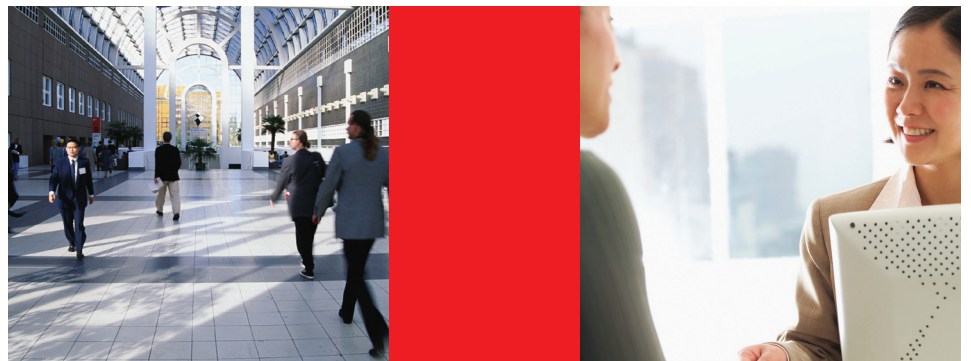


INFORMATION GLOBALIZED

Meet the Challenges of Globalization

Oracle E-Business Suite





ORACLE IS THE INFORMATION COMPANY

Meet the Challenges of Globalization with Oracle E-Business Suite

Only Oracle's global software platform enables the rapid deployment of cost-efficient and compliant business processes that lead to success in your business.

Globalization is unstoppable.

It's transforming entire industries and forcing organizations to rethink the business models and corporate strategies that have sustained them for decades.

Organizations that thrive in this new environment share several key characteristics: They've simplified and standardized their business processes. They've automated those processes. They're providing real-time information across their enterprises. And they use Oracle E-Business Suite modules to meet the challenges of globalization with confidence.

With Oracle E-Business Suite, applications and technology come together to ensure that your organization can compete effectively in the world marketplace. Oracle helps you manage systems globally to lower costs, drive compliant business processes to compete locally, and deploy country-specific capabilities to operate anywhere in the world.

Fact: Used in more than 150 countries, Oracle E-Business Suite lets you operate wherever your customers, suppliers, or employees are located—all on one native, global platform.

“Globality is about being able to compete, not as a company from the United States or France or China, but as a truly global company, one with positions in both the developed and the developing world—in terms of customers, manufacturing, production, and R&D—and one with access to all the resources of the world, rather than a narrow slice of geography.”

Hal Sirkin, Senior Partner and Managing Director, Global Operations Practice, the Boston Consulting Group, and coauthor, *Globality: Competing with Everyone from Everywhere for Everything* (Business Plus, 2008)

Profile in Globalization: CSAV

Compania Sudamericana de Vapores (CSAV) is one of Latin America’s most global companies, with operations in five continents.

With a worldwide organization like CSAV, complexity can sometimes be a barrier to growth. To reduce complexity and improve operational performance, CSAV runs its global operations on a single instance of Oracle E-Business Suite and additional, shipping-specific applications. To support its globalization strategy, CSAV has adopted the following business practices:

- Become a “citizen of the world,” by embracing local talent, best practices, and business culture
- Leverage acquisitions to gain market access and expertise
- Focus on talent to sustain successful globalization
- Use technology to overcome the challenges of global coordination and communication

Take on the Challenges of a Global Economy with Oracle E-Business Suite

The age of globalization is here. National boundaries are disappearing as money, labor, and research and development flow around the world to those organizations that can offer the best return on investment. Ushered in by the forces of technology, the real-time availability of information, and the rise of new economic powerhouses, such as India and China, globalization is changing the way that successful organizations do business.

The face of competition is also changing. As new multinationals from rapidly developing economies take their place on the world stage, they are challenging established leaders for market dominance. Whether your organization is a small startup or a billion-dollar enterprise, globalization means you need to think, work, and manage globally. You must be able to compete as a global enterprise in both developed and developing countries and have access to the world’s customers, talent, resources, and capital.

While the risks of globalization have never been higher, the rewards are potentially greater than ever for those who can adapt and thrive. Becoming a truly global company starts with the right technology foundation—and the right technology foundation starts with Oracle.

Oracle E-Business Suite is a global software platform that lets you

- Manage business systems globally
- Drive compliant business processes worldwide
- Deploy country-specific capabilities so you can operate anywhere in the world

Manage Business Systems Globally

The world’s economy has become increasingly global, but the technology of many businesses has not kept pace. For example, many organizations have disparate business systems scattered all over the world. The multiple general ledgers, employee records, and system interfaces in these systems constitute some of the biggest barriers to compliance and competitiveness.

“Most enterprises’ worldview of globalization is mismatched with the reality of globalization today; they bring a proliferation of localized standards when, more than ever, governance, transparency, and information integrity need to be maintained consistently throughout the enterprise.”

Source: IBM Global Business Services, *The Global CFO Study 2008*



Organizations that want to succeed in today’s global economy are standardizing on a single, global system to achieve economies of scale, increase process efficiencies, and gain better access to their information. At the same time, they decrease compliance and performance risks and support cost-savings initiatives such as shared service centers. With Oracle E-Business Suite to manage your business systems at a global level, you can

- Ensure corporate consistency and global visibility with centralized business functions
- Extend core business systems with a standards-based business platform
- Accommodate global data standards with a native global platform

Ensure Corporate Consistency and Global Visibility

Oracle E-Business Suite enables you to run your business operations centrally so you can achieve greater consistency and global visibility. For example, within Oracle Financials (a module of Oracle E-Business Suite), a common accounting engine lets you standardize your accounting policies, document them in the form of user-defined accounting rules, and distribute them across the entire enterprise—ensuring that everyone adheres to the same set of rules. The global tax system within Oracle E-Business Suite provides the same level of control, with centralized setup and maintenance of tax rules to ensure that they are used consistently.

In the area of human capital management, Oracle E-Business Suite helps you manage a worldwide, integrated workforce by giving you a set of tools for planning, acquisition, development, retention, and advancement of talent. Oracle’s global workforce solutions provide a consistent approach to talent management, ensuring that everyone is working toward the same corporate objectives and that performance is aligned with your organization’s business plans.

Profile in Globalization: Stryker Endoscopy

Stryker Endoscopy is a division of Stryker Corporation, a global leader in the medical technology industry with more than US\$5 billion in revenues and sales in 120 countries.

Stryker Endoscopy is one of Stryker’s fastest-growing businesses and a key contributor to the company’s rapid global expansion. Globalization has been identified as one of Stryker’s four key imperatives for growth, and Stryker Endoscopy is leading the charge. It recommends that businesses wanting to pursue globalization follow these guidelines:

- Be sensitive to local markets
- Transform business processes first, then shift them abroad
- Look at the number of suppliers you use to see if there is a potential to cut costs
- Recruit and develop talent to achieve sustainable global advantage



“With undeniable global strength, standards-based technology, and leadership in delivering solid financial systems, Oracle was a natural choice for Roamfree.”

Adrian Van Vliet, Global CIO, Roamfree Ltd.

Profile in Globalization: SeverStal

SeverStal, a leading international steel producer, combines the growth potential of Russia’s emerging market with the margin sustainability of an international steel producer. Its focus on high-value-added products in attractive niche markets and its successful track record of acquiring and integrating high-quality assets in the U.S., Italy, France, and the U.K. have enabled SeverStal to achieve stronger growth when compared with other Russian steel producers.

SeverStal’s global strategy is to become one of the world’s most profitable steelmakers while maximizing efficiencies and productivity. The following principles are key to its globalization strategy:

- Learn from your customers
- Invest in the future
- Hire talent willing to embrace your culture
- Use technology to capitalize on opportunities

Extend Core Business Systems

Global markets have led to increased competition, changing customers, and the need to bring new products and services to market faster. Companies must adapt their business models and processes quickly, and IT groups must be ready to offer immediate support.

Oracle’s technology includes all the components required to create cross-application business processes. Oracle Application Integration Architecture leverages the power of Oracle Fusion Middleware to deliver industry-specific, end-to-end global business processes and prepackaged integrations across Oracle’s portfolio of applications. For example, the order-to-cash integration provides complete visibility into orders, availability, shipping, and invoice information to enable better customer service.

Accommodate Global Data Standards

Competing in today’s global marketplace requires access to markets, resources, and talent worldwide. Used in more than 150 countries, Oracle E-Business Suite lets you operate wherever customers, suppliers, or employees are located—all on one native global platform. Multilanguage and Unicode support provide users with applications in their own languages so they see screens and reports in the language and character sets of their everyday lives. Users can enter and view dates, times, and numbers in any national format. For example, when a U.S. employee enters the number 5,000.29, a German supplier sees the same number as 5.000,29. This global platform also incorporates time zones, addresses, and other local formats and is accessible with a single sign-on.

“Oracle’s human capital management solution enables Emerson to leverage best-practice HR [human resource] processes to take advantage of Oracle’s software capability. Greater data integrity and improved functionality are key drivers to support Emerson’s global business strategies. Oracle’s global network capability definitely makes it the leader in the marketplace.”

Mike Rohret, Vice President of Employee Relations, Emerson

Fact: Once thought of primarily in terms of cost, people in successful global companies are valued as rich sources of talent, skill, and diversity, which are critical to the success of the enterprise.

Source: PwC 10th Annual Global CEO Survey

Drive Compliant Business Processes

Becoming a truly global organization requires global operations with a local focus—especially in the areas of financial reporting and human capital management. To succeed at the global level, organizations must understand and readily adapt to changes in local conditions, comply with local laws and regulations, and implement effective local processes. A configurable rules engine allows your organization to make these changes enterprisewide, without expensive IT resources.

In Oracle E-Business Suite, configurable rules engines for accounting, tax, and payroll keep you current with legal requirements and make sure those requirements are applied consistently across the enterprise. Oracle E-Business Suite ensures compliance in your business processes by helping you

- Achieve corporate and local compliance with financial and global human capital management
- Deliver best practices with global workforce and service delivery models
- Effectively manage regulatory change with simplified rules maintenance

Achieve Corporate and Local Compliance

Globalization adds a whole new level of complexity to doing business. For example, most organizations with foreign subsidiaries find themselves preparing consolidated financial statements according to International Financial Reporting Standards (IFRS) or U.S. Generally Accepted Accounting Principles (GAAP), as well as the statutory reports to meet local requirements.

The common accounting infrastructure in Oracle E-Business Suite helps you satisfy applicable accounting regulations by maintaining and applying different sets of accounting rules to different sets of transactions, or by accounting for the same transaction with multiple methods. The different accounting representations are maintained in separate ledgers, each complying with a different set of accounting principles.

Oracle E-Business Suite provides localized payroll so that you can manage local inputs such as earnings, statutory deductions, time and labor, flexible work rules, and taxes. With regular jurisdictional-tax-rate updates from Oracle, your organization is always in compliance with local regulations.

Fact: Organizations with higher levels of integration of their talent management solutions outperform those with lower levels of integration.

Source: CedarCrestone 2007–2008 HR Systems Survey

“With our deployment of Oracle E-Business Suite, we’re doing our part to meet the company’s philosophy of think globally, act locally. Oracle will help us grow organically or through acquisition. We can roll out new units on the same platform, centralize operations, and leverage the capabilities we already have. As we grow, our goal is to simplify, standardize, and globalize.”

Kevin Myers, CIO, SeverStal North America

Profile in Globalization: Infosys

Founded in 1981 and headquartered in Bangalore, India, Infosys defines, designs, and delivers IT-enabled business solutions that help Global 2000 companies compete and win, in an environment where globalization is causing a flattening of the business landscape.

The Infosys globalization strategy is based on sourcing activities where they are most cost-effective, employing talent globally where it is available, and selling where it is most profitable. Infosys measures the success of its globalization strategy by the success of its customers—most of whom are outside India. Its goal is to become a trusted transformation partner for its clients, and to do that, Infosys employs these strategies:

- Think beyond cost advantage
- Leverage local talent to change the game
- To build a strong global brand, be unique

Deliver Global Best Practices

In a world of increasing complexity, high-performing organizations distinguish themselves by focusing on standardization, centralization, and automation. They use technology to automate low-value tasks, invest in talent for high-value activities, and adopt new delivery models—such as shared services—to lower costs.

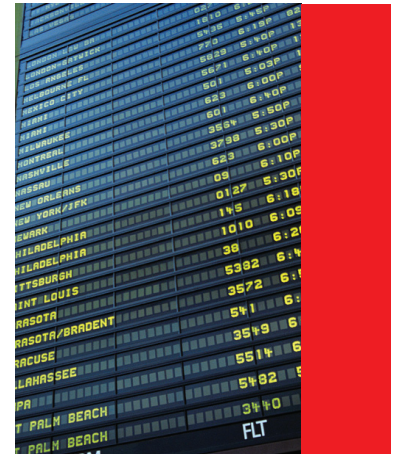
Many financial and human capital management processes—from accounts payable to payroll processing—are supported with shared service centers in Oracle E-Business Suite. Shared service center personnel can enter transactions, process data, view information, and run reports on behalf of other divisions or business units across the enterprise.

Effectively Manage Regulatory Change

Staying on top of ever-changing regulatory requirements can be overwhelming. If your business applications support only one set of hard-coded rules, it becomes costly to keep current with regulatory changes. Rules maintenance is simplified in Oracle E-Business Suite with configurable rules engines that are separate from transaction processing—so you can make changes to accounting, tax, payment, and payroll policies without having to do expensive and time-consuming customizations.

“Xsigo Systems is a dynamic technology company with huge opportunity for rapid growth. We needed an ERP [enterprise resource planning] system that would be manageable to implement at an early stage, but that would also be sufficiently scalable to support our development into a global enterprise. After careful consideration of many systems, Oracle E-Business Suite was clearly the best choice.”

Rick Fabiano, Vice President, Finance, Xsigo Systems



Deploy Country-Specific Capabilities

Oracle E-Business Suite helps organizations compete globally while they manage their businesses locally. Because it's designed for global organizations doing business worldwide, new features and upgrades for Oracle E-Business Suite are delivered simultaneously to all markets, in a single code set with the standard products, allowing countries to benefit immediately.

With Oracle E-Business Suite, you can

- Easily expand global boundaries with deep localizations
- Support local business practices with user-definable options
- Enable local productivity with broad language support

Easily Expand Global Boundaries

With rules-based engines to support local requirements in areas such as accounting practices, payments, payroll, and taxes, Oracle E-Business Suite can easily be adapted to comply with local business practices in the more than 150 countries where Oracle customers have operations. In addition, Oracle E-Business Suite delivers localizations for these countries.

AMERICAS	ASIA-PACIFIC	EUROPE, MIDDLE EAST, AND AFRICA		
Argentina	Australia	Austria	Ireland	Slovakia
Brazil	China	Belgium	Israel	South Africa
Canada	Hong Kong	Bulgaria	Italy	Spain
Chile	India	Croatia	Kuwait	Sweden
Colombia	Japan	Czech Republic	Netherlands	Switzerland
Mexico	Korea	Denmark	Norway	Turkey
Peru	New Zealand	Finland	Poland	UAE
United States	Singapore	France	Portugal	Ukraine
Venezuela	Taiwan	Germany	Romania	United Kingdom
		Greece	Russia	
		Hungary	Saudi Arabia	

Configurable Global Foundation Supports Deep Localization

In Oracle E-Business Suite, these capabilities can be adapted to local business practices:

- Chart of accounts
- Accounting rules
- Financial reporting
- Payment formats
- Tax and withholding calculations
- Tax reporting
- Asset valuation and depreciation methods
- Inventory valuation
- Payroll
- Workforce administration
- Data privacy
- Corporate governance
- Local business practices

Fact: In an IDC white paper sponsored by Oracle, Michael Fauscette of IDC describes Oracle E-Business Suite Release 12 as a “significant step forward in the integrated suite approach to enterprise applications” that “serves the global enterprise well.”

IDC, *Oracle E-Business Suite 12*, Doc # 204133, December 2006

“By upgrading to Oracle E-Business Suite Financials Release 12, LG Electronics will be able to apply best practices to global accounting, taxes, and payments—driving consistency and standardization across 80 subsidiaries in 40 countries.”

TK Kim, CIO and Vice President, LG Electronics

Enable Local Productivity

Using the local language helps organizations communicate more efficiently with the local trading community, local authorities, and local employees. Oracle E-Business Suite supports multiple languages, including these.

American English	Dutch	Icelandic	Polish	Spanish
Arabic	Finnish	Italian	Portuguese	Swedish
Brazilian Portuguese	French	Japanese	Romanian	Traditional Chinese
Canadian French	German	Korean	Russian	Thai
Croatian	Greek	Latin American Spanish	Simplified Chinese	Turkish
Czech	Hebrew	Lithuanian	Slovak	Vietnamese
Danish	Hungarian	Norwegian	Slovenian	

Oracle E-Business Suite also has Unicode support, which allows you to run any combination of languages—including complex text-layout languages and ideographic languages—in a single instance.

Global Solutions from Oracle

With successful implementations of Oracle E-Business Suite around the world, only Oracle offers the solutions that organizations need to adapt to local conditions while still managing globally. Country-specific capabilities for deep localization, business processes that can be adopted and used worldwide, and centralized systems for managing your business on a worldwide scale make Oracle E-Business Suite the right global software platform to help your business compete and thrive in a global economy.

CONTACT US

To see how customers use Oracle Applications to compete globally, please visit oracle.com/applications/e-business-suite and click on customer references, or call **+1.800.ORACLE1** to speak to an Oracle representative.

Outside North America, visit oracle.com/corporate/contact to find the phone number for your local Oracle office.



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