

How technology helps to create an agile enterprise

Situation: In today's global marketplace, change is no longer something that happens periodically. It's continuous—constant and unrelenting.

The block-and-tackle strategy that may have worked in a simpler past just won't cut it today. To achieve sustainable business success you must take advantage of change—whether planned or unexpected—without ever letting it sideline you. This means embracing a new core competency: agility.

Standardization and technological prowess simply don't provide the competitive edge they used to. PricewaterhouseCoopers believes that, in order for companies to survive and thrive amid an onslaught of constant change, they must now recapture flexibility, in the right balance for their businesses, and build strategic and operational agility into their business foundations. Agility is not a one-time initiative; instead, it must be built into an organization's very foundation, from strategy to organizational design, people, processes and supporting technology.

Perspective: The real challenge is knowing where change is needed, what to change, and what to leave alone.

In the last decade, business leaders worked to create efficiencies and cut costs through surges in technology investment and sweeping standardization programs. For a time, that strategy created advantage, but it also sapped flexibility. Companies now find themselves riddled with inflexible systems and processes. Innovative, new IT approaches such as Service Oriented Architecture (SOA) offer companies the promise of linking business processes and streamlining business applications through common and repeatable IT services. And although SOA can enable a more agile technology foundation, applying SOA to "as is", rigid business frameworks—organizations and business processes—gives the technology little hope of truly enhancing organizational agility.

Before embarking on a new technology initiative, executives should ask the following questions: "Have we evaluated our company's current IT platform in the context of likely change?" and, "Do we have a well integrated technology foundation that can support change on an ongoing basis?" Leading practice companies start by creating a blueprint, or high-level road map, of how and where unique, differentiating value is created. Senior management can then find the right balance between standardization and flexibility within the context of the company's overarching business strategy.

Solution: How PwC helps Oracle customers

With over 25,000 Advisory professionals around the world, we work collaboratively with C-suite executives and business leaders at over 80% of Fortune 500 companies to anticipate, create and manage change.

Building an agile foundation for E-Business environments

Our clients recognize that we have a strong competency and proven record of successes with large-scale business process change facilitated by an underlying technical component. Events, such as merger and acquisition activity, regulatory mandates, dynamic changes in the competitive environment and supply chain disruptions, present a complex and unstructured set of issues often requiring an integrated enterprise approach. Our Oracle E-Business Suite application strategy incorporates our deep industry knowledge with process improvement and technology integration experience to provide our clients with comprehensive solutions that not only achieve sustainable change, but also enables them to reach their operational goals and deliver greater value to their customers and employees.

We leverage the following core Oracle E-Business Suite solutions:

- Financials
- Human Capital Management
- Supply Chain Management
- Customer Relationship
- Business Intelligence and Analytics

Driving sustainable corporate business performance

PwC's Corporate Performance Management (CPM) framework helps companies develop an integrated CPM approach that supports the design and implementation of management processes and systems that drive accountabilities, decision support and operational execution. It gives management a prospective and real-time picture of what is actually going on across geographies and business units and provides a robust platform to support future growth. Recognizing that CPM efforts typically start as targeted improvement initiatives, we align CPM efforts to link strategies, metrics and financial planning with ongoing operational reporting and execution.

PwC helps your company improve core processes from planning, budgeting and forecasting, to consolidation and close. We develop an enterprise architecture, process and organizational design, change and program management, and assist with the strategic deployment of Oracle technology including:

- Oracle Enterprise Performance Management (EPM)
- Oracle Hyperion Financial Management (HFM)
- Oracle Planning
- Oracle Business Intelligence and Oracle Siebel Analytics

In addition, we help organizations with migration efforts for legacy planning and reporting tools including migration from Oracle Financial Analyzer (OFA) to Oracle Hyperion Planning. Clients can take advantage of PwC's in-depth knowledge of leading practices to make improvements during the migration process to optimize your technology investment and reduce the overall time and investment required for the migration effort.

Balancing risk and growth through integrated governance, risk and compliance

PwC applies its principles-based approach to governance, risk and compliance addressing the integration of oversight functions duplicated across multiple departments and geographies. The goal is increased efficiency and the opportunity to drive improved operational performance across your enterprise. We leverage Oracle Governance, Risk and Compliance solutions as the technology backbone to bring these management processes under a single umbrella—connecting financial and operational decisions and activities with transactional systems to form a comprehensive management picture.

We rationalize and integrate risk and compliance management tasks into a streamlined process using recognized enterprise risk management principles and supported by the following Oracle solutions:

- Oracle GRC product suite
- GRC Intelligence
- GRC Manager
- GRC Controls Suite
- Oracle Data Vault and Audit Vault

Protecting reputation and reducing risk with enterprise security

PwC integrates security and business process controls by combining identity, access and role management in a single solution facilitated by Oracle's identity management product suite, and PwC helps establish a common risk and control framework that prioritizes your organization's risks related to access, roles and responsibilities across your extended enterprise. We then help establish the appropriate information security controls throughout your Oracle technology environment including applications, databases and platforms.

We leverage the following Oracle security solutions:

- Oracle Identity Manager
- Oracle Access Manager
- Oracle Role Manager
- Oracle Identify Federation
- Oracle Internet Directory
- Oracle Virtual Directory

Creating a flexible and agile talent network

Successfully managing human capital is central to an organization's overall corporate value. PwC helps you maximize the value of your talent management infrastructure including helping to align your talent strategy with business objectives. Utilizing PwC's Saratoga, a leading approach to talent management benchmarking and PwC's HR Transformation methodology, PwC helps your organization build seamless, flexible and robust talent management strategies enabled by improved talent management technology applications and streamlined processes.

PwC works with your organization to align your HR strategy with business strategy, transform HR and payroll delivery processes and technology applications, improve HR organization and structure, and improve HR measurement and financial management utilizing the following Oracle solutions:

- Oracle PeopleSoft Enterprise Human Capital Management (HCM)
- Oracle HRMS

PwC and Oracle team to help your company manage change... on your terms

One of the most common stumbling blocks to managing change is— execution—knowing precisely how to translate strategy into practical results—and doing so without major disruptions to ongoing operations. At PricewaterhouseCoopers, we know this terrain. Change is our domain.

By combining PwC's in-depth regulatory, compliance and industry knowledge with Oracle's comprehensive suite of technology solutions, our mutual clients gain a streamlined, enterprise-wide approach to address their business issues, reduce costs, optimize business performance and enable sustainable change.

For more information please visit www.pwc.com/us/oracle

PricewaterhouseCoopers contacts:

Sohail Siddiqi
Partner, Advisory Services
sohail.siddiqi@us.pwc.com
+1 415 498 7899

Donna Chu
Director, Oracle Alliance
donna.f.chu@us.pwc.com
+1 408 817 4316

PricewaterhouseCoopers (www.pwc.com) provides industry-focused assurance, tax and advisory services to build public trust and enhance value for its clients and their stakeholders. More than 146,000 people in 150 countries across our network share their thinking, experience and solutions to develop fresh perspectives and practical advice.

© 2008 PricewaterhouseCoopers LLP. All rights reserved. "PricewaterhouseCoopers" refers to PricewaterhouseCoopers LLP or, as the context requires, the PricewaterhouseCoopers global network or other member firms of the network, each of which is a separate and independent legal entity. NY-GR-08-0720

The information contained in this document is for general guidance on matters of interest only. This document is provided with the understanding that PricewaterhouseCoopers is not herein engaged in rendering legal, accounting, tax, or other professional advice and services. It should not be used as a substitute for consultation with professional accounting, tax, legal or other competent advisers who have been provided with all pertinent facts relevant to your particular situation. Before making any decision or taking any action, you should consult a competent professional adviser. In no event will PricewaterhouseCoopers, its related partnerships or corporations, or the partners, principals, agents or employees thereof be liable to you or anyone else for any decision made or action taken in reliance on the information in this document or for any consequential, special or similar damages, even if advised of the possibility of such damages.

All other trademarks and registered marks are the property of their respective owners.