

TECH CHOICES



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Oracle Brings A Powerful Suite To The Human And Social Services Enterprise Frameworks Market

The Forrester Wave™ Vendor Summary, Q3 2006

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EXECUTIVE SUMMARY

Oracle brings significant processing power to the human and social services enterprise framework market, with its combination of Siebel Systems and Oracle components. While new to the human services market, Oracle marries the Siebel Case Management component with Siebel's industry-leading customer relationship management (CRM) solution, powerful Oracle components, and Oracle Fusion Middleware to create an attention-getting solution suite. Oracle's human services offering is best suited for organizations that have, or expect to have, an enterprise commitment to some part of the Oracle product family and want to leverage an enterprisewide environment covering all business processes — from front office to back office, with case management in the middle — with enterprise commercial-off-the-shelf (COTS) software.

TARGET AUDIENCE

Chief information officer, business process professional

ORACLE IS BEST SUITED FOR AGENCIES COMMITTED TO THE ORACLE PLATFORM

Oracle's acquisition of Siebel in early 2006 not only gave Oracle the leading CRM product, but also gave it Siebel Case Management to serve as the linchpin for an entrée into the human and social services enterprise framework market. Oracle has a long history of serving the government market and has customers at the city, county, state, and federal level in the US, in addition to a well-established international customer base. Oracle is still a newcomer to this space — no customers are yet live on its complete human services solution — but the company is pursuing the human services market aggressively. It brings an array of processing firepower to the task in the form of the Oracle Business Intelligence Suite, Oracle's Siebel Case Management, Oracle's Siebel CRM applications, Oracle E-Business Suite and/or PeopleSoft Enterprise, and Oracle Fusion Middleware.

Forrester evaluated Oracle's current offering and strategy for human and social services enterprise frameworks against approximately 93 criteria (see Figure 1). Overall, the product set has strong business process and financial management support as well as many strong features provided by the Oracle technology stack, including the ability to configure eligibility rules. But it lacks out-of-the-box eligibility rules for the major needs-based programs. The product is an especially good fit for buyers that:



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- **Have committed to Oracle for other enterprise applications.** Customers that have already implemented Oracle E-Business Suite Financials, Oracle's Siebel CRM, and/or other Siebel Public Sector solutions, and that want to integrate processing enterprisewide on a suite of tightly integrated enterprise applications will find broad capabilities across the entire enterprise — from front-office CRM and 311 solutions to case management to back-office financials — with Oracle's suite. For these buyers, the fact that every human and social services enterprise framework implementation requires heavy configuration will justify bridging any functionality gaps between Oracle's product suite and the leading software vendors by customizing the solutions within the Oracle family.
- **Want the power of Oracle's many solutions.** While our evaluations must limit comparisons to discrete sets of the most relevant functionality, it is impossible to ignore the attractiveness of exploiting Oracle's product family by buying into the Oracle technology stack for a human services solution. From Oracle's Siebel CRM to Oracle's Business Intelligence Suite to the E-Business Suite to Oracle Fusion Middleware, the broad processing capabilities are undeniable.
- **Want a vendor with global reach and staying power.** Agencies making huge investments in transformational integrated systems will want as much assurance as possible that all the vendors in the technology stack that they are implementing will be around for the long haul and that there will be a solid supply of system integrators knowledgeable in these technologies for the foreseeable future. Acquiring a solution from one of the leading global software companies will provide a significant security blanket for cautious government buyers.

To see how Oracle stacks up against seven other competitors, see the Forrester Wave™ evaluation of the human and social services enterprise framework market.¹

Figure 1 Oracle Human Services Offering Evaluation Overview

CURRENT OFFERING

Products included	Oracle’s enterprise approach to human services consists of Oracle’s Business Intelligence Suite, Siebel Case Management, Siebel Customer Relationship Management, Oracle E-Business Suite and/or PeopleSoft Enterprise, and Oracle Fusion Middleware.
Major needs-based program support	Oracle does not have any customers using its software to administer the major social programs, but it provides functionality for some of the processing of TANF, general assistance, childcare, and other major programs. It can also support a variety of smaller programs such as housing, Section 8, senior and aging, adult protective services, mental health, and other programs.
Major contributions-based program support	Oracle has at least one customer using its solution for UI tax programs, but the customer has not completed implementation. Oracle assesses that its functionality satisfies some UI tax requirements out of the box and has some support for Medical assistance/Medicaid. Oracle’s solution does have out-of-the-box support for other contribution-based programs.
Integrated eligibility support	Oracle’s solution does not currently have out-of-the-box business rules to determine eligibility for TANF, the Food Stamp Program, Medical assistance/Medicaid, or other programs. It does not have specific code to support mass eligibility changes, but users can use queries, internal business rules processors workflow capabilities to determine the impact of regulatory changes to individuals currently enrolled in programs. This can make program maintenance for administering large programs labor-intensive.
Business process support	Oracle provides multichannel intake support. For change of circumstances, the Oracle solution automatically recalculates eligibility using alerts, workflow, and audit trail components. Siebel Case Management creates service plans. Oracle uses generic data management functions rather than explicit social services-related functionality for validation, verification, and recertification. Oracle has functionality for resource management; customers could use workflow and customized reporting to craft a custom solution. Oracle has strong calendaring support. Siebel Case Management supports alerts and appeals support. The Oracle solution handles notices generically through XML Publisher, email integration, or integration with Adobe forms. Oracle has some explicit support for sanctioning. Oracle provides collaboration support with Web conferencing, Oracle messaging, and file sharing.
Financial administration support	Oracle’s integrated human services solution includes the financial suite for comprehensive financial systems management, transaction processing, and reporting. The suite’s financial capabilities include the tracking of payments, vouchers, billing, and changes of circumstances that could impact benefit determination. Oracle offers encumbrance accounting, purchasing, and provider management functionality for detailed reporting of service delivery costs, cost allocations, grant fund management, and cost reimbursement. While this functionality is robust for needs-based programs, it provides somewhat generic, yet configurable, support for contribution-based programs. The Oracle solution can handle overpayment processing, collections, garnishments, and electronic benefits transfer.

Source: Forrester Research, Inc.

Figure 1 Oracle Human Services Offering Evaluation Overview (Cont.)

CURRENT OFFERING

Reporting support	Oracle provides reporting through the Oracle Business Intelligence Suite, which includes several robust and comprehensive reporting capabilities that provide the status of program outcomes and indicators. Additionally, the reporting capabilities support monitoring of key activities within the individual program or horizontally across several programs. The reporting capabilities support what-if analysis, canned reports, and real-time dashboards based on program and role. Oracle provides some canned reports for social programs. Ad hoc capabilities are robust. Oracle's solution includes embedded case analytics to support building data marts, warehouses, and dashboards, but it does not provide a warehouse model out of the box. However, Oracle's data warehouse technology offering provides a complement to its human services solution.
Other product features	Oracle's solution includes mobile capabilities within Siebel case management. Siebel supports mobile devices, with offline functionality. Oracle's solution supports digital documents by allowing them to be attached to case files, through integration with Adobe and through integration with Microsoft Outlook and XML Publisher. It can run in a paperless environment. Oracle's solution supports application self-service via Web-based portals. Oracle customers can choose between the Oracle or Siebel business rules engines, or integrate with several third-party engines including Haley Systems, ILOG, and Fair Isaac. The product suite includes a robust workflow engine and will work with many external workflow engines. Oracle provides robust call center functionality through Siebel. The product suite does not include any native support for archiving, except through generic data management capabilities. It does not provide native what-if capabilities. Customers would have to effect what-if processing through configuring business rules and workflow.
Product architecture	Oracle's solution runs as a software implementation. Siebel is not currently based on SOA, but it offers a Web UI Dynamic Developer Kit, which is an SOA solution that leverages SOA technology to provide access to Siebel functionality through custom Web applications. Oracle's solution runs on mainframe, midrange, and Windows systems. Oracle has not benchmarked its Integrated Human Services offering. The Siebel product provides multi-level, multi-entity, multi-organizational, and field level security. Oracle's identity management and security technology solutions complement its human services offering.
Flexibility	Oracle's solution allows for configuration of hundreds of features, including all views, attributes, workflow, and table configuration. Oracle provides WYSIWYG visual editors, and customers can add new tables, columns, and indexes without writing HTML, source code, or SQL. Less than half the configurable features are configurable via GUI. Regarding a developers' tool kit, the Siebel case- management solution includes script editors to add custom procedural logic; other than that, customers must use Siebel eScript or Siebel VB. Oracle does not provide tools for business users. eScript and Siebel VB are the main customization vehicles.
Customer support	Oracle provides product fixes and enhancements for application code once at an undisclosed frequency with the maintenance fee. Business rule updates are not included in the maintenance fee. Oracle offers basic and Gold Customer Care support options. Oracle has formal programs monitoring customer service levels or measuring customer satisfaction, and it hosts an annual user conference. Oracle offers formal training for all its products. For complete information, see http://education.oracle.com/pls/web_prod-plq-dad/show_desc.redirect?redir_type=3&p_org_id=&lang= .

Source: Forrester Research, Inc.

Figure 1 Oracle Human Services Offering Evaluation Overview (Cont.)

STRATEGY	
Target market	All agencies using human services solutions.
Product strategy	Oracle plans a number of product enhancements. Release 8.0 will provide out-of-the-box integration with the HaleyRules rules engine. In 8.1, Oracle is further enhancing intake capabilities with tighter integration with the Adobe PDF offering, delivering quality assurance functionality and increasing the benefits planning capabilities. Oracle estimates that about 100 software engineer full-time equivalents (FTEs) and between 25 and 50 business domain expert FTEs contribute to the human services product line on an ongoing basis.
Services strategy	Oracle estimates that between 50 and 100 services staff are dedicated to the human services product line on an ongoing basis. IBM is Oracle's primary technology partner. Deloitte, IBM, and BearingPoint are Oracle's primary partners in this space. No integration partners have completed three implementations of this product in the past 18 months.
Sales strategy	Oracle is a global organization with public sector sales reps that sell both technology and applications to value-added resellers, independent software vendors, and systems integrators worldwide. Oracle has more than 100 sales staff members globally that are focused on the human services space, with 65% of these based in the US and the others distributed between the US, EMEA, Latin America, and APAC.
Financial resources to support strategy	Please see Oracle's 10K at this link http://www.oracle.com/corporate/investor_relations/10k_a_2005.pdf .
Cost	Oracle does not disclose selling price data. However, full disclosure of pricing schedules are available via http://www.oracle.com/corporate/pricing/pricelists.html .
MARKET PRESENCE	
Installed base	No customers are currently live on the complete Integrated Human Services solution, however various components of the solution have been implemented in several agencies, including CWI (Netherlands), DWP (UK), City of Leeds (UK), Queensland PSFT, and most recently Quebec Workers' Compensation. There are a number of customers who are currently upgrading the case-management functionality. Currently, there are 10 customers in the process of major case-management implementations. Regarding size, implementations vary. Oracle is working with three national customers implementing this product, two provinces, two states, and a number of agencies. The average customer size is between 500 and 1,000 users. Oracle is in the process of implementing this product in 10 new accounts this year. One hundred percent of Oracle's clients are on maintenance agreements.
Revenue	Oracle does not break out revenue per product segment. See Oracle's 10K for revenue as a company at http://www.oracle.com/corporate/investor_relations/10_k2004.pdf .
Revenue growth	Oracle does not break out revenue per product segment. See Oracle's 10K for revenue as a company at http://www.oracle.com/corporate/investor_relations/10_k2004.pdf . Oracle stated that a conservative estimate for revenue growth in this area would be in the 20% to 39% range.

Source: Forrester Research, Inc.



Go online to download additional in-depth data and scores for this vendor and other vendors included in this Forrester Wave evaluation.

SUPPLEMENTAL MATERIAL

Online Resource

The underlying spreadsheet for Figure 1 is available online. The spreadsheet includes more detailed data and scores for this vendor.

This detailed data and scores for this vendor are also available online through an Excel-based vendor comparison tool that provides detailed product evaluations and customizable rankings.

The Forrester Wave Methodology

We conduct primary research to develop a list of vendors that meet our criteria to be evaluated in this market. From that initial pool of vendors, we then narrow our final list. We choose these vendors based on: 1) product fit; 2) customer success; and 3) Forrester client demand. We eliminate vendors that have limited customer references and products that don't fit the scope of our evaluation.

After examining past research, user need assessments, and vendor and expert interviews, we develop the initial evaluation criteria. To evaluate the vendors and their products against our set of criteria, we gather details of product qualifications through a combination of lab evaluations, questionnaires, demos, and/or discussions with client references. We send evaluations to the vendors for their review, and we adjust the evaluations to provide the most accurate view of vendor offerings and strategies.

We set default weightings to reflect our analysis of the needs of large user companies — and/or other scenarios as outlined in the Forrester Wave document — and then score the vendors based on a clearly defined scale. These default weightings are intended only as a starting point, and readers are encouraged to adapt the weightings to fit their individual needs through the Excel-based tool. The final scores generate the graphical depiction of the market based on current offering, strategy, and market presence. Forrester intends to update vendor evaluations regularly as product capabilities and vendor strategies evolve.

ENDNOTES

- ¹ Forrester evaluated leading human and social services enterprise framework vendors across 93 criteria and found that Cúram Software has established early human and social services enterprise framework leadership thanks to its program-specific capabilities and multiprogram enterprise focus. Albion is the

only other vendor that serves large enterprise needs exclusively to earn Forrester's Strong Performer rating. Qualifacts Systems and Softscape deliver strong offerings but have targeted smaller agencies' case management needs, and Forrester scores them as Contenders in competition for large enterprise business. Harmony Information Systems also has a history of serving smaller agencies but, with its rich feature set and strong flexibility, breaks into the Strong Performer category at the enterprise level. Oracle and SAP bring the functionality of world-class enterprise applications to the table, yet, they are aggressively adding human-services-specific functionality, with Oracle leading due to its Siebel Systems acquisition. And Lagan is a dark horse. A recent entrant via its Peter Martin Associates (PMA) acquisition, Forrester gives Lagan high marks, but it will have to prove itself after years of invisibility at the large enterprise level, hidden within Affiliated Computer Services (ACS). See the September 15, 2006, Tech Choices "[The Forrester Wave™: Human And Social Services Enterprise Frameworks, Q3 2006](#)."