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The Clear Imperative for Cloud Applications

Research shows that legacy ERP 1.0 systems were not designed for usability and insight. More than three quarters of business leaders say their current ERP system doesn’t meet their requirements, let alone future plans.¹ These systems lack modern best-practice capabilities needed to compete and grow. To enable today’s data-driven organization, the very foundation from which you are operating needs to be re-established; it needs to be “modernized”.

Oracle’s goal is to help you navigate your own journey to modernization by sharing the knowledge we’ve gained working with many thousands of customers using both legacy and modern ERP systems. To that end, we’ve crafted this handbook series outlining the fundamental characteristics that define modern cloud enterprise applications.

59%

Of global companies report being burdened by ERP landscape complexity which creates challenges in their:

- IT systems
- Business processes
- Company policies
- Governance models
- Data management¹

The rapid evolution of the cloud has dramatically altered the ERP landscape for companies of all sizes. Coupled with mobile platforms, our work anywhere/anytime culture requires modern cloud-based ERP systems not tied to yesterday’s back office, on-premises environments. This next generation of ERP, or “ERP 2.0,” builds upon the formidable history of “ERP 1.0,” but eliminates the need for multi-year projects and heavy customization.

ERP 2.0 delivers solutions rapidly through the cloud so organizations can respond quickly to volatile markets and industry disruption, while supporting next-generation employees with security, insight and agility.

Business-critical collaboration and decision making depends upon both enterprise data access and analysis, and modern ERP systems deliver the infrastructure and tools required to do the job.

The world is far more complex and competitive than when ERP 1.0 first arrived on in-house mainframes. Finance and technology are inexorably linked, as growing volumes of data drive not just operations and reporting, but critical business decisions. Aligning ERP 2.0 with a company’s people and products delivers digitally enabled business agility, which translates into greater operational and sales success.
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From On-Premises ERP 1.0 to Modern Cloud ERP 2.0

ERP 2.0

ERP splits off functions like HCM and offers infrastructure for cloud solutions to co-exist.

Digital technologies fundamentally change how users engage with applications.
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Smartphones have been a part of modern life for over a decade. These ubiquitous devices are indispensable with integrated capabilities to take photos, send messages, check social media, follow maps, and occasionally place a call. Users quickly adopted this Swiss Army knife approach to portable communications. In 2007, the year smartphones arrived, it took 73 days for 1 million purchases. By 2014, 1 million were sold every 8 hours. Coincidently, 2014 is the same year smartphones outsold desktop PCs and surpassed active landline phones. Consider the similarities: in 2008, 88% of companies did on-premises rather than cloud ERP projects; in 2014 the numbers flipped.

Smartphone owners rarely leave their mobile companions behind. It is now hard to imagine a future where companies keep on-premises ERP.
## Chapter 1: Why Modern Finance is Key to Your Business Success

Finance systems have evolved from foundational bookkeeping concepts developed by Venice’s **Luca Pacioli** in 1494. Pacioli’s published work defined double entry accounting, and he included concepts and definitions for ledgers, assets, receivables, inventories, liabilities, capital, income and expenses. Perhaps because he was also a religious cleric, he discussed compliance and ethics for finance professionals, including his advice to not go to sleep each day until debits equaled credits.

The principles Pacioli developed over 500 years ago—two years after Christopher Columbus first sailed to the western hemisphere—defined the legacy transactional financial systems developed in the last century. It was a great match that married a 15th century book with 20th century technology.

### Finance in the 21st Century

Then the landscape changed dramatically and suddenly early in this century. The roughly parallel agility and efficiency curves began to diverge exponentially.

![Rate and Pace of Change](chart)

<table>
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<th></th>
<th>Innovation</th>
<th>Regulations</th>
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<th>IT Infrastructure</th>
<th>Business Processes</th>
<th>Business Resources</th>
<th>Rate and Pace of Change</th>
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This gap creates its own fundamental problem: it drives company leaders to rely on “gut feel” and instinct to make business decisions rather than using rapid, real-time access to accurate data. It is a terrible outcome as this practice delays decision making and introduces errors. The net result erodes operational and management confidence as delays and errors compound negative choices, negatively impact sales, and hurt employee morale.

Learn from David Watkins, General Manager Finance APN Outdoor Group Ltd
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Then the landscape changed dramatically and suddenly early in this century. The roughly parallel agility and efficiency curves began to diverge exponentially. The rate and pace of change involving factors such as innovation (particularly in technology), regulations, and competition (especially those with new and disruptive business models) exceeded the IT infrastructure, business processes and resources related to a company’s ability to respond. The gap was small at first, but over the last decade it dramatically increased. It is now the new normal.

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Quote: Finance Quote 01 Goes Here
Enter IFRS 15. Add in complex global issues with changing international norms—like IFRS 15—and the next result is a collection of variables that impact every aspect of your company, especially if you are selling and working across borders.

Learn from Dave Hagan, CEO, Boingo Wireless

From Finance Challenges to Opportunities. Since finance is a part of every organization—regardless of size, location and industry—this challenge of keeping up with systemic change becomes an opportunity to boldly leverage disruption rather than hunkering down in fear. Businesses that accept this challenge embrace new and leading technologies, standardize on best practices and invest in the next generation of financial software and their employees.

Regardless of your finance systems challenge—infrastructure, processes or resources—there is a clear path to modern finance that is well defined and ready to support your company’s success.

Learn from Dave Tyrrell, Finance Manager, RiverStone Management Ltd
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“By gaining a complete financial management platform we improved the ability to manage our business and take advantage of new opportunities. The integrated platform enables us to process invoice approvals 3x faster and improved user engagement.”

—David Watkins, General Manager Finance
APN Outdoor Group Ltd

Video: Oracle cloud accelerates invoice approvals over 300 percent for Australian firm.

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“Having an integrated system between ERP and EPM, and having it in the cloud, means the gap between facts and what’s here and now, and how do we project that, is almost down to zero. The time we get that information and project it is real-time and that makes it easier to plan our business.”

—Dave Hagan, CEO, Boingo Wireless


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Quote: Dave Tyrrell, Finance Manager, RiverStone Management Ltd
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“"We are a company in high hyper-growth—doubling in size every 18 months. You want scalability and someone who can support the journey with you. From ideas in slides to go-live was five and half months. I defy anybody to go faster than that.”

—Dave Tyrrell, Finance Manager, RiverStone Management Ltd

Video: British firm is doubling in size every 18 months, with help from Oracle cloud applications deployed in a five month project.

Quote: Dave Hagan, CEO, Boingo Wireless

Quote: Dave Tyrrell, Finance Manager, RiverStone Management Ltd

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Top 10 Reasons to Deploy Modern Finance

When one or more of these conditions is present in your business

01 Proliferating non-integrated systems are generating more disparate data. New technologies, including mobile devices and Internet of Things objects, are generating data that eventually impacts finance.

02 Data imports and integrations are increasing. With new data types and volumes both increasing, more external imports and new integrations are crafted through APIs, business services, and other vehicles.

03 System maintenance costs are increasing and they are harder to keep current. The hardware, software licenses and talent, is getting more expensive every year with few if any noticeable enhancements.

04 Reporting is getting harder and more real-time reports are requested. Despite all the issues, more reports—in real-time, nonetheless—are requested.

05 Spreadsheets are proliferating. With increases in data, legacy system issues, and growing reporting demands, spreadsheets gain additional prominence to complete finance analysis and analytics.

06 Rapid and global company growth into new markets and new geographies. Simultaneously, the business decides to enter new venues and naturally expects finance to be ready, no questions asked.

07 New and changing local and international compliance requirements. As more financial transactions span the globe, more entities are promulgating newer and tougher oversight and disclosure.

08 It is time for an IPO (or other major business model evolution). Finance is asked to support rapidly evolving business model plans like going public in an IPO.

09 The population of next generation employees is increasing. Each month more next-gen employees arrive to begin their careers. Armed with experiences and education built around a mobile, social world.

10 Close processes are longer and more complex, while desire grows for continuous closes. It is today’s ultimate financial dilemma. Traditional close processes are getting more difficult, but management wants it to be done faster.
Chapter 2: Capabilities of a Modern Finance System

Modern finance requires an integrated and modular set of applications that lets you start anywhere and achieve fast time to value. This approach delivers integrated data utilizing a common schema which leverages extensive historical investments in legacy Oracle and non-Oracle transactional systems. Three key financial capabilities form the foundation of any modern finance system:

01 Management Insight. Enterprise Performance Management solutions provide you with the ability to align strategy with plans and execution, providing management insight needed to guide your business forward with:

- **Intuitive web interface with full integrations to popular office productivity tools**
- **Virtually zero training with included online help and tutorials**
- **Powerful and scalable modeling engines**
- **Secure, role-based collaboration for account reconciliation and narrative reporting**
- **Out-of-the-box support for best practices including rolling forecasts and multi-currency**

02 Compliance and Control. Risk and Compliance Management strengthens internal controls by optimizing controls within and outside your financial processes. Capabilities include:

- Centralized and secure repository of risks and controls
- Automated assessments of internal controls compliance
- Enterprise-wide visibility for confident control certifications
- Continuously monitor payables and travel expense transactions for exceptions
- Detect duplicate supplier invoices before payments are made

03 Operational Agility. Financial Management establishes a foundation for local, regional and global operational agility. This provides a digital back office to meets the needs of today’s business by incorporating:

- End-to-end best practice business processes
- Full multi-GAAP, multi-currency and multi-entity support
- Embedded analytics for self-monitoring processes in work areas
- Secure and in-context collaboration and workflow
- Fully integrated out-of-the-box invoice imaging

Besides extensive finance function capabilities, a modern system also requires a rich digital core that is easy to use, embraces social communications platforms, delivers embedded analytics and is mobile accessible across any sized device. It can integrate easily with embedded tools, offers enterprise-grade security and is deployed rapidly for fast time to value.
Chapter 3: Finance Challenges and Opportunities

There is no doubt about disruption being a significant force across the globe for every business and industry. The popular phrase—you are either a disruptor or being disrupted—also applies to finance organizations as company leadership require a move from operational efficiency to operational agility as the new business paradigm. This shift is driven by three challenges common to every business regardless of geography or industry:

1. With Finance in the 21st Century, **Data-Driven Decisions Become Elusive.** The default tool for many companies is spreadsheets. Too often finance teams find their current systems cannot analyze their data so a collective decision is made to start a new spreadsheet. As spreadsheets proliferate and variations multiple with no control, decisions they drive become harder to reach and might introduce error or doubt.

2. Problems with **Compliance Complacency.** Additional scrutiny is required as new regulations and standards evolve. For example, as **IFRS 15** is deployed, software and systems need to be updated, staff skills updated, and processes changed. It is not a simple task. Add in a company’s growth into new markets in new geographies and the ability for accurate and meaningful compliance becomes more difficult.

3. Complex **Legacy Systems** and Environment. Modern activities require modern systems. Legacy on-premises software solutions carry high fixed costs coupled to large implementation and maintenance expenses heavily weighted toward cap-ex. Delayed on-premises projects have a cascading effect that further impacts moving toward data-driven decision making and improving compliance performance.

These challenges highlight why organizations move to the cloud. As legacy on-premises systems are converted to op-ex cloud solutions, finance departments embrace software that is always current, global and innovative. As the right technology for modern finance, both direct and indirect costs are reduced. Working in the cloud unleashes collaboration which in turn delivers more business value.
Before long, your finance function will embrace entrepreneurial attitudes as they understand and act upon real-time and reliable data. With modern finance in place, your company’s digital financial data will become a dynamic asset.

Because, while disruption is often destructive, disruption is likewise creating new opportunities for your finance organization and its professionals.

The Paradigm Shift in Finance

From: Operational Efficiency
The past: finance organizations focus on

→ Cost and quality
→ Command and control
→ Process and transactional

To: Operational Agility
The future with modern finance: finance organizations embrace

→ Growth and speed
→ Learning and adaptive
→ Collaborative and analytical

Did you know?
Agile business leaders are adopting modern finance solutions

- 45% Implemented or implementing cloud ERP for standardizing their accounting processes
- 51% Implemented or implementing cloud EPM for enterprise reporting, analytics and analysis
- 44% Implemented or implementing emerging tech including robotic process automation for automating routine processes

Report: Download the AICPA report for more details

# Traditional Finance vs. Modern Finance

## Identifying the Benefits of Modern Finance

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<tr>
<th>Approach — Modern finance enables increased user acceptance and adoption with intuitive and embedded collaboration with mobile accessibility.</th>
<th>Traditional Finance</th>
<th>Modern Finance</th>
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<tbody>
<tr>
<td></td>
<td>Transaction-Centric</td>
<td>Digital Back-Office</td>
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<tr>
<th>Data Focus — On-premises software requires up-front purchase and taxes; cloud ERP leverages operational expenses month to month.</th>
<th>Traditional Finance</th>
<th>Modern Finance</th>
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<td>Data Gathering</td>
<td>Data Driven</td>
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<tr>
<th>Data Model — On-premises ERP requires annual maintenance fees to be current with security fixes, critical patches, and updates.</th>
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<td>Data Marts and Disconnected Data</td>
<td>Native and Multi-Dimensional</td>
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<th>Reporting — On-premises ERP requires additional capital expenses; hardware typically needs physical uplift every 3 to 5 years.</th>
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<th>Modern Finance</th>
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<td>Batch</td>
<td>Embedded Intelligence</td>
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<th>Budgeting — Modern finance goes beyond manual spreadsheet-based budgeting by delivering connected and integrated enterprise planning budgeting which offers greater participation and increased accuracy.</th>
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<th>Modern Finance</th>
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<td>Manual Spreadsheets</td>
<td>Integrated Enterprise Planning</td>
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<th>Forecasting — With modern finance, companies move from limited forecasting to advanced scenario modeling which provides more confidence and reduced risk.</th>
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<th>Modern Finance</th>
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<td>Limited Tools and Capabilities</td>
<td>Advance Scenario Modeling</td>
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<tr>
<th>System — Modern finance is deployed in the cloud which delivers accelerated innovations, more user acceptance and consumption, agility, and typically 50% lower TCO when compared to traditional finance systems.</th>
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<th>Modern Finance</th>
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<td>On-Premises</td>
<td>Cloud</td>
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Chapter 4:
Building a Modern Finance Operation

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**Management Insight with Analytics Competency Centers.** Analytics “gurus” do more than analyze financials. They assess product, customer, expense and project trends. Employees use self-service to explore data “in the moment” to understand the financial impact of operational events and decisions. No more relying on finance to do it for them. And no more trips to IT begging for custom reports.

**Compliance and Control with Communications and Control Centers.** These centers are focused on control, compliance, communications and risk management to consolidate the fundamentals of finance operations: statutory accounting, compliance, tax, treasury and investor relations. They are nimble, responsive and cost-effective, aligning specialized teams around streamlined work processes.

For example, one telecom provider is consolidating its fragmented income, property and sales tax organizations. A digital data warehouse automates most routine tax reporting and compliance. This way tax professionals can now focus on optimizing the tax structure of the organization to better support the business strategy.

**Operational Agility Leveraging Integrated Business Services.** These teams deliver complete services to employees, customers and suppliers across functions. They bundle accounting and transaction processing typically performed by finance with tasks from other business areas. Global consulting firm Accenture estimates that by 2020 more than 80 percent of traditional finance services will be delivered by cross-functional teams working within integrated business services teams.¹


Click Here to View Integrated Business Planning
Chapter 4: Building a Modern Finance Operation

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*Accenture Strategy—Finance 2020: Death by digital

Your Complete Guide to Modern Finance

Integrated Business Planning (IBP)

More Value for Modern Finance

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Core topics:

- **Execution of strategies**
- **Synchronizes operating strategies**
- **Single forecast to drive all plans**
- **Hit financial targets consistently**
- **Lower cost thru a single forecast**
- **Inventory reduction**
- **Lower costs for project deployment**

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这些平台和应用特性为：

**01 现代标准与现代最佳实践**
Oracle利用一个不断扩大的由183个已发布的现代最佳实践过程组成的图书馆，这些过程通过安全的和高度可扩展的Oracle拥有的和运营的云平台来交付。带有业务应用，这些应用已经完全集成和连接，组织能够快速投入工作，使用个性化——从不定制——的现代且最新的软件，该软件具有革命性的报告（包括嵌入式分析），并围绕直观和社交化用户体验交付。

**02 现代经济观**
有显著的经济利益，当您在云中现代化财务，并从资本支出转向运营支出时。Oracle及其合作伙伴提供研究工具来确定云财务项目和服务的财务优势。

- 云解决方案提供节省
- 云ROIs计算器
- 云市场与合作伙伴解决方案

**03 现代业务应用**
为了您的现代财务的移动，Oracle提供一个全面的云应用集合，该集合利用集成的ERP和EPM解决方案，为您的业务问题提供实时答案。

- Oracle企业性能管理（EPM）云
- Oracle财务云
- Oracle收入管理云
- Oracle风险管理云
- Oracle会计中心云

现代世界的标准与现代最佳实践相结合，为企业提供一种简单、快速和可扩展的方式来现代化财务。Oracle的全面云解决方案集合，以及对合作伙伴的持续投资，通过将现代财务管理带来的优势整合到您的业务中，推动您走向现代未来。
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Take a Guided Product Quick Tour

Chat with Oracle Sales

Customer 2 Cloud

Call Oracle Sales

One Oracle Cloud

ERP

FIN

SCM

HCM

EPM

CX

1 For Oracle JDE, PeopleSoft and E-Business Suite ERP Customers
This “Handbooks for the Modern Enterprise” eBook series includes:

- Volume 1: The Modern ERP Handbook
- Volume 2: The Modern Finance Handbook