

**Deloitte.**

Transforming Finance with Oracle  
Fusion Financials  
Transformation through Innovation



**ORACLE** Diamond  
Partner

# The challenges facing the Chief Financial Officer

CFO turnover, business reorganisations and major transactions have triggered significant re-evaluations of Finance capabilities in many organisations. For the organisation to be successful in a rapidly changing environment, it is critical for Finance to go beyond transaction processing and take a strategic role in the organisation.

The changing attitude towards Finance highlights a realisation that Finance is a key component to organisation performance and raises a unique set of challenges that the CFO must face.

## Typical CFO challenges

Control Challenges	How do I ensure the data the company relies on is accurate and provides the most useful information?
	How do I reduce the burden of maintaining my control environment without compromising its integrity?
Efficiency Challenges	How should I organize Finance to serve the needs of the different stakeholders?
	Given the heterogeneous nature of Finance roles, how do I attract, develop, and retain the talent required to fulfil Finance's mission?
Performance Challenges	How do I create a common language that empowers management to see themselves the way investors do?
	How do I ensure our investments in innovation and growth yield the greatest returns?
Execution Challenges	How can I partner with other senior managers to drive strategy execution across the enterprise?
	How do I reduce costs while continuing to add value?
Change and Transition Challenges	How do we determine our key gaps?
	Being "world class" in everything seems expensive and takes too long; where should we focus?

In a concerted effort to meet these challenges, a number of organisations have undertaken major transformation programmes. These transformation programmes necessarily impact the whole organisation, not just Finance.

Deloitte's approach to Finance Transformation is unique in its holistic view of the organisation and our realisation of the varied objectives and challenges to the Finance function. It is about helping the CFO with their journey towards developing a world-class finance function.

## The four faces of the CFO

Our view is that the modern CFO is expected to fulfil four key roles in an organisation, ranging from fundamental obligations through to strategic activities.



**Strategist** - Providing financial leadership in determining strategic business direction and aligning financial strategies.

**Operator** - Balancing capabilities, costs and service levels to fulfil the finance organisation's responsibilities.

**Steward** - Protecting and preserving the assets of the organisation.

**Catalyst** - Stimulating behaviours across the organisation to achieve strategic and financial objectives.

Importantly, no two CFOs face the same set of stakeholder expectations; each has different pain points and different focal points. The relative priority of the four roles will also be influenced by the wider business environment and is therefore likely to change over time.

For a CFO to be successful, they need to ensure they have the right capability in their finance function to meet performance expectations in each of these roles.

**Deloitte’s approach**

Deloitte has a unique toolset that helps CFOs to track stakeholder expectations alongside their pain points, all within a single model. This model can translate expectations and pain points into an assessment of Finance’s capabilities and helps to identify areas for improvement.

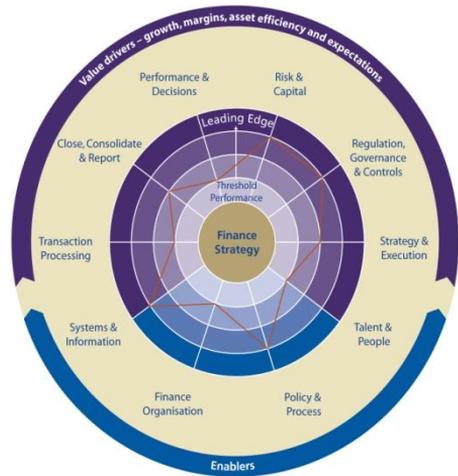
Our methodology adopts a practical and holistic approach to Finance Transformation, bringing together the strategy and execution aspects of the transformation journey.

**Deloitte’s Finance Transformation services**

For many organisations, finance transformation programmes are the best way to achieve their strategic objectives. Deloitte’s Finance Transformation services are designed to support these programmes by focussing on the key value drivers within the finance function: people, process, organisation and technology.

**The Finance Transformation Framework**

Deloitte’s Finance Transformation Framework is based on value drivers and enablers. It is a proven model to track Finance objects, improve performance and develop strategies that satisfy the demands of the four faces of the CFO.



**Value Drivers and Enablers**

Value Drivers represent the six high-level areas of activity through which Finance typically seeks to create value within the organisation. The six areas are not in themselves value drivers but encompass activities that protect or create value for the organisation by contributing to revenue growth, operating margin, asset efficiency and expectations. The CFO will be expected to put in place the necessary capabilities to deliver the desired level of performance for each of the relevant key activities.

The Enablers are the four areas of capability through which the finance activities are performed and they represent the four key elements of the Finance operating model: people, process, technology & organisation. Achieving these capabilities enables Finance to meet the expectations of its stakeholders. Importantly, these capabilities are related - changing one capability will almost certainly require changes to one or more of the other capabilities.

The Enablers, value drivers and the four faces of the CFO discussed previously must be viewed together. By taking a holistic view of these factors, we believe our clients can use the Finance Transformation Framework to create a world class finance function.

### The Deloitte Oracle Global Alliance

The Deloitte Oracle practice was established in 1990 and has developed over the last 20 years into a leading practice in terms of its functional and technical capabilities. Our eminence in the Oracle space has been recognised in several ways:

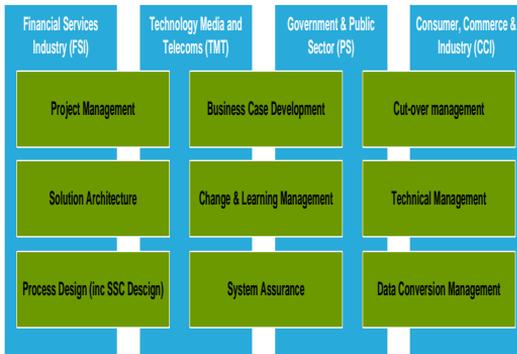
- Deloitte is a Diamond Oracle Partner and was awarded Oracle’s UK Partner of the Year for three consecutive years and is the 2011 UK Oracle Partner of the year.
- Globally, Deloitte has been recognised by winning over twenty Oracle Titan awards, which demonstrate Deloitte’s ability to deliver Oracle technology and applications;
- Industry analysts Gartner and Forrester recognise Deloitte as a leading Oracle systems implementer in terms of breadth and depth of expertise.

Deloitte’s Oracle practice has a diverse range of advisory, assurance, design and implementation capabilities across Finance, Manufacturing, Supply-Chain, Human Capital Management and Customer Relationship Management.

Our practice has skills across Oracle applications including: eBusiness Suite, JD Edwards and PeopleSoft. Deloitte is also at the leading edge of Oracle Fusion Applications developing propositions, points of view and capabilities to ensure we have a practice that is enabled for the next wave of Oracle applications.

Deloitte also leads the way in Enterprise Performance Management and has a comprehensive practice focused on Hyperion Financial Management and Oracle Business Intelligence.

**Deloitte’s strategic advisory, implementation capabilities and Oracle’s enterprise software solutions are the perfect combination to enable the value drivers of a successful Finance Function.**



# What are Oracle Fusion Applications?

Oracle Fusion Applications are the result of combining the best concepts and ideas from Oracles Applications Unlimited products, built on a standard based middleware layer.

During the last couple of years Oracle has acquired numerous competitors, which resulted in a large product portfolio with multiple overlapping aspects. This stack of products is now referred to as Applications Unlimited. Almost all of the acquired products represented 'best-of-breed' in their respective

area. Yet, this still wasn't an integrated suite of products.

Oracle Fusion Applications have been created in response to a dramatically changing technology and commercial environment and have capitalised on the best functionality available from the existing Oracle suites of business software.

The emergence of Service Oriented Architectures (SOA) and cloud computing provide organisations with new, responsive mechanisms for meeting dramatically changing business demands. These, together with related developments in mobile computing, business process management and embedded business intelligence have been addressed by Oracle with its Fusion Middleware solution. Though Oracle has retro-fitted many of these technologies to the existing suites Oracle decided that, to capitalize fully on the benefits they offer, it needed to build a brand new suite of business software: Fusion Applications.

This new suite takes advantage of both the emerging new technologies and the best features available from the existing suites: centralized accounting architecture, comprehensive business tax support and flexible hierarchy management are just some of these inherited features.

Fusion Applications						
Supply Chain Management	Financial Management	Customer Relationship Management	Procurement Management	Human Capital Management	Projects Portfolio Management	Governance Risk & Compliance
Distributed Order Orchestration	General Ledger	Marketing	Self Service Purchasing	Human Resources	Projects Foundation	Financial Compliance
Global Order Promising	Subledger Accounting	Common Components	Purchasing	Talent Management	Projects Performance	IT Risk & Compliance
Logistics	Payables	Contract Management	Supplier Portal	Workforce Service Delivery	Projects Billing	Issue Manager
Product Information Management	Receivables	Sales	Enterprise Contract Management	Total Compensation	Projects Control	Risk Manager
Cost Management	Assets	Territory Management	Sourcing	Workforce Management	Projects Costing	Access Controls
	Payments	Resource Management		Global Payroll	Transaction Controls	
	Legal Entity	Customer Data Management	Configuration Controls			
	Common Module	Customer Center				
	Tax					
	Cash Management					
	Collections					
	Expenses					
Finance for EMEA						

Oracle Fusion Applications 11g provides a broad set of modules, this is illustrated above.

### Deloitte's Fusion Application Services

Deloitte is at the forefront of Oracle Fusion applications

- Deloitte Consulting is the only System Integrator (SI) to be involved with Fusion Applications development for 5 consecutive years, on all 7 R11g Product Families
- First SI to have completed testing in all 7 Fusion Product Families including: Finance (FMS); Human Capital Management (HCM); Customer Relationship Management (CRM); Supply Chain Management (SCM); Projects; Procurement and Governance, Risk and Compliance (GRC)
- Deloitte Consulting had more consultants participating in Fusion Applications Phase 1 testing than any other SI

### Advisory Services



#### Fusion Applications Readiness Assessment

During a Fusion Readiness Assessment, we identify the organisation's functional requirements and map them to the applications within Oracle Fusion. This process determines whether the organisation is able to realise the benefits of Fusion and informs the decision making process.



#### Oracle Fusion Application Business Case

Oracle Fusion Applications Business Case can clarify:

- the future architecture of Oracle applications and the areas where new applications and functionality can be deployed, the "vanilla" process definition of the Oracle Fusion Financials suite for Finance and Procurement, design of the multi-organisation and chart of accounts; and
- prioritise opportunities for process improvement and benefit realisation, aligned to other finance related business activities and integrated into the implementation plan.



#### Enterprise Value Map for Fusion Application

The Enterprise Value Map (EVM) is a framework that links shareholder value to the various initiatives

companies can undertake to realise benefits. EVM draws practical links between:

- Strategy and tactics
- What can be done and how
- The income statement and the balance sheet
- Organizational capability and operational execution

It also describes how using Oracle Fusion Applications you can improve the things you are doing or do different things to achieve shareholder value in the form of revenue growth, operating efficiency, asset efficiency and expectations.

**Deloitte's Business Insight Centre.** Deloitte is the first business transformation partner in the world to deploy a fully operational instance of Oracle Fusion Applications, providing Deloitte with a unique insight and lessons learned of implementing Oracle Fusion Applications. At Deloitte's Business Insight Centre they demonstrate how Oracle Applications and Deloitte's world class professional services can be combined to solve complex client problems.

# Finance Transformation

## Value Drivers

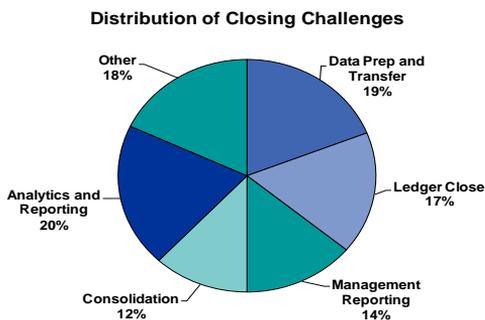
# Close, consolidate and report

## Accelerate your decision making

### Faster close, consolidation and reporting leads to agile and responsive decision making

The speed at which decisions are made can be critical to ensuring the success of a business. Reliable and insightful financial information is the life blood of any organisation. Ultimately it is the CFO's responsibility to deliver this information in an accurate and timely way.

A recent Deloitte survey highlighted the top challenges affecting the close process:



There are significant implications for companies that cannot deliver accurate and timely information through financial reporting to their internal and external stakeholders. Deloitte can help meet the high expectations of the business during the close, consolidate, and report cycle. Thus helping you to produce timely, accurate and trusted financial statements and management reports.

#### Month-End Objectives

Most close processes are overly complicated with a seemingly endless list of tasks. As a result, the month-end close is resource intensive and involves significant time pressures. There are some fundamental objectives that any organisation should try to hit with its close process - it's not just about getting over the line.

#### Flexibility

As businesses grow, whether it is organically or through acquisition, there is always pressure to introduce new processes and systems into your finance organisation. This can come from internal sources, like the pressure on Finance to take a business partner role in the organisation or to meet an ad hoc reporting requirement. Pressures can also arise from the need to adopt a new subsidiary or meet new regulatory requirements, such as IFRS.

The key to meeting these challenges is to have a truly flexible set of close, consolidation and reporting processes that are well understood by finance staff and can be easily adapted to a changing environment.



## Reliability

For information to be useful, it must be accurate every time and trusted by Finance and their stakeholders. A mentality of quality assurance, rather than quality control, is the key to getting things right. Finance must take an active role in the definition of process and system controls across the business as well as within their own area.

Having a well understood control framework minimises the checking for Finance at every month-end, improves data quality and helps build the reputation of Finance as a trusted partner in the organisation.

## Timeliness

Today, speed is as important as accuracy. As the old adage says: 'right information, at the right time, to the right people'. Having accurate information in a ready and easily accessible format can often mean the difference between the success and failure of an organisation. This attitude to information should be shared across the whole organisation.

If an organisation can turnaround information faster than the competition, having a fast close can be a real source of value. A quick close also frees up Finance staff to spend their time on value-add analysis rather than checking and ticking.

With many organisations now seeking to push down their close to three days or less, the pressure is on to meet, and beat, the industry average.

## The Deloitte Difference

Deloitte has implemented effective financial processes for organisations in many different sectors. We have worked with Oracle financial solutions on a number of occasions to support the entire financial close cycle, specifically targeting the close, consolidate, and report activities.

Making creative use of Oracle technologies, we take an objectives based approach, utilising skills from across our financial advisory practices, to give a tailored approach that matches your business requirements.

Potential benefits that can be achieved with our help include:

- Faster close cycle, freeing up Finance to add value to the business;
- Integrated reporting process that uses a consistent set of tools and provides a single view of the truth;
- Effective and well understood controls framework;
- Reliable data that is trusted by the business and Finance;
- Flexible solutions that can react to a changing environment with the minimum of fuss;
- Compliance with national and international statutory reporting requirements;
- Efficient allocation of staff across the close process.

## Oracle Financial Management

Oracle supports the complete financial close process from sub-ledger and general ledger close through to group financial consolidation, certification and regulatory filing.

Whether you have single or multiple ledger systems, the world's leading organisations, including 85% of the Fortune 500, rely on Oracle's Enterprise Performance Management solutions to meet their complex and ever changing financial reporting requirements, while also lowering the cost of compliance and delivering an unprecedented level of financial data quality.

This allows these organisations to report to stakeholders in a timely and accurate manner and provides a level of governance, visibility, and transparency into the financial close and reporting cycle that enables management to be confident in the numbers they report to stakeholders.

## Oracle Fusion Financials

Oracle Fusion Financials is a modular suite of financial applications designed to work as a complete financial solution or as modular extension to your existing financial applications portfolio.

Unlike traditional financial systems that consider decision support and intelligence as an afterthought, Oracle Fusion Financials delivers unprecedented business insight to all users. Its revolutionary reporting platform and native business intelligence set the new standard for finance and fundamentally change the way finance professionals work.

### The New Standard for Reporting

There are different reporting needs within the finance organization. The CFO needs professional quality financial statements, financial analysts need to analyze ledger balances, and other users need to perform ad hoc transactional queries. A common complaint from all these professionals is that the data is dispersed across multiple sources and is outdated, inaccurate, and time consuming to gather. Oracle Fusion Financials delivers a state-of-the-art reporting platform that is natively built on top of an analytic data model. All reports work off the same datasource and support drill-downs to live source transactions. All queries and reports are accurate up to the minute, providing multidimensional analysis without the need for a separate data warehouse.

### The New Standard for Decision making

Finance users, especially those doing data entry, often have limited information to complete transactions. Studies show that users can waste up to 25 percent of their day searching for data, and companies can spend the equivalent of 10 percent of salary expenses on employees performing ineffective searches.

Oracle Fusion Financials reduces time wasted on ineffective searches by arming users with the precise information they need at the right time. Configurable, role-based dashboards consolidate information from a variety of sources and push exceptions to various finance roles so they can take immediate action. With Oracle Fusion Financials, the system provides real-time intelligence within the context of a business transaction to guide decisions making.

### The New Standard for Work

Finance organizations are constantly trying to find ways to be more productive and to do more with less. Unfortunately, transaction processing still dominates much of finance's workload. Oracle Fusion Financials

dramatically lowers the costs of resource-intensive tasks. Native spreadsheet technology provides a natural extension to transactional entry to support high-volume data entry across most finance functions.

Out-of-the-box imaging integration dramatically improves invoice processing and eliminates the need for costly third-party solutions.

### Finance Operations

- Lower transaction costs and improve efficiency with software designed for shared services.
- Meet global accounting standards with a rules-based accounting infrastructure.
- Integrate new businesses and enter new markets with a standard global platform.

### Governance, Risk and Compliance (GRC)

- Run your business better and provide it with enterprise-wide risk and compliance intelligence.
- Simplify GRC and reduce costs with end-to-end compliance process automation.
- Protect brand and reputation with preventive and detective controls enforcement.

### Procurement Management

- Reduce the cost of purchasing transactions
- Improve control over expenditure
- Improve intelligence of what is being bought by whom.

### Enterprise Performance Management

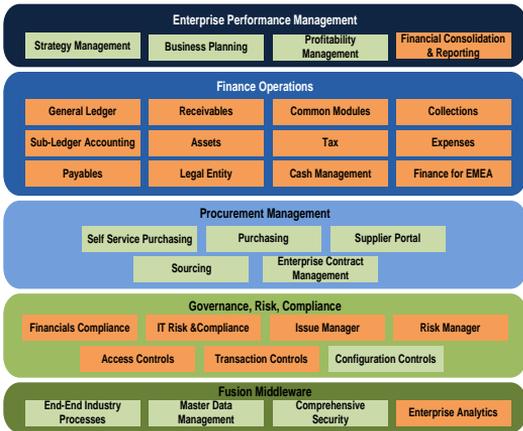
- Improve confidence with comprehensive financial consolidation and reporting.
- Deliver predictable results with integrated business planning and forecasting.
- Increase business velocity with seamless integration to familiar desktop tools.

### Fusion Analytics

- Conserve cash and improve cash flow.
- Increase customer profitability, satisfaction, and loyalty.
- Align decision making across all parts of the organisation.

Oracle Fusion Financial Management, complementary solutions to support the close, consolidate and report value driver.

The products highlighted below represent the solution components relevant to the close, consolidate, and report value driver in the Finance Transformation Framework.



# Risk and capital

## Value creation and risk management

### The question is how do you manage risk and use it to create value

Risk and capital management is not a new challenge but with recent events in the global economy and subsequent changes to regulation, even the best finance organisations have had to rethink their attitude to risk.

Risk is often not seen as a shared responsibility but rather as an unavoidable burden on the organisation. As a result, those tasked with highlighting risks are seen as naysayers and become isolated from day-to-day business operations. This attitude leaves a small part of the organisation battling against a tide of new regulation and negative internal attitudes to risk.

Ultimately, this approach is counterproductive, increases the cost of compliance and carries significant reputational risks. Any issue that has such pervasive effects cannot be seen just as the responsibility of the CFO or risk management team.

#### **Making risk work**

The key to risk management is not just about compliance but using the organisation's approach to risk as a source of competitive advantage.

Deloitte's Enterprise Risk Management toolkit encourages our clients to view risk management as a pervasive activity that needs to be understood and managed at all levels of the organisation. We aim to change the way your business thinks about risk, not just get you compliant.

Enterprise Risk Management encourages clients to build continuous improvement into their risk management strategy. This is done by embedding a six step plan that aims to create risk ownership, risk infrastructure and risk governance.



### Principles of Enterprise Risk Management

By adopting this six point plan to risk management our clients can realise a productive risk strategy, including:

- A common definition addressing value preservation and creation, used throughout the organisation;
- A common risk framework supported by standards;
- Clearly defined roles, responsibilities, and authority for risk management;
- A shared risk management infrastructure to support business units and functions;
- Transparency and visibility into risk management practices for governing bodies such as Boards and Audit Committees;
- Executive ownership of risk programmes;
- Business unit-level responsibility for performance and risk management;
- Strong support from key functions such as Finance and Legal in managing risk;
- Objective assurance and risk monitoring from specific functions to support management and other governing bodies.

### The Deloitte Difference

Deloitte has extensive experience of working with organisations to develop Enterprise Risk Management Frameworks with clients across all industries as part of business-as-usual activities or major programmes of work. Deloitte has numerous tools that clients can leverage, including its Risk and Control Knowledgebase, which can be used to deliver good practice controls across any process and industry.

Deloitte's Finance Transformation services focus on building intelligent risk management solutions, utilising Oracle's risk and compliance software to help clients determine their appetite for risk, anticipate compliance challenges and react quickly to new regulation. This can help to reduce the costs of compliance and make risk management a pursuit that reaps benefits beyond the avoidance of litigation.

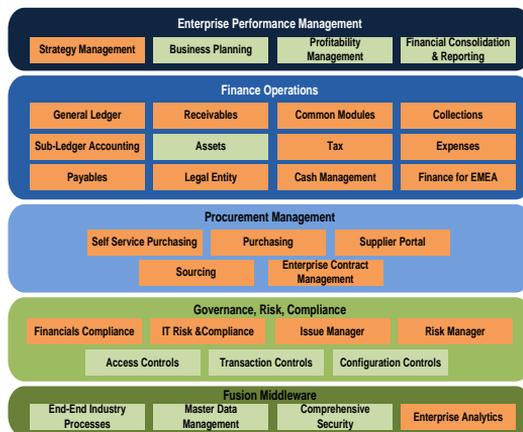
### Oracle's compliance offerings

The ever changing global economy creates a complex financial environment for all companies. With Oracle Treasury and Oracle Risk Management, you can proactively monitor and adjust currency and interest rate exposure across your entire enterprise while complying with your internal risk policies.

These sophisticated tools enable you to make informed investing and borrowing decisions on a timely basis. They help you to achieve greater profitability by eliminating undesirable positions, minimising funding costs, and maximising investment returns.

Oracle Fusion Financial Management complementary solutions to support the risk and capital value driver.

The boxes highlighted below represent Oracle's solution components relevant to the risk and capital value driver.



# Strategy and execution

## Drive enterprise strategy through financial insight

### Aligning business strategy and finance strategy to deliver real value

Setting the direction of a business is about many things: finding the capital to invest, budget management, project analysis, getting the right people, choosing the right technology... the list can be endless. However, irrespective of the course chosen, there will almost certainly be a financial impact on the organisation.

Increasingly business leaders are recognising that their strategies for growth and investment require the CFO to provide financial insight and align their strategy in a direction that meets the wider objectives of the organisation. This change in attitude has implications for the manner in which Finance operates:

- Finance will be required to react faster and make quick decisions in response to the changing external environment;
- Resource plans for Finance will need to fluctuate in response to expected demand for financial insight.;
- Finance staff will be required to provide insight into planning and monitoring sessions;
- Technology utilised by Finance will have to keep pace with the changing demands of a fast moving business;
- Processes will have to be as efficient as possible to reduce transactional overhead.

Most transactional finance functions will struggle to meet these demands without a wholesale review of people, process and technology.

#### Our Approach

Although difficult to achieve, driving strategy and execution through financial insight can result in numerous benefits to the finance organisation. Our Finance Transformation services can assist our clients in a number of ways:

- Defining a pre-emptive finance organisation that can react quickly to changes in business strategy;
- Conducting a wholesale review of existing technology and identifying areas for improvement;
- Implementing innovative software solutions that improve finance transaction processing and facilitate detailed analysis;
- Building a detailed finance roadmap that explains resource requirements and anticipated benefits;
- Setting expectations in the wider organisation about the value that Finance can offer;
- Empowering Finance staff to make strategic decisions.



Based on prior experience, in only six to twelve weeks, we can help you redefine the finance function and set priorities for improvement.

### The Deloitte Difference

We understand that all organisations are different and that providing a 'boiler-plate' design for your team will not help you align Finance with your organisation's wider strategic objectives.

The Deloitte Target Operating Model (TOM) methodology can assist our clients in determining the channels, processes, organisation, functions, people and technology required to deliver on your organisation's strategy.

Our Finance Transformation services have extensive experience with a number of Oracle's software tools that can help define and deliver on a new operating model. Our ability to understand your requirements and then identify, design and build new solutions sets us apart from our competitors.

### Oracle Hyperion and Business Intelligence Software

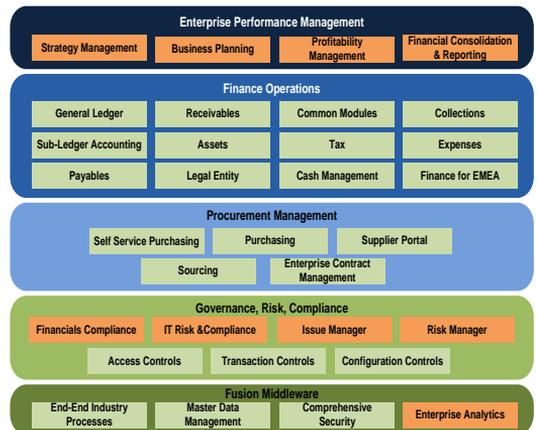
Oracle Hyperion Strategic Finance software is a financial modelling application that lets executives identify and understand the full financial impact of alternative corporate strategies. The software delivers pre-packaged modelling and forecasting so your finance experts can better spend their time testing alternative strategies, building contingency plans, and understanding the impact on your company's long-term performance.

Oracle Hyperion Performance Scorecard is a balanced scorecard, collaborative, certified application that helps companies to clearly articulate strategy and goals. It then helps clients communicate objectives across the enterprise, monitor key performance indicators and improve business alignment. The software offers you complete strategy-and accountability-mapping capabilities, as well as web-based message boards, forums and discussion threads.

In addition, Oracle's Business Intelligence foundation allows KPI dashboards to be deployed across the enterprise that reflect the strategic goals and metrics of an organisation.

Oracle Fusion Financial Management complementary solutions to support the strategy and execution value driver.

The boxes highlighted below represent the solution components relevant to the strategy and execution value driver.



# Transaction processing

## Create value through simplification

### Turning transaction processing into value generation

Transaction processing in areas such as Fixed Assets, Accounts Payable, Accounts Receivable and Project Accounting, is normally deemed to add little value. However, efficient transaction processing can make a real difference to costs and free up resources across the organisation to focus on revenue-generating business activities.

CFOs continue to face demands to reduce the cost of processing and improve efficiency. Numerous challenges often act as barriers to progress in this area:

- Inadequate global processes, procedures and policies;
- Lack of senior stakeholder involvement;
- Poor planning;
- Resource availability to support design and delivery;
- Rapidly moving technology solutions;
- Moving organisation strategy and markets.

Even with great ideas, these barriers continue to reduce the benefits realised by small scale projects that tackle a single area of the transaction lifecycle.

#### Improving Efficiency

There is no quick fix to creating an efficient transaction processing environment. As with all the elements of the Finance Transformation Framework, transaction processing requires a concerted review of people, process and technology.

#### Process and Technology

Technology vendors will claim to be able to fix all your problems in a single hit. Whilst there's no doubt that today's technology can provide a much needed boost to improving transaction processing efficiency, without the right processes in place even the best technology will come up short.

Organisations need to start with a clear understanding of their business goals, and how their processes should be aligned to achieve those goals. Only then can they make the best decisions about which technology will build on this process and provide a long-lasting foundation.

#### Data Governance

Dealing with data quality issues costs time for Finance to reconcile the problem records and explain to the rest of the business what they're seeing. It is important that all business units and functions understand how financial data is created so they're comfortable with what's hitting their cost centres.

With their existing focus on regulation and compliance, Finance is best placed to develop the right data governance policy to address how financial master data is created and changed.



## Reporting

The benefits of having a great process, innovative technology and effective data governance is lost if it takes three days to produce a critical month-end report. Scenarios like this are common and can damage the reputation of the underlying technology.

The most effective reporting solutions will be flexible enough to deal with ad hoc reporting needs and provide a good level of reconciliation and drill-down as standard. Reporting products should take the effort out of number crunching and be able to cope with Finance's statutory reporting requirements as well as giving the rest of the business access to the information and context they want, when they need it.

## The Deloitte Difference

Deloitte's Oracle practice has extensive experience in delivering quality back-office processes and technology solutions to problems that affect every organisation. We have developed tried and tested solutions that have been adapted to a variety of clients in different industries.

Our practitioners have extensive experience of integrating Oracle's products with legacy systems allowing us to tailor the solution to your existing systems, processes and regulatory requirements.

Our practice has skills across Oracle applications including: eBusiness Suite, JD Edwards and PeopleSoft. Deloitte is also at the leading edge of Oracle Fusion Applications developing propositions, points of view and capabilities to ensure we have a practice that is enabled for the next wave of Oracle applications.

We recognise the transaction processing is not just about technology so we bring capabilities from across our financial advisory, tax and change practices to offer the full transformation package.

## Oracle Fusion Applications

Oracle Fusion Applications offers a global solution for effective financial management, delivering a global business platform that drives standardisation and simplification throughout the enterprise for long-term benefits.

Oracle Fusion Applications automates business processes, reduces operational costs and increases efficiency, continually defining and leveraging industry good practices

## Oracle Fusion Accounting Hub.

Companies increasingly rely on financial systems to understand and manage their business, yet the complexity of their accounting infrastructure limits their potential. This is especially true of multinational companies and organizations that have grown through mergers and acquisitions. Multiple financials applications, intercompany errors and stale data in offline analysis tools frustrate executives who need to make decisions based upon a complete and current view of their business. Oracle Fusion Accounting Hub aggregates transactions and analysis across the enterprise, holds these in a queryable repository and applies accounting rules to them that spawn financial postings. It combines postings from multiple financial systems, allocates revenue and cost throughout the organization and addresses issues with individual transactions to produce interactive, boardroom quality financial statements. Executives can analyse performance across any segment of the business, working with live data in spreadsheets, reports, analytics or advanced planning tools to develop effective profit or growth strategies.

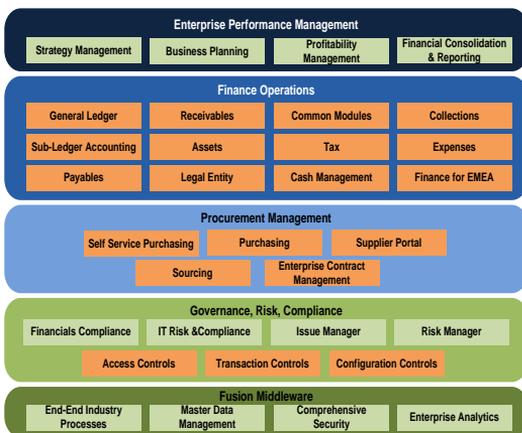
The Oracle Fusion Accounting Hub protects an organizations existing investment in Oracles Financial Applications by integrating with E-Business Suite, PeopleSoft and third party financial systems. It

collects transactions from each, and simultaneously posts them to both the general ledger and an analytical cube. As a result, balances are always synchronized between transactional and analytical data. Behind the scenes, the Oracle Hyperion Essbase OLAP engine pre-aggregates data to all hierarchy levels, providing real time instantaneous access for allocation, reporting, and multidimensional drilldowns.

Out-of-the-box connections with the Hyperion SmartView Excel add-in, Oracle BI and Hyperion Enterprise Performance Management applications optimize decision making and reporting.

Oracle Fusion Financial Management complementary solutions for the Transaction processing value driver.

The boxes highlighted below represent the solution components relevant to the transaction processing value driver.



# Performance and decisions

## It's not about data, it's about information

### Data is a commodity but information has real value

Never before has the phrase 'knowledge is power' been so applicable. An integrated approach to enterprise performance management has become of paramount importance to any successful organisation, yet many spend a disproportionate amount of time and resources on manual number crunching. That may be acceptable if the resulting information was accurate, but the result tends to be inconsistent and ambiguous.

The solutions adopted by many organisations can leave them unable to quickly produce core reports and deal with ad hoc reporting requirements. This can have a significant financial impact. The conclusion for organisations is that they need to improve information quality and build the capabilities to get the right information, at the right time, to the people who need it.

With a wide range of new and innovative technical solutions to the reporting problem, the time has never been better to embark on a turning your data into information. However, the vast range of reporting products and underlying technologies makes choosing the right solution for your organisation a hazardous task.

#### Getting it right

Reporting is the basis upon which information delivers value and financial insight. There are several important considerations that need to be taken into account when undertaking a programme to improve your organisation's reporting capabilities:

- Ensure that appropriate time is spent on analysis and that the Business Partners focus on the KPI and performance metrics necessary to run the business;
- Build statutory and regulatory into the reporting requirements, particularly the transition to IFRS;
- Don't necessarily leave your operational reports in legacy systems. If you've got a great new solution, use it. These reports can often be fairly simple to deliver and could lead to a quick win;
- Trust your reporting solution so that you can design and build reports that reduce the manual effort needed to access information;
- Build a solution that can grow and meet future requirements without a major overhaul;
- Provide self service access to information wherever possible. Make the IT overhead of managing the solution as low as possible.



**The Deloitte Difference**

Deloitte provides solutions to help our clients in their efforts to manage information more effectively and deliver key business information from a wide range of sources. We build solutions that can be used more efficiently and effectively to make business decisions.

In February 2010 Deloitte acquired Report Source UK LLP, one of the foremost organisations implementing Oracle EPM and analytical solutions. This acquisition, combined with our existing capabilities, makes Deloitte the foremost implementer of EPM and analytical solutions in the past 3 years.

The Finance Transformation methodology provides all the components to successfully deliver an enterprise performance management programme including: planning, reporting maturity assessment, industry reporting, good practice, information governance, master data management, business intelligence, enterprise content management and data warehousing. By taking a complete view of the Finance process, we ensure that our clients get reports that deliver across the whole spectrum of our clients' many and varied reporting requirements.

In summary, Deloitte has a complete set of skills to provide assurance, advisory, design, build and implementation capabilities to any Oracle-based reporting solution.

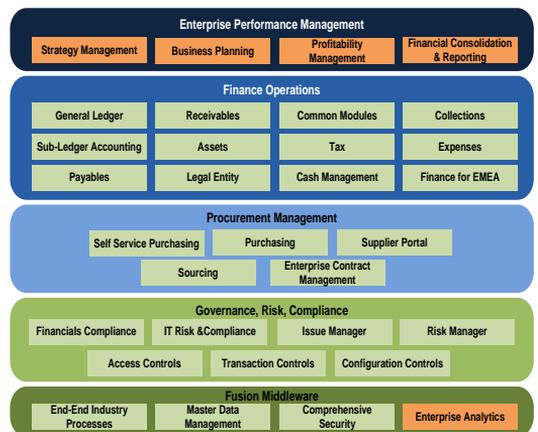
**Oracle Hyperion and Business Intelligence**

Oracle Hyperion performance management applications comprise a modular suite of integrated applications that support the entire strategy and financial management cycle of goal-setting, modelling, planning, monitoring, analysis and reporting. This comprehensive, market-leading suite drives profitable growth by delivering predictable results, improving confidence and compliance, and increasing business velocity.

In addition, Hyperion performance management applications leverage Oracle business intelligence foundation products to integrate data from multiple sources and provide dashboards, reporting, and analysis. The modules can be deployed out of the box, extended with Oracle business intelligence (BI) technologies, or tailored to meet specific needs. By providing a holistic view of your business, the applications help you increase speed and agility, improve your decision-making abilities, and enhance corporate performance.

Oracle Fusion Financial Management complementary solutions to support the performance management and decision support value driver.

The boxes highlighted below represent the solution components relevant to the performance management and decision support value driver.



# Regulation, governance, and controls

## An essential part of the business framework

### Making governance and controls work for you

In October 2008, in the wake of the global banking crisis, the Chancellor of the Exchequer asked Lord Turner to review the causes of the crisis and make recommendations for reforming the way banks are regulated. The Turner Review was published on 18 March 2009 and has been billed as representing a 'revolution in regulation'.

Whilst Financial Services has made the news, regardless of industry, regulatory bodies are tightening their requirements and administering harsher penalties. With many of these regulations having a financial impact, the burden is falling on the CFO to ensure their organisation is compliant.

In an environment of cost cutting and efforts to strengthen the balance sheet, many organisations continue to rely on costly and time consuming manual processes to meet new regulatory requirements. As new regulations are released, deadlines for compliance draw nearer and businesses continue to cut costs, the governance position for many organisations could soon become untenable.

#### **Cost effective governance**

Unlike economic conditions, governance doesn't go away. It is important that organisations take the time to build effective governance processes and technology that can meet existing and future obligations. In order to provide a cost effective solution there are several areas to focus on.

#### **Understand the regulations**

Too often ill-defined or misunderstood requirements become regulatory requirements within the organisation. Ensure that you understand the regulatory requirements for your industry, so you can challenge the business and ensure only the appropriate requirements for your industry and business are implemented.



The regulations that are making the headlines are not necessarily your immediate concern. Have you hit the regulations announced two years ago? Ensuring you prioritise delivery will help you avoid chasing the next regulatory announcement.

**Implement technology**

Embed control and governance within the systems that you use to manage your organisation. This is a great way to minimise costs and achieve the governance and control requirements necessary for any industry.

**Everyone’s concern**

Governance is the responsibility of the organisation as a whole, not just the Finance and Risk teams. Ensuring governance is embedded within everyone’s objectives and this is recognised across the whole executive team, will reduce the costs of compliance.

**The Deloitte Difference**

Complying for the first time with a complex new regulation can be a minefield of trial-and-error solutions. Our governance and controls team has been there and done it. They have extensive expertise in delivering accurate and rapid solutions to new regulatory requirements, across multiple industries.

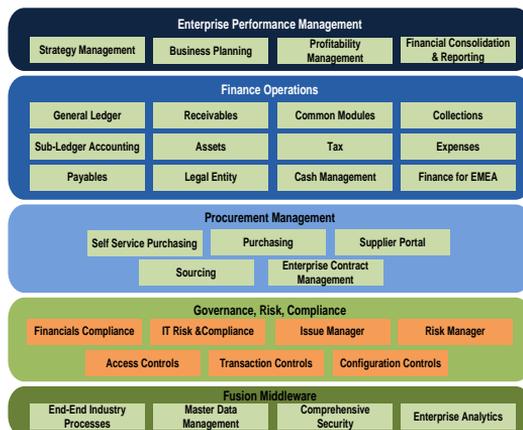
A wider strategic change to your business can represent an opportunity to achieve compliance. Our team has frequently delivered governance initiatives in conjunction with transformational engagements such as M&A and enterprise cost reduction. This ongoing experience gives our tools and methodology a uniquely practical flavour, which will continue to grow and evolve with new market challenges.

**Oracle Governance, Risk and Compliance (GRC)**

Oracle’s GRC solutions help companies run their business better and provide it with a robust, enabling platform that not only meets current regulatory requirements, but also forms a roadmap for embedding control, security, and predictability into the very fabric of the organisation.

Oracle provides the industry’s only comprehensive enterprise GRC platform that integrates business intelligence, process management, and automated continuous controls monitoring and enforcement to enable sustainable, consistent, and efficient risk and compliance management.

The boxes highlighted below represent the solution components relevant to the regulation, governance and controls value driver.



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