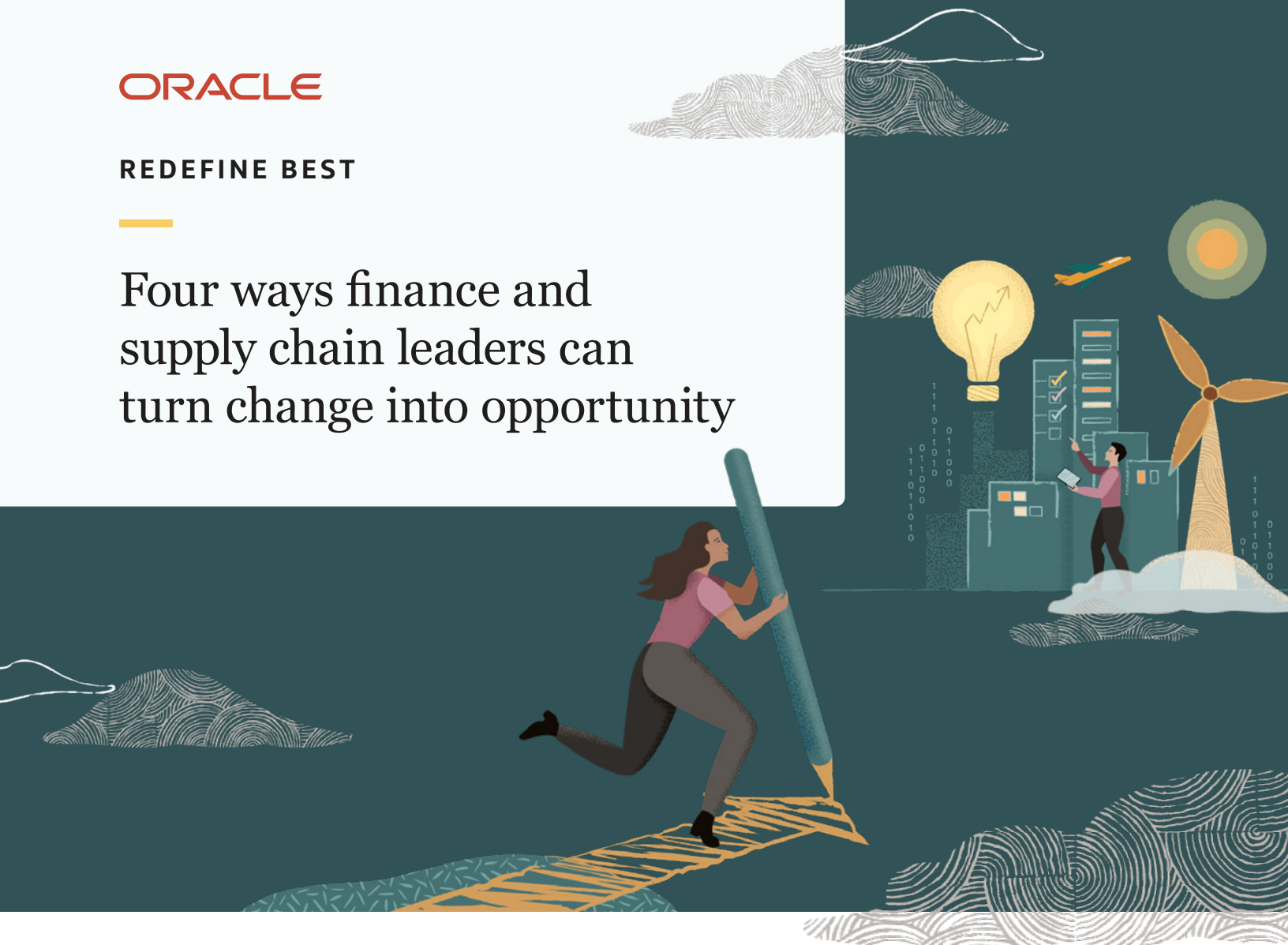




REDEFINE BEST

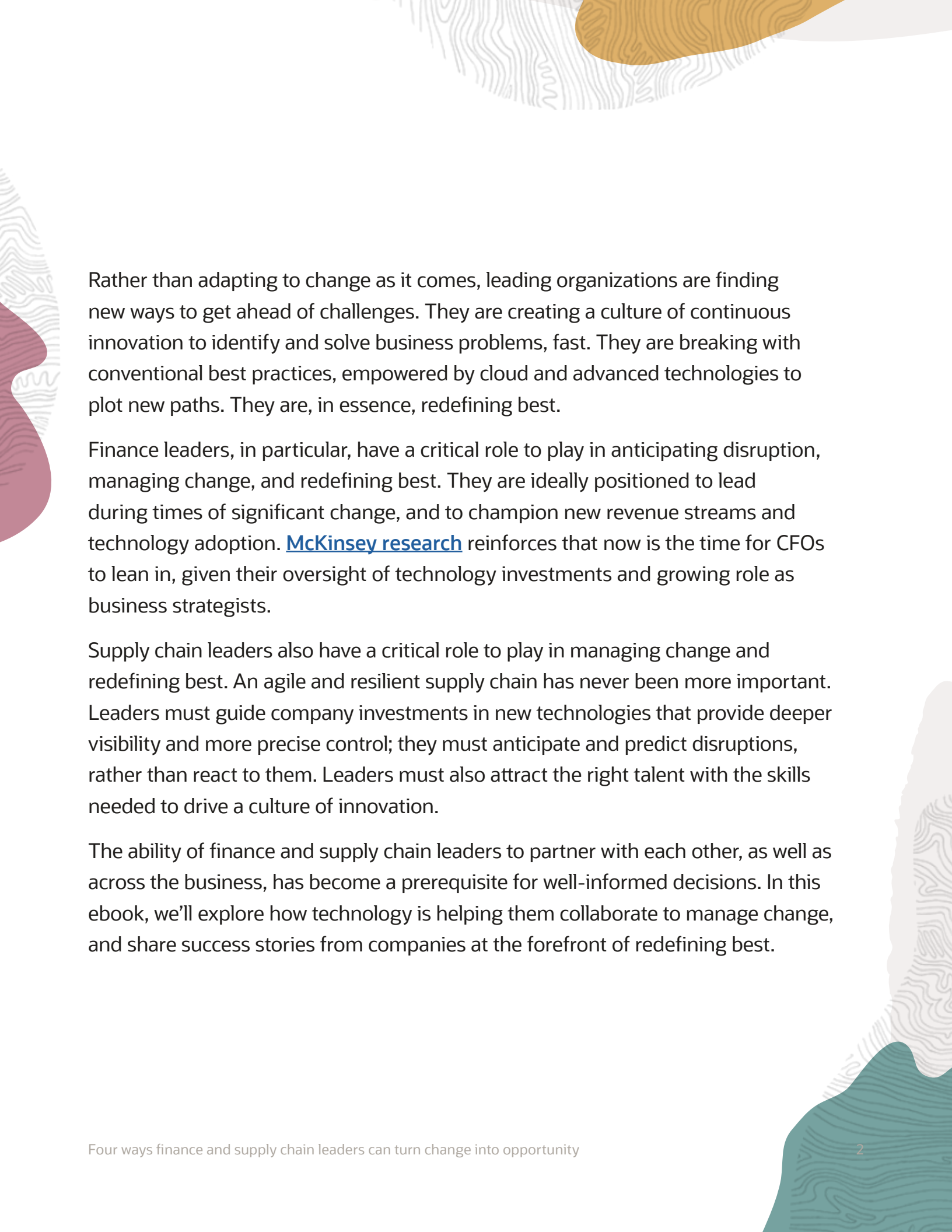
Four ways finance and supply chain leaders can turn change into opportunity



Organizations around the world are experiencing seismic changes in how they operate. Customers expect more, demanding fast, convenient, and personalized products and services. Employees expect more, seeking employers that share their values, offer flexible work options, and equip staff with modern technology. Shareholders expect more, pressing executives to improve diversity and sustainability, and to find new sources of revenue. Organizations must meet these changing expectations—all while navigating economic uncertainty, supply chain disruption, and regulatory scrutiny.

Many are rising to the occasion. For them, change is no longer just a constant; it's an opportunity.





Rather than adapting to change as it comes, leading organizations are finding new ways to get ahead of challenges. They are creating a culture of continuous innovation to identify and solve business problems, fast. They are breaking with conventional best practices, empowered by cloud and advanced technologies to plot new paths. They are, in essence, redefining best.

Finance leaders, in particular, have a critical role to play in anticipating disruption, managing change, and redefining best. They are ideally positioned to lead during times of significant change, and to champion new revenue streams and technology adoption. [McKinsey research](#) reinforces that now is the time for CFOs to lean in, given their oversight of technology investments and growing role as business strategists.

Supply chain leaders also have a critical role to play in managing change and redefining best. An agile and resilient supply chain has never been more important. Leaders must guide company investments in new technologies that provide deeper visibility and more precise control; they must anticipate and predict disruptions, rather than react to them. Leaders must also attract the right talent with the skills needed to drive a culture of innovation.

The ability of finance and supply chain leaders to partner with each other, as well as across the business, has become a prerequisite for well-informed decisions. In this ebook, we'll explore how technology is helping them collaborate to manage change, and share success stories from companies at the forefront of redefining best.

Four ways business leaders can make change an opportunity

Today's business opportunity lies in focusing on the things that have always mattered, but are now at the forefront. People are realizing what they value most: Time with family and friends. A sense of purpose in their work. Inclusion. Dignity. And a planet that will still be here for their grandchildren.

To meet these changing needs, you must redefine your business's best practices. Specifically, you must prioritize these four things—and get them right.

1

Engage and inspire your employees

The Great Resignation. The Great Reprioritization. The Big Quit. No matter what you call it, it's clear we are living in an employee-driven culture. The companies that cater to new workforce needs—focusing on flexibility, diversity, sustainability, and technology—will win the war for talent.

Since the pandemic began, employees have had “a lot of time to reflect on what values they want to be known for, and a lot of folks have reconsidered their career path,” explains Juergen Lindner, Oracle SVP, Global Marketing. Between April and November of 2021, [almost 25 million US workers quit their jobs](#). This affects nearly every organization in every industry across multiple lines of business.

“The Great Resignation is typically packaged as an HR topic, but it's honestly so much wider,” adds Lindner. “It impacts your supply chain, your ability to serve customers, and the experiences customers have with your company.”

AT A GLANCE: Recruiting, engaging, and retaining employees

Leaders across finance, supply chain, HR, and customer experience must work together to remain or become a destination of choice for an evolving workforce.

- **Nearly 90% of employees** surveyed in Oracle's [AI@Work: 2021 Global Study](#) say their definition of success has fundamentally shifted. Employees are prioritizing work-life balance, mental health, flexibility, and meaningful work over a steady paycheck.
- **85% of respondents** to the AI@Work survey want technology to help them define their future.
- **By 2024**, two-thirds of organizations worldwide will be tracking diversity, equity, and inclusion performance using ESG metrics and KPIs, [according to IDC](#).

Engage and inspire your employees (*continued*)

Not only do employees want to work for companies that match their values when it comes to issues such as sustainability and diversity, many have become accustomed to more flexible, virtual jobs. As companies continue to offer remote or hybrid work environments, the physical limitations that prevented career mobility in the past are being removed. In short: It's an employee's market.

For employers, these new work priorities require new approaches to everything, including workforce planning, corporate social responsibility, and the technology they provide for staff across remote workspaces, office buildings, and factory floors. CFOs and COOs must collaborate with leaders in HR and customer experience to help their companies become destinations of choice for an evolving workforce.

With employee turnover and staff shortages at record highs (especially in the supply chain), it's critical to [rethink how you recruit](#), engage, and retain talent. Investing in the right technology is a differentiator when it comes to attracting and engaging your workforce. [Recent IDC research](#) shows that those organizations that invested in digital transformation technologies in 2020 saw a 20% increase in employee productivity.



A notable 85% of respondents to an IDC survey said an improved employee experience translates to a better customer experience and higher revenues.

[“The Agility Imperative: Technology’s Role in Finance and Operations”](#) March 2022

Forward-thinking companies are providing the latest, up-to-date cloud technologies and capabilities to:

- **Support career growth and development.** A new breed of cloud solutions provides new capabilities, such as analyzing your workforce's skills to recommend training, and making open job opportunities and benefits easy to find.
- **Provide employees with the latest technologies.** Artificial intelligence (AI), digital assistants, 24/7 mobile access, and a modern user experience make employees more productive and their work more engaging.
- **Demonstrate their organization's values, purpose, and vision.** Leaders are using technology to simplify environmental, social, and governance (ESG) reporting, and to embed diversity and inclusion (D&I) throughout their daily business.
- **Showcase the supply chain of the future.** Software-driven factories and warehouses have been reinvented with AI, robots, drones, and Internet of Things (IoT) capabilities, including intelligent product-tracking applications.
- **Model, forecast, and identify talent needs.** Tools such as scenario planning help employers understand and plan for future gaps and create a healthy talent pipeline.

[Hearst](#) was rethinking its approach to much of the above even prior to the pandemic. To support recent growth—the media giant now operates 360 businesses worldwide—Hearst consolidated financial, HR, and inventory management applications on Oracle Cloud. As a result, the company has improved financial planning and budgeting. It also automated its onboarding process, and made it easier for employees to find and apply for internal job openings, both of which led to decreased attrition. Hearst also invested in a learning solution to improve staff well-being—a wise investment, considering that in our [survey of nearly 15,000 employees worldwide](#), 52% struggled with mental health at work in the past year, and 37% are now prioritizing their mental health.

The employee experience, from recruitment and onboarding to diversity and inclusion (D&I), is also front and center at [Grupo Bimbo](#). The world's largest baking company wants to deliver the types of technologies that today's employees are excited to use. It implemented a cloud human capital management (HCM) solution to focus on “digitizing every single aspect of our processes in the associate lifecycle with the company—starting with recruitment and onboarding,” says Global Senior Vice President of Business Technology Juan Pajon. The move was part of a worldwide, multiphase project to standardize HR, finance, supply chain, and manufacturing processes and systems across the globe on a single cloud platform.

Grupo Bimbo is also moving forward with ambitious diversity and inclusion goals, as well as sustainability programs. Oracle Fusion Cloud Human Capital Management (HCM) allows the company to recruit talent from all over the world, hiring for the right skill sets regardless of location. And with Oracle Fusion Cloud Transportation Management, Grupo Bimbo's supply chain teams have insights that help make individual shipments more efficient, saving them money and reducing emissions.

Appealing to the needs of today's workforce—through diversity and sustainability efforts, new technologies, and more—can have a tremendous impact on your company's bottom line. A notable 85% of respondents to the [IDC survey](#) said an improved employee experience and higher employee engagement translate to a better customer experience, improved customer satisfaction, and higher revenues.



WATCH: Grupo Bimbo Success Story
(1:18 minutes)



VP of Global Digital Transformation, José Antonio Parra, and Global Senior VP of Business Technology, Juan Pajón, explain how the company transformed its business and HR processes with Oracle.

Watch now

2

Manage your business responsibly and sustainably

It's not only employees pushing for organizations to demonstrate a higher commitment to environmental, social, and governance (ESG) goals; consumers, shareholders, investors, and regulators also have the same expectations. For the general public, global climate change, diversity, and inclusion have become top priorities, and therefore an organization's reputation depends on meeting ESG expectations. Investors are shying away from fossil fuels and other nonrenewable sources of energy, looking for more green investment opportunities. And employees want to work for an organization that aligns to their values—including environmental, diversity, and inclusion practices.

Organizations that disregard ESG do so at their own peril. They could face direct cost implications, such as regulatory fines, higher cost of capital, and elevated insurance rates; they may even lose investors. There are also indirect consequences, such as a negative brand reputation. With diversity and sustainability increasingly in the public consciousness, there's a real risk of not being the employer of choice for top talent or the brand of choice for consumers. Even corporate leaders themselves face risks, such as [compensation penalties or dismissal](#), if they ignore shareholder complaints about ESG issues.

But while the risk of not addressing ESG is considerable, so is the payoff for doing it right. In addition to being better positioned to improve customer loyalty and attract the best talent, organizations are getting meaningful business value from their ESG investments, from revenue gains to cost savings.



AT A GLANCE: Oracle's commitment to sustainability

Using our own Oracle Cloud, we've [reduced emissions, eliminated waste, and saved millions](#) in operational costs, and we're putting those learnings to work for our customers.

- **99.4% of decommissioned equipment** in 2019 was either reused or recycled.
- **17.4% reduction in total emissions** compared to our 2015 baseline.
- **Set a goal** to renewably power all data centers and offices by 2025, and [become net zero by 2050](#).

In a recent [McKinsey survey](#), 22% of respondents said they generated value from sustainability initiatives over the past five years; nearly double that number (40%) expect to generate value in the next five years.

Case in point: by improving demand forecasting and inventory control, [LiDestri Food and Drink](#) reduced food waste by more than \$2 million a year—a win for both sustainability and profit. With a tagline of “where tradition meets innovation,” the food producer truly embraces a spirit of continuous innovation, including to reduce its carbon footprint. Among its manufacturing advances, LiDestri was the first to use what’s known as a living jar, a nonshattering, BPA-free plastic that’s lighter and 100% recyclable. The benefits of its innovation have not gone unnoticed by customers, reinforcing the loyalty and trust they place in the company.

ESG, and sustainability in particular, also provides an opportunity for new revenue streams. Renewable power, for example, is a central focus for a leading oil and gas company committed to building a clean energy economy. As energy demand grows, the Oracle customer is leveraging its natural-gas-focused business to reduce emissions, along with investing in alternate energy sources such as solar and wind. It relies on Oracle Cloud as its technology backbone linking its finance and supply chain operations. With holistic visibility and a unified data model, the company can make more informed decisions and understand the full impact of those decisions across the business.

A move to cloud is not only a lower-cost solution to manage your business applications, but a more energy-efficient one. Companies can reduce energy consumption by 65% and carbon emissions by 84% or more, according to [Accenture research](#).

IDC PREDICTION:

By 2024, two-thirds of organizations worldwide will track their diversity, equity, and inclusion performance using ESG metrics and KPIs.

[“The Agility Imperative: Technology’s Role in Finance and Operations”](#) March 2022



To maximize the success of new business models and other ESG initiatives, finance and supply chain leaders must make strategic technology investments to:

- **Be fiscally responsible with ESG priorities.** Since some ESG investments won't generate immediate revenue, cash management has become even more critical. Advanced technologies provide real-time, predictive insights into your cash position and forecasts. A unified cloud solution is essential for a truly holistic view, integrating financial data with ERP and external data sources to continuously generate cash predictions.
- **Integrate financial, sustainability, and D&I reporting.** With regulators, investors, and others increasingly mandating insight into your ESG practices, you'll need to be able to track and report on KPIs, such as staff diversity, carbon footprint, and ethical sourcing, both internally and externally. Once again, a holistic view of data is integral so that there's a single source of truth.
- **Understand the carbon footprint of your trucks and other transport.** Because an organization's supply chain often accounts for [more than 90%](#) of its carbon footprint, transportation efficiency should be a critical focus—as [Tetra Pak](#) discovered while working toward its goal of becoming carbon neutral by 2030. The food packaging and processing company implemented cloud transportation management to gain better visibility across its logistics and supply chain operations. This is helping the company significantly reduce its environmental impact by consolidating freight and improving vehicle utilization and route planning.
- **Plan for a sustainable future.** Making plans for your organization's sustainable future isn't just about setting targets. It's about how you can track progress to those targets and ensure that plans are realistic and achievable. Scenario modeling and what-if analyses give operational planners and ESG data owners the flexibility, scalability, and the ownership to plan the way they want, while offering the transparency and control required for external reporting.



Oracle customers such as Tetra Pak and LiDestri illustrate the findings of the McKinsey survey: Organizations that generate value from sustainability programs do so because they make them a strategic priority, follow a roadmap with measurable goals, and understand which practices drive positive financial impact. In other words, an ESG commitment can't be superficial; it's a priority you need to tackle head-on.



WATCH: Enabling a sustainable future with cloud (4:20 minutes)



Jon Chorley, Oracle's chief sustainability officer, talks about the rise and importance of corporate sustainability and ESG, and how to prepare for possible new regulatory and reporting standards.

Watch now



3

Anticipate and respond to supply chain disruptions

While the COVID-19 pandemic put supply chain problems in the public eye, supply chain disruption is not new. Businesses have been grappling with it for decades, from the 1970s oil crisis to the 2018 freight capacity crisis. Disruptions happen frequently and can come from anywhere—from external factors such as natural disasters, strikes, port gridlocks, and supplier bankruptcies, to the employee engagement challenges discussed earlier such as talent shortages and dissatisfied staff.

Consumers understand that supply chains are complex, but that hasn't led to more patience or sympathy when problems arise. If organizations can't thwart problems or act quickly as they crop up, they'll feel the pinch on profits. Some 84% of [Americans surveyed](#) say delays would cause them to cancel an order, and 80% say delays would cause them to stop buying from a brand altogether.

With so much at stake, companies must reevaluate conventional supply chain approaches and technologies. The right tools can help you get ahead of disruption or pivot quickly when the unforeseen occurs, while minimizing costs and prioritizing your most valuable customer deliveries within inventory constraints.

Take [Western Digital](#), for example, the world's largest data storage and network infrastructure company. Its decision to move to a cloud-based, unified finance and supply chain platform became integral to its ability to respond quickly when the pandemic hit. Faced with a dramatic increase in online activity, Western Digital scaled quickly—up to 15 times its pre-COVID volume—to deliver exceptional service to customers, all with a remote workforce. Despite continued supply

chain uncertainty, the company can quickly and efficiently plan and reroute supplies from one supplier to another, or from one location to another based on immediate priorities.

Speed is also of the essence for [MTN Group](#), Africa's largest mobile telecom company, serving 280 million subscribers in 21 countries. The company needs to move quickly to stay ahead of competitors, but was being slowed by limited supply chain visibility, continual business delays and errors, and costly manual business systems. To quickly and efficiently source products and services from more than 15,000 vendors around the globe, MTN automated and digitized its supply chain processes on a single supply chain management platform. After implementing Oracle Fusion Cloud Supply Chain Management (SCM) applications, MTN shaved 33 days off sourcing cycles, gained complete visibility across its global supplier base, simplified supplier onboarding, and improved its overall supply chain resilience.

AT A GLANCE: How customers feel about supply chain disruption

These days, nearly everyone thinks about the supply chain when they're making a purchase, including 91% of Americans according to our [recent survey](#).

- **87% were negatively impacted** by supply chain issues in the prior year.
- **84% said delays** would cause them to cancel an order.
- **80% said delays** would cause them to stop buying from a brand altogether.

Western Digital, MTN Group, and other forward-thinking companies are pioneering new, more agile best practices for an environment where their supply chains must be ever-evolving, reinforcing the need to:

- **Plan for disruption—and be ready to pivot.** By connecting your logistics systems with IoT, you can track the location of every shipment in your supply chain in real time. With chatbots and digital assistants, you can receive updates on the go and make alternative arrangements if a shipment runs into an obstacle. In the event of a natural disaster or other unexpected occurrence, you can use logistics network modeling to run scenarios and compare results side-by-side to determine the best course of action. And when you add machine learning, your logistics system learns and gets smarter over time—helping you better predict transit times and reduce the cost of unplanned delays.
- **Understand the true landed costs of your products.** For true insight into product-level profitability and cost management, forecasting visibility across your P&L down to the SKU level is essential. This helps [Kraft Heinz](#) quickly understand how the market is changing and reacting to new products and promotions. Its finance team can provide faster, more holistic, and more granular insights on sales forecasts, actual results, and the costs of logistics and manufacturing.
- **Eliminate weak links in your supply chain.** Diversify your sourcing strategy in case you experience supplier delays or insolvencies. Assess suppliers and minimize disruptions through structured evaluations that include risk attributes, regulatory certifications, capabilities, and sustainability practices.



A notable 70% of companies are focusing on improving supply chain visibility, and 80% are looking for ways to be more agile, according to an IDC survey.

[*"The Agility Imperative: Technology's Role in Finance and Operations"*](#) March 2022

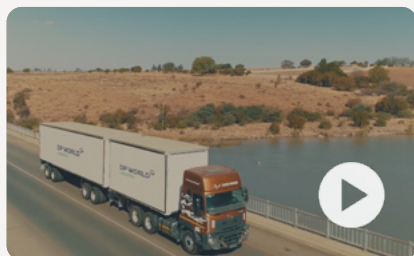
Anticipate and respond to supply chain disruptions (*continued*)

- **Perform predictive maintenance instead of reactive fixes.** Get real-time alerts to head off potential issues by leveraging analytics, IoT, and other Industry 4.0 capabilities. [Deloitte research](#) has shown this can reduce breakdowns by 70%, lower maintenance costs by 25%, and increase equipment uptime by up to 20%.
- **Identify and recruit top talent.** Since your staff has a direct impact on supply chain effectiveness, you'll need to attract talent with the right skills, licenses, and certifications at the right price. A recruiting solution with AI can help you hire more quickly for specific skill sets and provide applicants with an “easy apply” option requiring only a few clicks.

Even as the pandemic continues to test global supply chains, the way in which organizations are responding demonstrates the power of cloud technology to manage disruption—from facilitating remote work, to increasing response speed as consumer needs evolve. This paradigm shift—and the need for ongoing supply chain resiliency in the face of change—is here to stay. Moving forward, leaders are seizing the opportunity to make smarter choices.



WATCH: Insights from DP World and Oracle (44 minutes)



Executives from
DP World and Oracle
examine ways to build
supply chain resiliency.

Get their insights



4 Exceed every customer expectation

Not only do customers have little patience for mistakes or delays, they also expect more from the buying experience itself. They expect multiple buying options, both in terms of where they buy (online, physical stores, direct sellers) and how they buy (purchases versus subscriptions and other “as-a-service” models). They also want insight into what’s happening with their order every step of the way, including delivery.

Today’s companies must evolve their entire business culture to support and maintain long-term customer relationships, and technology is at the center of this shift. Cloud-based supply chain, finance, customer experience, and analytics applications deliver advanced capabilities to help businesses:

- **Empower customers with an effortless experience.** This includes simplifying processes for order capturing, order configuration, inventory visibility, scheduled fulfillment, shipping, and returns, so buyers can place, receive, and cancel orders as fast as possible.
- **Send order updates at every step of the purchase.** By optimizing order management, sellers can provide real-time visibility, share progress, and avoid surprises when delays or other unforeseen issues occur.
- **Uncover underlying supply chain drivers.** Insights provided by advanced analytics can be used to improve efficiency, reduce costs, and ensure customer satisfaction.

- **Provide one point of contact.** When systems are unified with a shared data model across ERP, supply chain, and CX, customers can get all their questions answered in one place. This also acts as the central hub for order information across all touchpoints, including online, points of sale, and field sales staff.
- **Continually improve product quality.** Solutions such as product lifecycle management software can gather feedback about product defects in design, procurement, inventory, manufacturing, and field service to ensure rapid detection and resolution of quality issues.

AT A GLANCE: What it takes to retain valuable customers

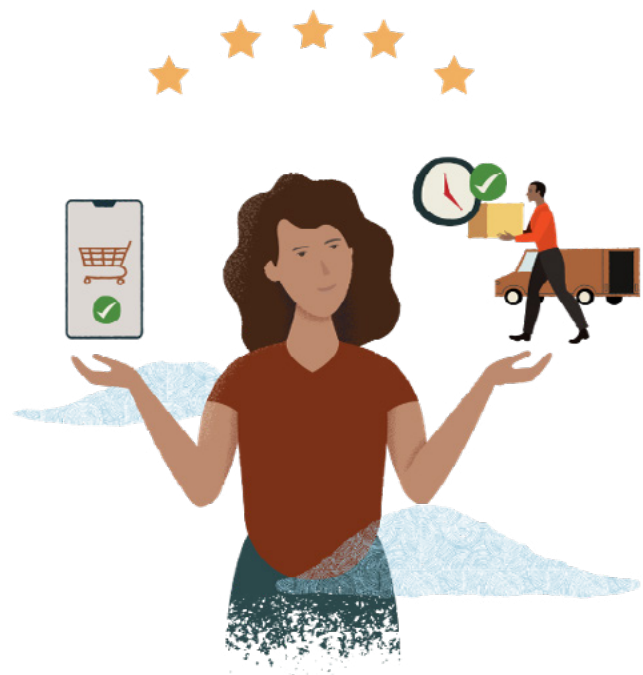
In a new [Oracle survey](#), more than 1,000 US consumers weigh in on what they expect from their favorite brands.

- **94% want companies to do more** to ease their worries about supply chain disruption.
- **78% would be more willing to buy** from a company that uses AI to manage its supply chain.
- **39% want to be able to preorder** whenever possible.
- **21% plan to buy more** subscriptions/services/experiences than physical products.

With the above in mind, Philadelphia-based [goPuff](#) is putting technology at the center of its aggressive growth strategy. The company—which delivers food and drinks, cleaning supplies, household goods, over-the-counter medication, and more to customers in more than 1,000 cities—recently made a \$350-million acquisition as part of its aggressive growth strategy. GoPuff needed its inventory, purchasing, supply chain management, and performance management processes to be connected and seamless. It also wanted to ensure that its IT staff can focus on improving customer experiences, rather than managing, patching, and upgrading the back-end financial and supply chain systems. With its finance and supply chain processes in the cloud, all of that is managed for goPuff, and the latest improvements are delivered automatically and frequently.

In an IDC survey, 65% of respondents said that initiatives to improve customer experience led to higher profit margins or improved brand reputation.

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For other companies, growth lies in launching services-based and subscription business models that can provide recurring revenue streams—and answer consumers’ demands to buy only what they need, when and how they need it. Many fitness equipment brands, for example, have added streaming, on-demand classes to their offerings. Subscription business models boomed during the pandemic, as people began ordering recurring deliveries. Research from the [Subscription Economy Index](#) shows that over the past decade, subscription business revenue has grown by 437%.

What’s more, customization has become key. Consumers want the power to configure the exact offer they want and not be limited to prepackaged bundles. This presents opportunity, yet it can complicate the buying process as companies struggle to plan, manage, and bill for complex product and service configurations.

Such was the case at [Srixon/Cleveland Golf](#), where 20% of its business is custom orders. The golf equipment maker supports a wide spectrum of products, each with unique parts and materials. In the past, employees had a difficult time giving customers accurate, reliable product information and delivery dates, since they had to manually pull together large amounts of item and component data. By moving to a cloud-based order management solution, the company automated this process, freeing up employees to focus on providing better customer experiences. This also helped improve delivery times: “One thing we’re really proud of right out of the gate of our implementation is we’ve already seen an 81.5% increase in our on-time shipments,” said Charles Chamberlain, Srixon/Cleveland Golf’s director of IT.



QUICK LOOK: Embrace business model innovation

See how integrated cloud applications are driving new business model innovation, including as-a-service subscription offerings.

[View the infographic](#)



Tying it all together

Ultimately, organizations that will be most successful at managing change are the ones who tackle it head on. The Oracle customers featured above, and many other organizations like yours, are turning to connected cloud applications to eliminate data silos for increased visibility; centralize disparate solutions for process efficiencies; and automate mundane tasks to free up time to focus on strategic priorities.

You can deploy these applications at your own pace, adding new solutions—from planning software to accounting tools to advanced logistics—as needed. Technology updates are delivered on a regular cadence, so you can continuously evolve your best practices and serve customers in more innovative ways—the hallmark of redefining best.

Whether you need to build a world-class workforce, stay ahead of disruption, or become more sustainable, Oracle can help you move forward. Oracle Cloud is a complete SaaS suite with fully connected applications across enterprise resource planning, enterprise performance management, supply chain management, human capital management, and customer experience. Tight integration allows for unified planning and execution across your business, so you can make faster decisions, adjust plans, and drive performance in times of change.

The pace of change isn't diminishing any time soon. Armed with the right technology, you'll be ready to turn that change into opportunity.



Learn more about essential capabilities to help you redefine best in a world of change

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