001, UAC launched the Client Service Center (CSC). Using Oracle's Service Contracts and TeleService, the CSC is now operating 24 hours a day, 7 days a week from UAC's new 26,000-square-foot headquarters facility.

Oracle's advanced CRM tools allow UAC's client service specialists to access every aspect of the client's account-including past invoices, payment schedules, vendor preferences, and repair history. Through the CSC, clients can access UAC's equipment division for competitively priced used and refurbished telecommunications equipment.

The main benefit UAC anticipates from the Oracle solution is to maintain and even to increase its already high customer-retention rate. "Our goal with this significant investment and evolution of UAC's processes and tools is to retain high-value clients," said Snook. "We'll have one view of our clients and any interaction they have with UAC, from initial sales contacts through client management, right into invoicing. We intend to use these close relationships, and the ease of doing business with UAC, as a competitive advantage. No company will offer better client service and support than UAC."

ORACLE®   UNIVERSITY OF SAN DIEGO

The University of San Diego Uses Oracle E-Business Suite To Increase Competitiveness

"Oracle E-Business Suite provides University of San Diego with an architecture and technology for all current and future information needs, and gives us a real advantage in an increasingly competitive environment." -- Tom Holliday, Director of Administrating Computing, University of San Diego

Key Benefits

- Better communication
- Enhanced workflow between departments and individuals

Oracle Products & Services

- Purchasing
- Advanced Benefits
- Human Resources
- Payroll
- Oracle Projects
- Payables
- Oracle General Ledger
- Oracle iRecruitment
- Sales Online
- Student System
- TeleSales

Corporate Profile

University of San Diego
San Diego, CA

www.sandiego.edu

University of San Diego is an independent Catholic university that includes the College of Arts and Sciences, School of Business Administration, School of Education, School of Law, and Hahn School of Nursing and Health Science. The 180-acre campus sits on a mesa commanding inspiring views of Mission Bay and the Pacific Ocean. The University of San Diego has 400 administrative employees, 400 faculty, and approximately 1000 part time employees.

Industry
Education

Employees
501 to 1,999

Revenue
Select from Overview tab

USD Finds the Ultimate Computing Environment in Oracle E-Business Suite

The University of San Diego, a private Catholic liberal arts university overlooking Mission Bay in San Diego, provides quality education to more than 7,000 graduate and undergraduate students. Growing in popularity, the University attains its full capacity of students and its freshman classes over the past few years have been increasingly competitive and diverse. "Our goal in the next decade is to be the best liberal arts Catholic university," says Dr. David Todd, Vice Provost and Chief Information Officer.

To attain its goal, University of San Diego administrators required easy access to information in order to make timely, quality decisions. "We needed integrated information and sophisticated tools to evaluate candidates and select a diverse, bright freshman class each year," said Dr. Todd.

University of San Diego decided to seek a technology solution that would replace old stand-alone systems with a single, integrated application running off a single database. They were looking for a computing environment that would enhance information sharing, improve communications, and streamline workflow from one department to another. They found that environment in Oracle E-Business Suite (specifically Oracle Financials and Oracle Human Resources Management System (HRMS) - Applications within the E-Business Suite).

High-Level Project Goals

- Replace 15-year-old legacy systems with an application based on a common architecture and technology
- Provide more accurate and timely information to administration and faculty
- Establish a technology foundation for future growth and adaptation

Why Oracle?

"We were impressed with the ease of use and the strength of the company," recalls Dr. Todd. Oracle was also selected because of its ability to deliver products and services on time and under budget. In July 2001, University of San Diego went live with Oracle Financials: Oracle General Ledger, Oracle Payables, Oracle Purchasing, and Oracle Projects. This complex implementation took only seven months.

It was an effective implementation, according to Tom Holliday, Director of Administrating Computing, "In general, I have nothing but good things to say about our experience."

Holliday prepared University of San Diego staff for the Oracle E-Business Suite implementation by encouraging employees to think about current business processes and the way work flowed from one department to another, and from one individual to another. By creating process mappings, University of San Diego was able to evaluate which processes worked and which could be improved - or even eliminated. Oracle E-Business Suite enables best practices that help the University eliminate inefficient business processes and automate new ones. "We wanted to improve our services and maintain efficient methods to conduct planning and analyses for the future of the university," explains Dr. Todd.

Today, University of San Diego's partnership with Oracle provides the technology it needs to meet its objectives. Oracle's expertise and commitment to higher education also enables the University to focus on its mission: becoming the best liberal arts Catholic university.

- 141 -

ORACLE®

ViewSonic Saves More than $2.5 Million Per Year By Consolidating to a Single Global Instance

"I've led Oracle implementations including 10.6, 10.7, 11.0, 11.0.3 and now 11i. This was the smoothest and most bug-free implementation I have done. And our super users agree." - Robert Moon, VP Information Services

Key Benefits

- Consolidated to a single global instance
- Standardized business processes globally
- Reduced IT staff by 50% --a savings of more than $2 million
- Decommissioned $1 Million in hardware
- Reduced hardware maintenance and staffing costs
- Close books more rapidly
- Reduced customizations from 500 to only a dozen
- Reduced number of Oracle databases by two thirds

Oracle Products & Services

- Financials
- iStore
- Oracle Consulting Services
- Quality
- Oracle Manufacturing

Corporate Profile

ViewSonic
Walnut, California

www.viewsonic.com

ViewSonic Corporation was founded in 1987 and is a privately held corporation with more than $1 billion in worldwide annual sales. The company is a leading global provider of visual technology products, including computer monitors, flat panel displays, projectors, and the latest in SuperPDA, Tablet PC and HDTV technology for today's business, education, entertainment, internet and professional markets.

Industry

A Single Global Instance Improves Visibility

As a global corporation involved in the manufacturing and distribution of high tech visual display technology equipment, ViewSonic understands the potential benefits of having an up-to-the-minute view of its complex worldwide operations. ViewSonic has been an Oracle customer for about five years, and until recently, was running three Oracle instances, one on Release 10.7, and two on Release 11.0.3.

When Oracle released 11*i*, ViewSonic reevaluated its operations and decided to re-implement Oracle 11*i* to standardize basic business processes across the globe and to take advantage of functionality in Order Management and FIFO Cost Accounting. Working together with Oracle Consulting, ViewSonic successfully completed the 11*i* implementation for ViewSonic Americas (North and South America) in less than 5 months.

ViewSonic's founder (also President and CEO) wants consistent reporting that allows him to instantly see what is selling and what is not. With Oracle, employees will be able to have up-to-date global inventory statistics to determine what and when to order to meet customer demand, to see the real cost of materials, and to understand the cost of doing business in each region. For a company that moves 5 million boxes per year worth $60 million, this is critical.

High-Level Project Goals

- Obtain a real-time, global view of operations across the business
- Consolidate and standardize processes among ViewSonic's global operations
- Reduce/eliminate customizations

Why Oracle?

Only Oracle combines robust pre-integrated functionality that leverages a single data model and supports a global business with multi-currency, multi-language capabilities. Moon states, "Oracle applications is the nervous system of the corporation. We couldn't run without them. With our new global instance we will have the infrastructure in place to grow to $10 Billion. Our Oracle systems can take ViewSonic anywhere the CEO and Chairman want to go. We can support anything they want to do."

Consistent Financial Reporting Drives Rapid Decision Making

With a single, global financial management system, ViewSonic will better understand how each region is performing. Orders are entered around the globe in local currencies and local languages, and the consolidated financial reports are in US dollars. With new common cost accounting principles and a common chart of accounts, it will be possible to compare the performance of each region within a single view. Moon adds, "If you're looking at cost of goods sold, and it's computed differently in Europe and Asia than in the United States, it can throw the entire view of the situation askew."

Integrated modules, including the link between inventory and financials, allow

ViewSonic to close its books rapidly. On the last day of the most recent quarter, ViewSonic finished shipping over $9 million of product from one location by 5p.m. Three and a half hours later, the inventory was closed for the quarter.

Improved Quality, Inventory and Order Management Enhances Control

ViewSonic is known for the reliability and high quality of its products, but hardware is a low margin business. Profitability hinges on turning inventory quickly and monitoring product quality to limit returns. Maintaining satisfied customers is the key to continued sales growth.

According to Marc Maupin, director of quality assurance, before implementing Oracle 11*i* Quality, people were handling quality statistics and inventory for a billion dollar corporation in a system built on an Oracle database but not available on a real time basis. Now daily, incoming quality inspection statistics are gathered into one of the Oracle Quality's collection plans, thereby allowing on-line monitoring each day. Soon, this will include manufacturing information and after-sales service data from around the globe. In the past the quality statistics had to be extracted and then displayed in an Excel graphic for management. Now, from the desktop, employees can chart any one of a number of collection elements using Oracle's charting and reporting functions.

Since the quality information is shared with Engineering and Manufacturing, ViewSonic can make better decisions in real-time about which components are most reliable as new products are designed and produced. Maupin adds, "The Oracle Quality module is an excellent tool to support ViewSonic's Quality Policy of Customer Satisfaction through Continuous Improvement."

Previously, ViewSonic used Oracle's average costing methods for inventory. "Our CFO really wanted FIFO costing which is now available in 11*i*. We've done FIFO down four levels, and it's worked flawlessly," said Robert Moon. FIFO accounting and inventory management helped ViewSonic capture an accurate cost of its inventory, which is important with prices declining rapidly in this industry.

"Order Management is one of the strongest reasons why we re-implemented with a new release." Moon continues, "90% of our orders in the US come in via EDI, and there's a much improved new EDI interface. Order Management is a huge improvement. Everyone is very pleased with the improvements."

Decommissioning Hardware and Eliminating Instances Leads to Dramatic Cost Savings

Moving to Oracle 11*i* will allow ViewSonic to decommission over $1 million in hardware, thus eliminating expensive support of that hardware. Asia, Europe, and the Americas currently run on three separate Oracle instances, in three different releases, on two different operation systems, and three separate platforms. Going from three instances to one global instance reduces the number of development, test, and production databases by two-thirds. Future upgrades will require upgrading one instance rather than three, which has potential for very large savings. The new implementation of 11*i* has also provided ViewSonic the opportunity to dramatically reduce customizations by adapting the core corporate business processes to the standards in the software. This has allowed ViewSonic to reduce the IT staff by 50% and save over $2 million in annual salaries.

Future Plans

New Oracle sets of books for ViewSonic's operations in Asia and China will be added to the global instance by early May 2002, and Europe's operations will be added by the end of the summer 2002. ViewSonic has recently changed their licensing to include the entire Oracle E-business Suite. As soon as all regions are live on the single instance of 11*i*, ViewSonic plans to add additional Oracle E-Business Suite applications. ViewSonic expects that the new applications that leverage Oracle's common data model will enable ViewSonic employees to make better decisions more rapidly to both better serve their customers and increase efficiency.

Waitemata District Health Board Saves US $5.4 Million by Upgrading to Oracle 11i

"Our supply chain review and Internet-based procurement system have helped us save over US$5.4 million in the first three years. This is a considerable amount when you consider that our annual spend is more than US$18.9 million." Business profile Waitemata District Health Board is the sixth largest and fastest growing"
-- Robin Skeggs, CFO and GM Support Services, Waitemata District Health Board

Key Benefits

- Procurement savings of 10% in first year of operation, 19% in second year
- Number of suppliers reduced by 84%; improved relationships with preferred suppliers
- Online access to procurement information, accurate reports and requisition status tracking

Oracle Products & Services

- iProcurement
- Financials and Sales Analyzers
- Discrete Manufacturing
- Human Resources
- Payroll
- Oracle Database
- Oracle9iAS Discoverer

Corporate Profile

Waitemata District Health Board
New Zealand

www.whl.co.nz/

Waitemata District Health Board is the sixth largest and fastest growing health and hospital system in New Zealand. The 4,000 staff provide care for 443,000 people in North and West Auckland.

Industry
Healthcare

Employees
2,000 to 4,999

Revenue
1 Million to 100 Million

Integrating processes to Provide a Single View of the Organization

Waitemata District Health Board (DHB), the sixth largest and fastest growing health and hospital service in New Zealand, wanted to reduce costs in non-clinical areas so that it could reinvest these savings into its core business: providing first-rate patient care.

Waitemata DHB was looking for a robust system to replace its costly, time-consuming, and disconnected purchasing systems that had involved a combination of telephone, fax, and paper-based processes. These disparate systems involved duplication in some areas and provided staff with a very limited and isolated view of their organization.

According to Robin Skeggs, Waitemata DHB's general manager of finance and business services, the decision to move procurement processes online was driven by the need to reduce its total annual purchasing spend, increase internal efficiencies, improve supplier relationships, and provide purchasing intelligence to budget managers. Equally important was the need for a user-friendly system that could be easily accessed by administrative staff, which are geographically dispersed across two large and various community-based health care operations.

"We were looking for a system that integrated all aspects of the procurement process, including the finance, purchasing, and human resources functions that come in to play when you have hundreds of staff placing orders on a daily basis," says Mr. Skeggs.

High-Level Project Goals

- Reduce its total annual purchasing spending
- Increase internal efficiencies
- Improve supplier relationships
- Provide purchasing intelligence to budget managers

Why Oracle?

Waitemata DHB chose the Oracle E-Business Suite because it provided a comprehensive online procurement solution that integrates relevant information from its human resources and finance departments. "By integrating other business functions into procurement, staff are provided a single view across the entire organization, says Mr. Skeggs. "And this means that budgets can be managed more efficiently because everyone has real-time access to ongoing financial and employee information."

Three Year Savings of Over US $5.4 Million

The new Internet-based procurement system helped Waitemata DHB save more than US$1.9 million from the annual US$18.9 million it spends on consumables. These savings were calculated over and above the cost of the project. Since the implementation of the system, these savings have totaled over US$5.4 million. According to Michael Sallai, Corporate Project Leader for Waitemata DHB,

savings were made at an early stage of the implementation process as a result of quick wins, improvement activities, consolidations, and renegotiations. "Flow on savings came from simple things," says Mr. Sallai. "We have less suppliers arriving, with less trucks and we have fewer cheques to write."

The system automatically consolidates multiple purchase orders, which results in administrative efficiencies for both Waitemata DHB and its suppliers. Improvements in the management of contract and supplier relationships resulted in reducing the number of suppliers down to 600 from a total that had once exceeded 4,000.

"At the moment we have 143 preferred suppliers, which represents 76% of our current supplier base," continues Mr. Sallai. The smaller number of preferred suppliers provide better prices. Accompanying the better prices is better value, as service-levels increased with the preferred supplier status. "We were able to decrease the number of items we purchased to 7,400 down from 60,000. That's 87% less catalogue items that have to be recorded and maintained. Having an increased number of standard products means we can leverage our order volumes more effectively. This analysis is supported by tools such as Oracle Discoverer. Mr. Sallai says that total supply chain savings are projected to increase to 29% by 2003.

Time Saved Brings Gains in Other Areas

The Oracle Internet Procurement solution significantly reduces the number of steps involved with administering purchase orders. Administrative staff have real-time and finger-tip access to the online catalogue, supplier agreements, delivery times, and historic requisition data. Each user has their own customized template with a predefined list of their most frequently ordered items. Completed purchase orders are saved into the system. If an order exceeds the preset limits defined for the sender, then it will automatically be sent to the staff member's supervisor for authorization. Pre-defined authorization codes for purchase orders means that approvals take place online, expediting the entire authorization processes. It also means that purchase orders will not leave the organization without proper approval.

"People no longer have to spend time chasing after managers and other people for signatures to approve a piece of paper," says Mr. Sallai. An Oracle alert functionality can be configured so that supervisors will automatically be sent e-mail reminders to let them know that an order is waiting for approval. The self-service functions integrated into Oracle Internet Procurement mean that less time is spent carrying out administrative tasks.

Waitemata DHB's Internet procurement solution has been in place since April 1999 and has already exceeded forecasted savings by 16%. Oracle Internet Procurement is currently up and running in Waitemata DHB's two major hospitals. The system has also been rolled out to 473 satellite community locations.

"The new system allows us to centralize all of our purchasing data and make it accessible to any of our staff - irrespective of their geographical location," says Mr. Sallai, "A good business is one that can easily provide its employees with the accurate and timely information they need to do their job properly. Our internet-based procurement system is helping us to achieve this goal."

Waterbedrijf Decreases Costs by 25% with Oracle CRM

"The new Oracle Service system has enabled us to reduce our costs and increase customer satisfaction considerably. There's nothing better than new technology that's well implemented." - Jan Nelissen, Exploitation Manager, Waterbedrijf Gelderland

Key Benefits

- Significantly increased customer satisfaction which is now rated at 7.8 out of 10
- Decreased costs by 25%
- Improved field engineer communication and productivity

Oracle Products & Services

- E-Business Suite - CRM

Corporate Profile

Waterbedrijf Gelderland
Gelderland, Netherlands

waterbedrijf-gelderland.nl

Customers consider Waterbedrijf Gelderland an active and professional partner when it comes to water. Waterbedrijf Gelderland provides its customers with high-quality drinking water and customer-specific delivery options and advice. The company manages its activities effectively and efficiently based on the customers' requirements. Waterbedrijf Gelderland recognizes and acts based on its responsibilities for public health, nature and the environment and is working on achieving a good collaboration with its partners in the water sector.

Industry
Utilities

Employees
501 to 1,999

Revenue
100 Million to 500 Million

Waterbedrijf Looks to Oracle for Service Automation

Waterbedrijf Gelderland has a reputation for effectively and efficiently providing a variety of water-related services, such as the repair, replacement, and maintenance of water mains. However, when it came to customer service, the company was at the lower end of the scale. "We were not able to effectively manage all of our critical customer information," says Jan Nelissen, Exploitation Manager at Waterbedrijf Gelderland. "That's why we started looking for a new system."

Today, Waterbedrijf boasts a single, shared system for its customer relationship management. Any employee can use a standard Web browser to access accurate customer information in real time. The Oracle Service applications have significantly improved customer satisfaction and field engineer productivity.

High Level Project Goals

- Increase customer satisfaction
- Reduce costs
- Improve field engineer productivity and communication

Why Oracle?

Waterbedrijf wanted a CRM system that provided a complete view of all engineering work status. Using Oracle Mobile Field Service, a central logic was developed that enables the water company to centrally manage the work that is carried out at remote locations. "We looked at a number of different systems," says Nelissen. "The Oracle CRM application fulfilled our requirements the best. The system is also the most cost-effective in terms of communication."

Oracle Delivers a Fully Integrated, Web-Enabled CRM System

Waterbedrijf Gelderland went through a culture change by automating its CRM. The Oracle CRM application was connected to a Global Positioning System (GPS), enabling Waterbedrijf Gelderland to view the engineer's latest status at all times. "The engineers drive around under the supervision of the company's central planner. The planner can see where the engineers are and how the work is progressing. As soon as there's a delay, we can immediately intervene by calling the engineer's next appointment to inform them of the delay, or we can send someone else who's in the vicinity. The planner can see on the screen if someone else is in the area." The on-site engineer can also send information back to the planner. Financial information and text messages can be sent back via the computer, keeping the company's central planning department up-to-date. Oracle Mobile Field Service is the key for highly accurate field service automation.

The introduction of the new system had substantial consequences for Waterbedrijf Gelderland. "When we first started, we were at the bottom of the scale when it came to customer satisfaction. Today we're rated at 7.8 out of 10 for customer satisfaction, which is quite high. And that's exactly what we want. At the end of the day, it's all about customer satisfaction. We came in second at the CRM Award in Nijenrode in 2001, which is a clear sign that we did a good job," said Nelissen.

The implementation enabled Waterbedrijf Gelderland to reduce its costs by 25%. "We closed 6 offices because we can now plan and supervise the engineers centrally. We also had high personnel costs that we were able to reduce because the system schedules the engineers more efficiently. The new transparency and the central system at Waterbedrijf Gelderland are a huge success because the culture change was supported by the company's employees. "At the end of the day, the work is done by people. We consciously decided to walk the longer road. You can have ideas, but if they're not supported, there's no way you're going to achieve anything. The employees have to do it themselves", stated Nelissen.

ORACLE®

WAVESMITH Networks

Oracle E-Business Suite Outsourcing Supports WaveSmith's Rapid Growth--$100,000 Savings in Upfront Costs

"The primary reasons for selecting Oracle were its feature rich applications, the ability to out-pace and maintain the functionality gap with other vendors, and the high level of service and applications expertise possessed by the Oracle Support team." -- Tim Rodgers, Manager of Sales Operations and Order Administration, WaveSmith Networks

Key Benefits

- Increased productivity by streamlining processes and creating efficiencies
- 24/7 system uptime through Oracle E-Business Suite Outsourcing
- Unparalleled data security through Oracle E-Business Suite Outsourcing
- Immediate savings of $100k

Oracle Products & Services

- Oracle Financials
- Discrete Manufacturing
- Order Management
- Purchasing
- Oracle Applications Outsourcing
- Internet Expenses

Corporate Profile

WaveSmith Networks, Inc.
Acton, Mass.

www.wavesmithnetworks.com

WaveSmith Networks is a next-generation networking hardware company delivering telephony-grade multi-service networking products that combines ATM, Frame Relay, Time-Division Multiplexing/Circuit Emulation Services (TDM/CES), and IP/Multiprotocol Label Switching (IP/MPLS) services. Carriers using WaveSmith products can increase service capacities at a low cost and allows carriers to cap their legacy investment without disrupting services or overhauling the network.

Industry
High Technology

WaveSmith Saves $100k with Oracle E-Business Suite Outsourcing

WaveSmith is a rapidly growing company in a highly competitive marketplace. The company needed applications and a reliable IT infrastructure able to scale to the demands of its business. WaveSmith chose Oracle applications delivered via Oracle E-Business Suite Outsourcing to streamline business operations, lower IT costs, and support the growth of the company.

After just six months, WaveSmith is seeing dramatic improvements in operating efficiencies. The company now has an integrated, comprehensive view into the many parts of its business. "We can now manage our business systematically minimizing the need to monitor activities via spreadsheets and other non-systematic tools," said Tim Rodgers, manager of sales operations and order administration at WaveSmith Networks.

WaveSmith has decreased the time it takes to close its financial books, and the company now has a clearer view of its manufacturing cycle times. This visibility allows WaveSmith to understand inventory positions and provides the information necessary for making accurate purchasing decisions

High-Level Project Goals

- Increase efficiencies by eliminating manual processes
- Implement a scalable, secure, low-cost solution

Why Oracle?

A long evaluation process uncovered several key decision factors for WaveSmith. Oracle outpaces the competition in applications functionality and maintains that leadership position through its powerful development team. WaveSmith considered other tier 2 vendors, but was uncomfortable with the idea of having to install a system only to replace the software when WaveSmith outgrew it. Oracle offered WaveSmith the functionality it needed today and a scalable system that would grow with the company. Oracle E-Business Suite Outsourcing was selected for its low cost, and 24x7 support.

Immediate Savings of $100k

Having to invest upfront in hardware, plus increasing additional IT maintenance costs to support all required applications and servers, was unrealistic for WaveSmith. "We looked at investing in servers and a database administrator, but it didn't make sense when we could spread the costs over several months while leveraging Oracle's Support Services," said Rodgers. By hosting its applications at Oracle, WaveSmith also eliminated the need to make additional hardware and personnel investments.

Overall, WaveSmith saved approximately $100,000 in upfront costs including hardware, software, and maintenance. Oracle manages the applications and proactively identifies any possible performance issues. "It's been a huge benefit

Employees
Fewer than 500 employees

having Oracle watching over our systems on a day-to-day basis," said Rodgers. " Oracle has visibility into our system and is able to proactively head off potential performance situations for us."

Future Plans

WaveSmith's initial implementation was completed in early 2002. Beyond that, WaveSmith plans to expand its operations throughout the US, Europe, and Asia. With this geographic growth, WaveSmith is planning a phased deployment of Oracle applications to its additional facilities.

Westel Meets Growing Market Demands with an Integrated Oracle Data Warehouse and ERP System

"By building and using the Oracle-based Data Warehouse, we will maintain market leadership position in the mobile communication industry in Hungary." -- Piroska Hózer, Data Warehouse Director, WESTEL Mobile Telecommunications Co. Ltd.

Key Benefits

- Implementation time--7 months between project kick-off and live operations
- Streamlined closing procedures
- Ability to track investment and project costs
- Large, reliable, scaleable database
- Automatic cost allocation
- Advanced customer behavior analysis
- Common business dimensions
- Improved customer loyalty program
- Cost/revenue comparison at all business levels

Oracle Products & Services

- Oracle9i Warehouse Builder
- Oracle Database
- Oracle Consulting Services
- Oracle Support
- Oracle9iAS Portal
- Oracle9iAS Discoverer
- Oracle9i Designer
- Oracle Express Server
- Oracle Financials
- Project Costing

Corporate Profile

WESTEL Mobile Telecommunications Co. Ltd. Budapest, Hungary
www.westel.hu

In June 2000, WESTEL was celebrating the achievement of 2 million customers out of the Hungarian population of 10 million. Established in 1993, the company started with 20

WESTEL's Faces New IT Challenges

Hungary's leading telecommunications company had its most dynamic and successful year in 2000 when it almost doubled its number of customers. In addition to WESTEL's fast corporate growth, it strengthened its high-quality market leadership position by introducing innovative services.

The dynamic increase in the number of WESTEL subscribers, as well as the continuing expansion of services used by WESTELS's customers, presented a challenging backdrop against which the company had to modernize its underlying, complex IT support solutions. In the year 2000, two of WESTEL's large systems got so overloaded that performance was no longer sustainable by simply adding bigger and faster hardware. The quantitative growth reached a point beyond which there had to be a radical (qualitative) overhaul of the entire application system and its operational logic. WESTEL's legacy system was no longer suitable for managing the continuously increasing data and transactions.

WESTEL quickly began an assessment project and chose Oracle's solution and professionals for the new system implementation. The end result: capacity and performance multiplied and it was ready to serve the increased demand several times over.

High-Level Project Goals

- Replacement of the legacy system with an advanced and robust ERP system
- Significantly shorten monthly business close
- Database platform consolidation
- Integrate marketing and financial business data

Business Challenges

- A system that was suited to both Hungarian and international accounting standards
- The ability to satisfy multiple reporting requirements (those of WESTEL and its two major shareholders MATAV and Deutsch Telekom)
- A fine-grained cost structure
- The consolidation of post- and pre-paid customers in a single database
- The replacement of two legacy BI systems (financial and marketing datamarts) containing fragmented information
- Minimal impact on operational systems
- Daily key performance indicators (KPIs) delivered to top management via SMS
- Support of an extremely large call volume resulting in a 2 Terabyte database

Why Oracle?

Since WESTEL had already been using Oracle Inventory and Purchasing, and all of its business systems were Oracle-based with a high customer satisfaction rate, Oracle was its first choice. Oracle also offered the company an appealing

employees and now has about 2000. It is one of Hungary's top fifteen businesses by turnover and scores even higher in profitability, with approx. 50% of Hungary¿s GSM subscribers. ISO 9001 certified (1995). Half owned by the former state fixed-line operator, MATAV, and by Deutsche Telekom of Germany.

Industry
Telecommunications

Employees
2,000 to 4,999

Revenue
501 Million to 1 Billion

price/performance advantage.

Oracle Enterprise Resource Planning replaced WESTEL's legacy system of "insufficient functionality and data processing capability," with an integrated system that ensures a state-of-the art business intelligence system, and that enables increased growth and improved business processes.

Its data warehouse gathers and integrates data from Oracle ERP applications and other business systems; data is transformed into information and stored in a timely manner. Oracle Portal provides the Web-based user interface for reporting and ad-hoc queries are available any time to the enterprise-wide user community.

Future Plans

The company's present system has established a solid platform for future business intelligence solutions, making possible the implementation of activity-based costing, customer profitability, and performance monitoring solutions.

Westpac Banking Corporation Sees 40-Percent Improvement in Batch Processing with Oracle E-Business Suite

"One thing we've found about Oracle is that, at all times, the company has been responsive to our concerns. We feel we've had access at the highest levels, and that's given us a confidence in dealing with Oracle that we have with very few other software vendors." -- Phillip Chronican, Chief Financial Officer, Westpac Banking Corp.

Key Benefits

- Single view of business operations
- Reduced overall operations costs
- Reduced month end close time by 2 days
- 40% batch processing improvement

Oracle Products & Services

- Financials
- Oracle Database Standard Edition
- Oracle Consulting Services
- Oracle Support

Corporate Profile

Westpac Banking Corporation Australia

www.westpac.com.au

The oldest financial-services institution in Australia, with $137 billion in assets and 33,000 employees worldwide.

Industry
Financial Services

Employees
More than 10,000 employees

Revenue
1 Million to 100 Million

Upgrading to 11i Shortens Time to Close Books and Improves Batch Processing

In 1996, Westpac implemented Oracle Fixed Assets, Oracle Payables, and Oracle General ledger. In the past, Westpac had thirteen different general ledgers. Moving to Oracle they took this opportunity to consolidate all thirteen charts of accounts to one single view that would be available to the entire organization.

By consolidating multiple general ledgers, Westpac was able to prove to its business units that the overall cost of operations would be reduced while the quality of service would be improved. In addition, the consolidation facilitated quicker reporting to the executive team, allowing for value-added analysis rather than static historical reporting. Westpac uses this single general ledger for product profitability, business unit profitability, allocation and legal entity reporting. Westpac generates about eight million journals per day, which are summarized down to one million transactions that get posted to the ledger daily.

In November 2000, Westpac decided to upgrade to Oracle Applications 11i. Westpac has a high-volume environment. In addition to the high number of daily journal entries, they have five hundred users and the larger tables (such as the General Ledger daily balances table) exceed 100 gigabytes in size. The performance benefits of the upgrade in this environment have been marked and have enabled a two-day reduction in the month-end close.

When Westpac originally implemented Oracle Applications in 1996 they had been closing their books around day fifteen. Prior to the 11i upgrade this was improved to around day eight, and since then it has been brought down to working day six.

Westpac has seen a 40-percent or more improvement in their batch processing, which has been a great benefit to them in regard to meeting service levels. With browser-based technology replacing client server, response times have improved significantly, and deployment of Oracle E-Business Suite out to Westpac's disparate sites has been a great deal easier.

High-Level Project Goals

- Single view of the business
- Improve processes and decrease operational costs

Why Oracle?

Oracle's ability to work closely with customers to meet their unique needs is a key factor in the continuing relationship between WestPac and Oracle.

"The quality of consulting resources that were provided by Oracle was first rate both on a technical level and actually fitting into the team structure. This was certainly one of the key success factors," recalls Gary Rubie, Westpac Project Manager.

Configure, Don't Customize

"In regard to customization, it's something that we've tried to stay away from if we can. We've tried to keep to the base build of the product," says Mr. Rubie

In the initial 1996 implementation, Westpac chose to build certain functional components in-house. Later discussions with Oracle's development team led to some of Westpac's specific business requirements to be incorporated into the core functionality in Oracle E-Business Suite 11*i*. With the wider range of functionality available in the new release, and with an eye to reducing implementation time and cost, Westpac moved to out-of-the-box functionality for the upgrade. This will also reduce on-going support requirements and facilitate future upgrades.

"Moving to e-business models has really enabled Westpac to delivery consistency of service at the cheapest cost in as many locations as our customers want to deal with us, and we just think that's a tremendous win-win, both for the customers and for us," says Phillip Chronican, Chief Financial Officer, Westpac Banking Corporation.

ORACLE®

William Beaumont Hospitals Save Millions Using Oracle

"One of our primary goals is to be on the leading edge of using the Web and applications to help us provide better service to our customers. Oracle will play a prominent role in making that happen." --Paul Peabody, Vice President and Chief Information Officer, William Beaumont Hospitals

Key Benefits

- Reduced over 300 different human resource processes down to fewer than 90
- Basic HR tasks that took days to complete can now be turned around in 24 hours
- Faster processing of human resource functions
- A single set of computing standards across the entire organization
- Reduced administrative supply chain spending by as much as $4 to 5 million annually
- Accelerated process re-engineering and end-user education

Oracle Products & Services

- Financials
- Human Resources
- Financials Intelligence
- HR Intelligence
- Self-Service Human Resources
- Tutor for Applications
- iReceivables
- Oracle Consulting Services
- Oracle9iAS Portal
- iProcurement
- Oracle9iAS Portal
- Internet Application Server Enterprise Edition
- Oracle Education
- Oracle Support
- Purchasing
- Property Manager
- Assets
- Payables

Corporate Profile

Quest for a Healthy Computing Environment

William Beaumont Hospitals is the recipient of numerous local and national awards for excellence in healthcare, including the National Research Corporation Consumer Choice Award, the Modern Healthcare "Top 100 Integrated Healthcare Networks" award, and U.S. News and World Report's "America's Best Hospitals" award. It has been providing healthcare services to the communities of Southeastern Michigan since 1955. Based in Royal Oak, Michigan, the multi-site William Beaumont system includes a 997-bed teaching hospital; a 236-bed acute care hospital, primary and specialty care clinics, and several nursing home centers.

Communities rely on the William Beaumont system to provide essential healthcare services, and William Beaumont relies on its computing environment to provide the essentials of network availability and stability. Housed in a 44,000-square-foot data center, Beaumont's ATM-based wide-area network supports more than 7,000 PCs in over 200 different locations. "We have a free-standing data center that sits between the two hospitals," explains Paul Peabody, Vice President and Chief Information Officer for William Beaumont Hospitals. "It's a very robust state-of-the-art network." William Beaumont system has chosen Oracle E-Business Suite as a key component of their computing environment.

High-Level Project Goals

- Streamline human resource functions and reduce time needed to process information
- Bring both the public and employees the most accurate, up-to-date information on healthcare
- Leverage the best practices automated by Oracle E-Business Suite 11*i*. Set an objective for zero customization

Why Oracle?

William Beaumont Hospitals' initial move toward its now full-fledged Oracle ERP implementation began six years ago when, in Peabody's estimation, the evolution of the open-system architecture began to hit stride. "We contracted with Oracle to provide organization-wide access to the Oracle database structure. By creating that foundation, regardless of which platforms (Unix, IBM, HP) we put in place, we would always have that database standard in common."

One of the several "building-block" standards Peabody implemented include the consideration of the then rapidly progressing browser-based interface. "Over the past few years, browser use has really started having a significant impact," explains Peabody. "By implementing an Oracle database structure that's Web-enabled at the front end, we've given ourselves the freedom of having the same look and feel for all our applications, regardless of what platforms they're running on."

With a strong foundation of standards in place, the decision to invest in and run Oracle ERP applications wasn't difficult. "We chose Oracle because of the database standard, because of the Web standard, because of all the forward things that they were doing that other companies weren't," says Peabody.

William Beaumont Hospitals
Royal Oak, Michigan
www.beaumonthospitals.com

William Beaumont Hospitals is a 929-bed hospital that offers facilities or services in a number of specialty areas, including: cardiac care, obstetrics, pediatrics, psychiatric treatment, rehabilitation therapy and social services and/or community outreach. The hospital also functions as a home health/hospice and trauma center. This hospital is accredited by the AAMC, AMA, Accreditation Council for Graduate Medical Education, American College of Surgeons cancer program, Blue Cross Plan, Commission on the Accreditation of Rehabilitation Facilities, Health Insurance for the Aged program and Joint Commission on Accreditation of Healthcare.

Industry
Not for Profit

Employees
More than 10,000 employees

Revenue
More than 1 Billion

Maintaining Good Cultural Health

One of the more intriguing aspects of the implementation story were the fundamental cultural changes that took place before the 11*i* rollout was completed in mid 2001. Michelle Chulick, Associate Director of Information Systems at Beaumont Hospital, explains how taking a holistic approach to the change played a critical role in the overall success. "We spent a lot of time discussing with management what the Oracle ERP system meant to the organization," says Chulick. "We really focused on the cultural changes that would take place and how Beaumont was going to have to deal with that."

Why the emphasis on cultural changes? According to Chulick, in order to achieve a high level of confidence in using the Oracle Applications, there had to be a high level of acceptance toward the fundamental changes they brought. "There is zero customization to our implementation, which was our goal from the beginning. With a goal like that we knew that we would have to re-engineer our processes to accommodate the application, because we weren't going to change the application to accommodate the processes."

In short, Beaumont re-engineered its operations to fit with what Chulick described as the "best practice methodologies that were inherent within the application." In addition, Beaumont relies on Oracle Tutor as the sole means of training users online.

"Tutor is a wonderful tool. We have several manuals we created using Tutor. We used Visio to document the re-engineering of processes, and that content fit right into the Tutor documentation. We were really very, very pleased with Tutor," explained Michelle Chulick, Associate Director of Information Systems.

One of the greatest benefits realized through the culture shift, in conjunction with the deployment of Oracle E-Business Suite, has been the reduction in internal processes. For example, the more than 300 different processes Beaumont once used for human resource functions have been reduced to fewer than 90. "Everyone is consistent now in the way they utilize the applications," explains Chulik. "Our business processes are consistent across all our divisions. This was not the case when we were using our legacy systems."

On any given day, there are typically 500-600 concurrent users working within Beaumont's Oracle Applications framework. For example, a unit manager in radiology, nursing, or accounts payable can use Oracle Self-Service Human Resources to change an employee's status, post new positions, conduct performance reviews, and access information in real time. When integrated with other self-service applications, employees can perform other tasks online, such as purchase supplies, submit expense reports and book travel. Basic HR tasks that took days to complete using the old paper-based system can now be turned around in a few as 24 hours. In terms of monetary savings, Peabody estimates Beaumont will save millions. "We identified a return on investment (on the supply chain side of ERP in particular) that conservatively speaking will total in the neighborhood of $4 to 5 million a year."

While Beaumont Hospital managed the implementation, it used Oracle Consulting and Oracle Support for its extensive product expertise. The Oracle Consulting and Support teams provided critical applications knowledge enabling the Beaumont Hospitals team to implement Oracle E-Business Suite without customization while meeting Beaumont's specific reporting and functionality needs.

Future Plans

Beaumont has only begun to scratch the surface of the broad range of benefits of the Oracle 11*i* implementation. In fact, Beaumont has already won two awards for its Web site Internet structure (built on Oracle Portal). "The ease-of-use and simplicity that Oracle Portal has brought to the entire organization in terms of internet/intranet structure has been phenomenal," says Peabody. "The site is very simple, yet high-powered with a lot of functionality. If you look at most healthcare Web sites, there's so much content, you can't figure out how to

navigate through the site. Ours is very easy to use and it's because of the Oracle tools we're using."

Looking toward the future, Peabody and Chulik discussed plans to further enhance Web functionality. "Our Web portal is our window to the community," explains Peabody. "We have lots of different customers, patients and physicians, and by rolling out features that enable patients to interact with us to find out what kind of services we offer, we'll be able to encourage them to seek the services they need without the anxiety they sometimes feel when picking up the phone to communicate." Though still in the planning stages, part of the Beaumont "outreach" program will comprise the implementation of Oracle CRM.

Beaumont has always been a leader in terms of the use of information and computer systems," says Peabody. "We really see using our applications and the Web as a way to better communicate, to provide better services, and to continue integrating customers into our system."

ORACLE®

THE DOCUMENT COMPANY
XEROX

Xerox Predicts $10 Million a Year in Savings Using Oracle Supply Chain Management

"Oracle iProcurement is allowing us to drive more spending into established vendor contracts. This is helping us reduce transaction costs while increasing our knowledge of what is being purchased." --Tami Brown, Purchasing Manager, Xerox Corporation

Key Benefits

- Increased purchases under approved contracts from 30 to 80 percent
- Internal rate of return of more than 400 percent
- Decreased transaction costs

Oracle Products & Services

- iProcurement
- Oracle Advanced Planning
- Oracle Consulting Services
- iStore
- Order Management
- Configurator
- EDI Gateway
- Human Resources
- Financials
- Oracle Education
- Quoting

Corporate Profile

Xerox Corporation
Stanford, Conneticut

www.xerox.com

Xerox offers an array of innovative document solutions, services, and systems, including color and black-and-white printers, multifunction devices, and digital copiers designed for offices and production-printing environments. It also offers associated supplies, software, and support. Xerox's strategic intent is to be the leader in the global document market, providing document solutions (hardware, software, and services) that enhance knowledge sharing and business productivity.

Industry

Industrial Manufacturing

Xerox Documents the Challenge and Duplicates the Solution

As a company that uses technology to establish market leadership, Xerox is continually striving to improve its operations with innovative information systems. Focused on achieving savings within the company to later pass along to their customers, Xerox's company officers studied their corporate purchasing history and realized that they could achieve tremendous savings by leveraging their immense buying power.

"We had a lot of uncontrolled spending for nonproduction items," acknowledges Tami Brown, purchasing manager at Xerox. "This maverick spending was being done outside the company process with individual check requests. This meant we had only limited visibility into what was being purchased. As a result, our transaction costs were higher than they should have been."

High-Level Project Goals

- Reduce maverick spending
- Better analyze supplier performance and procurement opportunities
- Create and maintain better supplier relationships

Why Oracle?

Xerox researched several internet procurement systems that appeared to have the potential to improve its purchasing processes. "We selected Oracle for three reasons," says Brown. "First, we knew we wanted an integrated solution. Second, we wanted software that did not require any customization. Oracle excelled over its competitors on both of these counts. The final reason we chose Oracle was its proven success as a solution provider."

Xerox brought in Oracle Consulting to perform a Solution Value Assessment (SVA). Through the SVA, Oracle Consulting evaluated the Xerox infrastructure and presented a solution which showed Oracle's clear understanding of Xerox's business. Shortly thereafter, the Oracle Consulting team began implementation. With Oracle Consulting's help, Xerox was able to migrate from its legacy systems to the Oracle solution in just five months. Oracle Education provided training critical to Xerox employees understanding and utilizing Oracle technology to the greatest extent.

Xerox Replaced Manual Processes with an Integrated System

Oracle's iProcurement solution automates and centralizes procurement functions such as sourcing, approval routing, and payments, while decentralizing the requisitioning and receiving process. This frees up procurement and accounting professionals to engage in value-added tasks such as analyzing spending and managing supplier relationships. Brown knew that by replacing individual procurement transactions with a single automated system company-wide, the company could better analyze supplier performance and procurement opportunities as well as create and maintain better supplier relationships.

"We have greater visibility into what is being purchased, and we can obtain valuable business intelligence through strategic sourcing of data to leverage our

Employees
More than 10,000 employees

Revenue
More than 1 Billion

buying power," says Brown. "Through the portal [on the Xerox intranet], users are routed to the appropriate purchasing process and into an online catalog, enabling us to capture our spending data for accounting and strategic sourcing purposes. Oracle's automated workflow takes the manual intervention out of the process."

Tracking the Savings

With its Oracle-based purchasing solution, Xerox expects to ultimately experience an internal rate of return of more than 400 percent. The company is predicting a steady savings rate of $10 million annually while increasing its percentage of purchases under approved contracts from less than 30 percent to more than 80 percent. Already, Xerox has more than 40 thousand users taking advantage of this new system for nonproduction purchasing.

"Oracle iProcurement is allowing us to drive more spending into established vendor contracts. This is helping us reduce transaction costs while increasing our knowledge of what is being purchased. We can capture accounting information for the items we are purchasing and track them back to contracts," Brown reports. "This is very valuable to us. There is a wealth of other benefits from our new system, including the ease of transactions, self-service usage, comprehensive catalogs, and workflow-based approvals. The Oracle system has streamlined our purchasing processes overall."

ORACLE®

e-business suite