Shared Services in the Public Sector

WE HAVE ALREADY HELPED LEADING ORGANISATIONS

The NHS has set up a joint venture with Xansa to offer Shared Services to all NHS Trusts. For more information, see [http://www.sbs.nhs.uk/index.html](http://www.sbs.nhs.uk/index.html).

The Prison Service has established a Shared Service Centre in Newport, South Wales, as part of the Lyons relocation of public sector jobs out of the South East. For more information, see [http://www.hmprisonservice.gov.uk/abouttheservice/shareservices/](http://www.hmprisonservice.gov.uk/abouttheservice/shareservices/).

Shared Services has been a driver for change in other countries’ Governments too, such as the State of Western Australia. For more information, see [http://www.oss.wa.gov.au/index.cfm?event=projectBusinessSystems](http://www.oss.wa.gov.au/index.cfm?event=projectBusinessSystems).

NEXT STEPS

1. See the specific additional inserts for your sector to find out how we can help:
   - Shared Services in Local Government
   - Shared Services in Central Government

2. See our Transformational Government web site for information on how Oracle Applications, Services and Technology are being used across the UK public sector. For more information, see [http://www.oracle.com/global/uk/transformational-govt/index.html](http://www.oracle.com/global/uk/transformational-govt/index.html).

3. Contact your Account Manager to find out about how to gain advantage of our experience through Shared Services Readiness Assessment.

4. For more general information contact ian.z.white@oracle.com.

SUMMARY

At Oracle we have learnt that the essence of a successful shared service is the creation of a robust organisational foundation with well-founded standard business processes underpinned by sound technology and resources. This approach is proven to provide a basis for not only the initial improvements but also year-on-year evolution and rationalisation. We are able to work alongside your change management partners to improve your business processes and ensure you have the best supporting systems and technology in readiness for shared services.

WHY SHARED SERVICES?

Shared Service Centres (SSCs) are physical or virtual centres typically providing support functions such as Information Technology, Finance, Human Capital Management (HCM) or Procurement across an organisation or group of organisations. Economies of scale, control and process improvement are leveraged by organising these functions into a single or small number of service centres with standardised processes.

While there are many activities within the public sector which are driving out efficiency and improving service, shared services, when implemented soundly, provide a real step change in efficiency as well as a platform for ongoing cost reductions and service improvements.

The Transformational Government Strategy specifically identifies shared services at an “approach that will release efficiencies across the system and support delivery more focussed on customer needs.”
WHAT ASPECTS OF GOVERNMENT ARE SUITABLE FOR SHARED SERVICES?

The Transformational Government Strategy states that particular attention should be paid to the following aspects of sharing services. These are:

1. Customer Service Centres – to provide both Central and Local Government services in a more efficient and effective manner.
2. A Common Infrastructure – to bring together the GSI, the Government Gateway and other areas to achieve economies of scale.
3. Information Assurance – measures to combat the increased security risks that follow the digitisation of services.
4. Data Sharing – between agencies to help deliver better services and guard against fraud and other issues.
5. Information Management – includes audit and risk patterns in shared data, ensuring more informed decision making and better policy making.
6. Technology Standards – to ensure that current systems and architectures are connected together.

Customer Service Centres already exist in the UK public sector with differing degrees of shared service. One example that has taken the shared services approach to a pioneering level is Staffordshire Connect. This is a partnership of 10 local authorities which provides seamless, joined up access to services in the County and has led to over £140m annual efficiencies of up to £140m. Services such as estates management, legal and audit services also lend themselves to being effectively put in place.

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A SHARED SERVICES ROADMAP

There are three key levels of success for implementing a shared services approach:

1. Robust Business Case
2. Enterprise
3. Executing

Each level for a shared service provider is a scalable success, allowing the organisation to evolve over time.

A Typical Successful Shared Services Roadmap

Oracle’s integrated modules.

- Oracle provides best in class applications to support your processes along with leading edge technology to integrate the Oracle Applications suite with leading edge technology, including SOA, BPM, and EPM. This allows your organisation to integrate IT systems and processes across the enterprise, enabling you to modernise your IT infrastructure and integrate key business processes. By implementing Oracle Applications, you can improve your overall business performance and efficiency.

- Oracle On Demand delivers the world’s leading business applications on demand. This allows your organisation to take advantage of Oracle’s comprehensive portfolio of applications and services to improve business performance and efficiency. By implementing Oracle On Demand, you can improve your overall business performance and efficiency.

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Oracle is the leading supplier of HR and Finance Applications to the UK public sector. This gives us unrivalled experience of HR and Finance in Government, not only in the UK but also in overseas Governments. Increasingly, our applications are being used in a shared-service setting. Notable examples include NHS Shared Business Services, Her Majesty's Prison Service and the Government of Western Australia. We also operate our internal HR and Finance processes on a Shared Services basis across the globe: hence all our staff are familiar with working in a shared service environment.

**SUMMARY**

- Oracle is the market leader in supplying HR and Finance solutions to the public sector
- Government customers are now implementing our applications out-of-the-box
- Oracle applications can support any of the shared service models being considered
- Two leading examples where we have implemented shared services successfully are the NHS and the Prison Service

**ORACLE'S PRESENCE IN THE PUBLIC SECTOR**

Oracle is the application provider of choice in most major Government Departments, including HM Treasury, DWP, Home Office, DEFRA, DH, FCO, DCA and DTI.

Our HR and Finance applications are also the chosen solution for MoD, the Intelligence Services and for the NHS in England and Wales.

We also have a significant presence in:

- Local Government, including Counties, Districts and Unitaries
- Police, including the forces of Greater Manchester and the Metropolitan Police
- Education, including leading Universities such as Oxford and Manchester

Some of our public sector customers have adopted an ERP policy of implementing integrated Finance, HR and Procurement applications from Oracle's E-Business Suite. Other public sector organisations have placed less importance on integration and may therefore have different solutions for HR and Finance. This is relevant for the move to Shared Services. The former will want to move to a multi-functional shared service; the latter may prefer a single-functional shared service, at least initially.

Increasingly our customers are implementing their Oracle applications out-of-the-box, i.e. with no customisation. Our applications support a set of standard business processes that have been designed in accordance with accepted best practice. The Government now acknowledges that their business processes should also comply with this best practice. Hence out-of-the-box implementation is feasible and also has undoubted cost-benefits, both in initial implementation and in subsequent upgrades.
THE MOVE TO SHARED SERVICES

As public sector organisations consider the options for sharing HR and Finance services, it may be relevant to consider a number of alternative models. These include:

- A large Government Department sharing with its Agencies and NDPBs
- A number of smaller Government Departments joining together to set up a single Shared Service Centre
- Unitary Local Authorities within a region sharing with each other
- A County sharing with its Districts
- Police Forces sharing with each other

Overlaying these options is the question of whether the Shared Service should be multi-functional (i.e. both Finance and HR) or single-functional. Again, both options merit consideration.

Oracle Applications can support any of these models by virtue of their

- Multi-organisational capability, operating securely on a single instance of the system
- Self-service capability, for both professional and casual users of HR and Finance systems
- Modular structure within the e-Business Suite
- Scaleability to handle very large databases and transaction volumes

TWO LEADERS IN PUBLIC SECTOR SHARED SERVICES

To illustrate the different models of sharing, here are two leading examples of where the public sector has already successfully implemented Shared Services with Oracle Applications.

The NHS has set up a joint venture with Xansa to offer Shared Services to all NHS Trusts, Strategic Health Authorities and Primary Care Trusts across England. The services currently offered cover Finance, Accounting and Payroll, with plans to extend these into a true multi-functional operation. The 100+ separate NHS organisations that now use this service are seeing the benefits in cost, speed and quality. There are two Shared Service Centres, in Leeds and Bristol.

For more information, see http://www.sbs.nhs.uk/index.html

The Prison Service has established a Shared Service Centre in Newport, South Wales, as part of the Lyons re-location of public sector jobs out of the South East. This Centre provides Finance and Procurement services (and in the near future HR services) to all the 130+ prisons in England and Wales.

For more information see http://www.hmprisonservice.gov.uk/abouttheservice/sharedservices/

SHARED SERVICES IN NON-UK GOVERNMENTS

Shared Services has been a driver for change in other countries’ Governments too, such as the State of Western Australia:


ADDITIONAL INFORMATION

Additional product information can be obtained from:
http://www.oracle.com/applications/

Additional information on Oracle and Shared Services can be obtained from:
ian.z.white@oracle.com
The selection of the E-Business software and technology platform is one of the key factors in determining the successful setup of a Shared Service Centre. The choice is important in: lowering the risk and cost of implementation, having confidence that the out of the box solution is right for the business processes and in ensuring that the solution is future proofed. The Shared Service Centre then knows that the software platform upon which it relies is flexible and scalable in order to take on new functions, new responsibilities and additional users as the centre expands.

**Oracle 11i - The Proven Solution**

Oracle is the largest supplier of E-Business software to Shared Service Centres in the UK Public Sector. This position has been achieved due to several factors:

- **Oracle's domain expertise** Uniquely amongst IT companies, Oracle runs its Finance and HR functions worldwide in a single global instance supported from 3 Shared Service Centres using the same software as our customers. By consolidating its operations for 50+ operating subsidiaries, implementing standard business processes and avoiding customisation of the software, Oracle achieved 20+% savings in its operational cost in 2 years (as reviewed by both Booz-Allen Hamilton and Bain & Co). In addition, significant intangible benefits were realised in the areas of data quality and consistency, improved corporate governance, having a single source of information and control and allowing the finance function to focus its time on improving the business, not on transaction processing.

- **Experience in UK Public Sector** Oracle is the leading provider of Finance, HR and Payroll software to the Public Sector. This knowledge comes from the experience Oracle and our customers have gained from the many organisations in Central and Local Government, Police, Health, Defence and Education who for many years have run their business on Oracle software. We and our customers know that the Oracle E-Business Suite supports Public Sector process flows.

- **Oracle's Technology Stack** Oracle provides a number of software solutions, which address many of the challenges identified in the Transformational Government Strategy paper. For example, our Data Hub is being used to support data sharing and information management across separate but related agencies such as Healthcare, Social Care and Police. Oracle Identity Management is being adopted to solve the federated security challenge and Oracle's Collaboration Suite is being used to support the need for Collaborative Working, Web Conferencing and Mobile working, Oracle is consistently rated in the top quadrant by analysts such as Gartner for "Completeness" and "Maturity" of product.
ORACLE 11i - ADVANTAGES OF THE ORACLE E-BUSINESS SUITE IN A SHARED SERVICE ENVIRONMENT

There are a number of key features in the 11i E-Business Suite, which are of particular importance for Shared Service operations:

- **Multi-Organisations within a Single Instance Capability** 11i provides for multiple organisations to be set up in a single database providing secure and discreet access to the individual organisation, or Global access across the multiple organisations as required. This allows individual departments to operate independently and able to access their own information, but it also allows information to be gathered at a cross departmental level. For example, the NHS Shared Service Centres allow for the first time, the NHS to see purchasing data across NHS Trusts with a single query, or to see how many trained IT staff are employed by the NHS.

- **Self-Service for non-professional users** With self-service operations, staff in any location can deploy web-based applications to enter their own transactions. All approvals and business rules are enforced automatically, using workflow-driven processes. The result is a much lower cost of transaction faster processing, more accurate information, greater managerial control and lower costs.

- **Pre-Integration with a multi-channel Customer Contact Centre software** Oracle's CRM software allows Shared Service Centre staff to see the entire history of the service user. The user can contact the Shared Service Centre through whatever channel is most convenient for them, Internet, Phone, Mobile Device or indeed Interactive Digital TV. Our CRM software is integrated with the E-Business Suite.

- **Modular Approach** Although Oracle's F&A suite is pre-integrated with the HR solution it is offered as a series of modules allowing the Shared Service Centre to first implement as a Single Function Financial Shared Service Centre and then expand the centre to provide HR functions or vice versa.

- **Service Oriented Architecture (SOA)** The Oracle E-Business Suite follows industry defined SOA standards. SOA provides a standard integration framework for the Shared Service Centre allowing multiple use and re-use of individual services between applications and the orchestration and monitoring of those processes.

- **Business Intelligence and Reporting** The Oracle E-Business Suite provides a complete and integrated Business Intelligence Solution which provides accurate and current business insight at either Enterprise wide, or operating division level.

**ADDITIONAL INFORMATION**

Additional product information can be obtained from:
http://www.oracle.com/applications/

Additional information on Oracle and Shared Services can be obtained from:
ian.z.white@oracle.com
SUMMARY

- The approach used by many Public Services Organisations to the adoption of application technology (such as Financials or HR systems) is not suited to maximising value from that investment
- A new approach based on adapting business processes to the software maximises the benefit that can be derived from the investment

Standard Business Flows and Vanilla Software

The traditional approach to implementing technology has been to follow a “design and develop” model. This has led to a number of issues for customers including long implementation times and highly customised systems that are difficult to continue to extend.

Our experience has led us to develop a new approach that we call our “Business Flows” methodology using standard business processes and un-customised (“vanilla”) software.

This more innovative approach provides the following benefits to the Whitehall Shared Services programme:

- Reduces implementation time and cost
- Provides extendable solutions to support continued transformation
- Enables significant cost savings by adoption of standard, common and best practices by the departments sharing the service
- Supports Multi-function working

The illustration below compares the Traditional Approach with our accelerated Business Flows approach.

THE TRADITIONAL APPROACH

When looking for a new IT system, public sector organisations have typically followed a traditional systems design methodology. This started with analysis of requirements, then design of a future model and then software vendors were engaged to try and match that ideal state.
The final implementations were geared towards bending the Applications to meet that ideal future model.

This traditional approach was designed for an age when the public sector organisations had unique requirements and the Applications market place was not mature enough to provide those capabilities as standard. The results were:

- Long timelines from the original concept to final delivery. The internal analysis and design processes alone could last as long as the implementation
- Systems that were so “customised” to meet a specific need, that they were costly to update and as such stifled innovation rather than enabled it
- The costs of “customising” a package can be significant and increase long term cost of ownership
- The systems themselves were designed for the specific requirement and were thus not able to take advantage of innovations in the market place

**BUSINESS FLOWS APPROACH**

Based on feedback from our customers around the world in both the Commercial and Public sectors, Oracle Consulting and our Partner Community felt that the Applications Market had sufficiently matured to allow a new accelerated model to be adopted.

The key shift is to move customers away from designing and developing systems and instead concentrate on adoption and exploitation of proven standard ways of implementing the technology. Business Flows provides a more collaborative framework for customers and vendors to work together to deliver value.

The approach has been used successfully world-wide and more importantly in the UK Public Services arena with Department of Work and Pensions and in local government. It has particular resonance for Shared Service Centres as it gets around the discussion about “Whose processes?” should be adopted.

The benefits our Customers have realised from the Business Flows approach include:

- **Reduced implementation time and cost.** Especially important is the removal of a potentially lengthy pre-procurement stage with a more focused and collaborative stage assessing the existing Business Flow models. This accelerates time to achieve benefit
- **Solutions that are able to be readily extended to support continued transformation.** As the flows have been developed in conjunction with Oracle development and are designed in line with Oracle’s product direction. Product enhancements, such as new self-service capability can then be easily adopted
- **Reduces cost of maintaining the systems.** Avoiding customisation by taking vanilla software will reduce the cost of the original implementation as well as reducing maintenance costs
- **Support Multi-function working.** Most Shared Services initiatives are likely to start small and grow capability as confidence increases. Oracle’s Business Flows take advantage of the unique modular architecture in the E-Business Suite to allow future capability to be simply bolted on (e.g. adding a call centre to an HR Service Centre)

**ADDITIONAL INFORMATION**

Additional product information can be obtained from:

http://www.oracle.com/applications/

Additional information on Oracle and Shared Services can be obtained from:

karen.mcallister@oracle.com
Shared Services - Realising the Benefits

The implementation of a Shared Services programme is certainly no “silver bullet” which will automatically deliver benefit regardless of the approach taken. There have been many notable examples where the actual benefits derived from a shared service centre have fallen below expectations. Based on our experience we highlight those areas critical to success.

The experience of many successful ‘Oracle-enabled’ Shared Service Centres has shown us that projects which deliver superior benefits have the following characteristics:

- **The Benefit Case** of the project is clear at inception and is driven throughout the lifecycle of the initial deployment project and beyond
- There is a clear **Governance Model** and the Shared Service Centre team is able to strongly direct participation and standards
- The Shared Service Centre management team has a strong **performance mind-set**
- The Shared Service Centre management team is aware that **significant benefits** are realised by successful application of technology

**THE BENEFIT CASE**

The Government Transformation agenda makes it clear that any initiatives need to be firmly driven to deliver demonstrable benefits.

To achieve this, Shared Services initiatives need to align all suppliers and partners in more innovative commercial arrangements to ensure that everyone is aligned to delivering the benefit case. More collaboration is needed up-front in the procurement cycle to ensure that prospective partners are able to participate in and deliver on the vision.

Oracle’s proven Solution Value Assessment process enables public sector organisations to understand how technology can help shape their vision and impact the benefit case.

Oracle’s Corporate Performance Management (CPM) Suite of tools are ideal for visualising, distributing and managing information to help deliver that vision.

**CLEAR GOVERNANCE MODEL**

Shared Services have some significant and unique change management challenges. Whilst most organisations are, to some extent, resistant to change – the significant change and perceived loss of control that comes with Shared Service Centres brings a new level of challenge.
Our own experience is relevant. A few years ago Oracle had 52 local businesses running local Finance and HR functions and systems. Left to their own devices those local businesses would not readily have joined a Shared Services model.

Strong direction and a clear Governance model ensured that those disparate approaches were harmonised into a common Shared Services model which was run from a common set of Global standards. When Oracle’s standard business flows are adopted they provide a ‘Gold Standard’ that business units will find difficult to argue against.

**STRONG PERFORMANCE MIND SET**

The actual realisation of benefits comes down to one word - ‘Leadership’. Those projects that have delivered most value are run with a zealous regard for customer satisfaction and performance using Key Performance Indicators (KPIs). This approach leads to the continuous improvement mind set that is critical to delivering value.

Oracle’s E-Business Suite provides a set of over 250 pre built KPIs that can track a wide set of measures from Customer Satisfaction to Cost per Transaction and display that data in a scorecard format that is ideal for performance conscious managers to assimilate and act upon.

**BENEFITS ARE REALISED BY TECHNOLOGY**

It is clear that a successful Change Management programme needs to be an integral part of any Shared Services initiative - the successful Shared Services projects understand that technology is the prime driver of value. The following graph highlights the point – showing that as more technology is applied to processes, the marginal transaction costs reduce. The “technology enabled processes” offer the greatest scope for savings through the economies of scale.

To ensure that they maximise the technology leverage and hence maximise benefits the successful shared service centres are adopting rapid business flows using vanilla software. This enables the management teams to focus on service delivery and not system design. It also allows the technology partner to maximise their value add and ensure the solution is future proofed.

**ADDITIONAL INFORMATION**

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The Solution Footprint

Choosing the software to be at the heart of a Shared Service Centre is a key decision. It will determine not only that the Shared Service Centre can offer the most cost effective business processes today, but also ensures it has the flexibility and agility to respond to new requirements and becomes a source of innovation in the future. The Oracle software solution delivers absolutely on 3 key requirements:

- The best ‘out of the box’ business flows for the UK Public Sector
- An architecture that allows systems resources to be dynamically flexed between the different application areas as required. For multi-function Shared Services this allows Finance and HR systems to share the same pool of computing resources leading to a much greater and quicker Return on Investment
- Business Process Flows can be ‘orchestrated’ in different ways if new business practice or legislation demands it. This enables the Shared Service Centre to offer continual improvement in its service to customers

KEY COMPONENTS OF THE ORACLE SOLUTION FOOTPRINT

The components of the Oracle solution are shown in the diagram overleaf and they have the following main features:

- **Security and Identity management.** Oracle now offers a complete suite of Identity management and provisioning applications. These can offer and control users access and permissions not only to Oracle Applications but to non Oracle Applications as well. This will enable a user of a Shared Service centre to have a secure single sign on to all the applications offered by the Shared Service Centre.

- **Contact Centre.** The Oracle solution offers interaction centre software that is pre-integrated with the E-Business Suite. The interaction centre can support multi-channel access from Web Browsers, PDA’s, Phone, and Fax etc.

- **Self Service.** Oracle Self Service allows your managers and employees to access and manage information and transactions directly, online via a browser. It can be personalised to an individual’s role, experience, work content, language, and information needs. Adoption of Self Service is a critical part of transforming how HR and Finance functions are offered. By releasing professional HR and Financial staff from carrying out transactional tasks, not only are efficiency gains made, but also the Finance and HR staff can focus on advising and guiding the business.
• **E-Business Suite.** Oracle's E-Business suite is a set of pre-integrated business applications including key functionality designed for the Public Sector. The design of the modules allow individual applications to be implemented and run individually or as a complete integrated suite. This is important for Shared Service Centres that want to initially specialise with say Finance and accounting but extend to offer a multi-function service including HR, Payroll, and Estate Management.

• **Business Process Integration.** Oracle's Business Process engine allows organisations to visually define automate, co-ordinate and monitor process flows, transactions and events and to generate real-time reports accessible via an enterprise portal.

• **Oracle Data Hub.** Oracle Data Hubs provide a real-time, 360 degree, consistent, single source of truth, for highest data quality. Because Oracle Data Hub is based on open standards, you can easily integrate it with any third-party software, as well as with any module of the Oracle E-Business Suite.

• **Collaborative Working.** This provides users ability to do such tasks as sharing and controlling documents (document management) and holding web and call conferencing for training, education and team working.

• **Business Intelligence and Reporting.** The Oracle E-Business Suite provides a complete and integrated Business Intelligence Solution which provides accurate and current business insight at either Enterprise wide, or operating division level.

• **Grid Architecture.** Grid computing is the pooling of all IT resources into a single set of shared services for all enterprise computing needs. Grid computing infrastructure continually analyses demand for resources and adjusts supply accordingly. You don’t have to worry about where your data resides, or what computer processes your request. You request information or computing power and have it delivered—as much as you want, whenever you want. This is analogous to the way electric utilities work. This can greatly improve the savings to be made and quality of service offered from a Shared Service Centre and as the computing resource can be shared and directed to different functions at different times as required.

**ADDITIONAL INFORMATION**

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http://www.oracle.com/applications/

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ian.z.white@oracle.com
There are significant benefits to be gained from Whitehall Shared Services by the better use of information relating to Financial spend and deployment of HR resources. These benefits (which could easily dwarf those delivered through more efficient processes) are driven by availability and accessibility of information.

**ORACLE CORPORATE PERFORMANCE MANAGEMENT**

Corporate Performance Management (CPM) is an umbrella term, initially defined by Gartner to describe the methodologies, metrics, processes and systems used to monitor and manage the business performance of an organisation.

While other analyst groups use terminology such as "Business Performance Management", or "Strategic Enterprise Management", the essential thrust of such systems is to manage the interface of where strategy and planning meet execution and measurement.

In this context, Gartner state that an integrated CPM solution must operate at three levels - Strategic, Operational and Transactional, with “feedback loops” linking each level. The term feedback loop is used, because each level generates information that is fed back to the level above or below, so that adjustments can be continuously made, as and when they are needed.

**ORACLE - THE MOST INTEGRATED AND RICHEST SUITE OF BUSINESS INTELLIGENCE APPLICATIONS**

In line with it’s own definition of CPM, leading analysts from Gartner publicly stated at the 2005 Gartner BI Symposium in London, that Oracle had the most integrated and richest suite of business intelligence applications and technologies to meet the end-to-end requirements of CPM.

Oracle’s complete CPM solution is outlined below
ASSISTING THE TRANSFORMATION

Leading analysts from Gartner publicly stated that Oracle’s CPM solutions can assist Shared Services in transforming and modernising government by:

- formulating strategies for efficiency savings,
- aligning these strategies with operational plans, and
- in the continuous monitoring of day-to-day operations across the departments and agencies within the shared services consortium.

In this regard, objectives that are formulated at the strategic level within each department or agency can be cascaded down to operational and transactional/process levels within the respective organisations. Similarly, the real-time status of KPIs at the transactional and operational levels can also be reported in real-time at the strategic level, both for individual departments or agencies, as well as across the consortium as a whole.

At MBF (an Australian Insurance Company) they are using Oracle’s CPM tools to transform the Financial Management Processes in their business to enable individual managers to take better control. In the words of their Financial Controller: “Our managers need to be responsible for managing their individual costs. So rather than having the finance people pushing a department to reforecast, we’re moving to an era in which managers are actually waiting for their costs managing those, and doing reforecasts as they need to. Rather than finance having to push all the time, they’re taking responsibility themselves.”

TIMELY INFORMATION - DRIVEN BY A SINGLE SOURCE OF THE TRUTH

Unlike other leading CPM solutions, Oracle’s suite of applications is predicated on its underlying architecture, which centralises data from all modules into a single Unified Data Model.

This allows real time analysis and management within functional areas (e.g. Finance) and across them (e.g. seeing the impact of Financial training on a Manager’s actual performance).

Giving managers secure access to real time information is the key to a successful transformation as it gives a clear signal that this information and its management is critical to their role. Speeding up the access to information is fundamental to performance improvement.

“Anyone can say that they’re doing bits and pieces of it today, but really, corporate performance management means getting a better finger on the pulse of an organization to make a better, more accurate, and more timely assessment of how an organization is doing,” says Lee Geishecker (research Vice President at Gartner).

A high performing department will move away from asking, ‘How did we do last month or last quarter?’ to ‘How are we doing right now?’ as well as ‘How will we do next week?’ This change of mind set will be greatly facilitated by Oracle’s combined Applications and CPM offering.

ADDITIONAL INFORMATION

Additional product information can be obtained from:
http://www.oracle.com/applications/

Additional information on Oracle’s CPM solutions for public sector can be obtained from:
karen.mcallister@oracle.com

Greater productivity and strategic advantage are increasingly determined by how well your IT services unlock the value of your technology investment. Answering the increased demands to generate value through transformation, defending against internal and external security threats, and keeping pace with innovations have also become new measures of success.

Oracle On Demand works with customers to provide services that manage all Oracle products along with complementary applications to maximise return on investment. We deliver best practices to improve the availability, performance and security of your IT environment, while providing access to the latest capabilities. Oracle On Demand customers lower their risk and can focus their resources on more strategic projects. Oracle On Demand provides these benefits:

- Eliminates the burden of applying patches, upgrades and unexpected repairs
- Offers customers flexibility to meet their specific business needs
- Provides timely and direct access to the latest Oracle capabilities and innovations
- Improves employee productivity by keeping systems available, performing and secure

INNOVATION

Commitment to customer success has driven Oracle to invest in and continue to develop ‘Oracle On Demand’, a comprehensive, configurable set of services designed specifically to manage Oracle products either at an Oracle site or an alternative site.

By applying automation and continuously improving our entire set of software-management processes and products, Oracle has developed intellectual property and expertise that customers leverage globally to make their own businesses more successful on a daily basis.

Oracle On Demand customers gain direct access to Oracle product experts who can quickly and proactively solve problems and expedite access to new capabilities. Ultimately, it is Oracle’s goal to incorporate best practices into our products to eventually eliminate the need for software-management time, effort and expense.

PREDICTABILITY

Since Oracle On Demand delivers essential software services on a per user/per month basis, you can budget your IT expenses based on projected business volumes and not worry about incurring unexpected expenses for repairs and minor upgrades. Oracle’s expertise in managing Oracle
products, investment in processes and automation, commitment to operational excellence and continuous improvement strategy ensures that customers will always pay less than if they bought the same level of service in-house.

**FLEXIBILITY**

Oracle On Demand is a flexible service offering that can be tailored to meet varying complexities, environments, and business drivers.

The largest returns from IT investments come in the form of increased productivity and business transformation. The strategic benefit of Oracle On Demand comes from trusting Oracle to manage your applications so you can focus your resources on your core competencies.

Being an Oracle On Demand customer also means faster access to the latest software upgrades and enhancements. Because of our proximity to Oracle's developers, management expertise, and state-of-the-art infrastructure, we're the most capable of managing your Oracle enterprise applications for peak performance.

Oracle offers a continuum of services, from product support to Oracle On Demand managed services. These can be delivered from an Oracle Site, Partner's site or from at a customer's site. This flexibility lets you or your preferred Hosting Partner to retain the functions that are a core competency and tailor the use of Oracle services to take advantage of Oracle's expertise in other areas.

**RISK MANAGEMENT**

Oracle deploys the resources necessary to meet its service-level commitments; is accountable to you; and is your advocate in problem resolution, enhancements and expansions. We apply the knowledge, experience, and best practices we’ve gained from thousands of successful implementations, updates, and problem resolutions to further minimize your technical, operational, and business risk.

Our processes are based on industry-standard frameworks. Oracle E-Business Suite On Demand software delivery achieves operational excellence using standardisation and automation as key enablers to improve customers’ experience across the entire software ownership lifecycle. Service delivery is accomplished using ITIL based processes, tooling and automation specifically designed for Oracle E-Business Suite. Customers are assured that our software delivery capabilities are comprehensive, measurable and can be easily integrated with their own or partner’s processes.

**GET THE BALANCE RIGHT**

With Oracle On Demand, you can balance innovation, predictability, flexibility and risk management for your business and your IT environment. Your satisfaction drives us to perfect our scalable infrastructure and world-class services.

**ADDITIONAL INFORMATION**

Additional product information can be obtained from: [http://www.oracle.com/ondemand](http://www.oracle.com/ondemand)

Additional information on Oracle’s proposition for Whitehall 2 can be obtained from: karen.mcallisler@oracle.com