



ORACLE®

Il CFO di fronte alla sfida della Management Excellence: superare la crisi e prepararsi alla ripresa

XXXIV CONGRESSO ANDAF - Venezia, 31 ottobre 2009

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CFO Magazine survey



- 70 percent of CFOs can't forecast more than one quarter out...
- one-quarter say they can't forecast more than two weeks ahead...
- an equal number say "We're in the dark"...
- Most budgets prepared for 2009 were out of date the moment the year started...
- "Strategy is great, but not today" is the usual cry...

The dilemma most organizations face today

- How to both maintain a long term leadership position, as well as manage today's operations?
- How to better understand the core business, taking action to protect it?
- How to retain the best talent during tough times?
- How to constantly look for hidden opportunity?
- Most strategies for survival are also the very foundation of continued expansion beyond recession



Enterprise Performance Management reconciles the dilemma



Oracle's Management Excellence Framework: Strategy to Success

High Impact Performance Management

Traditional Performance Management

SMART



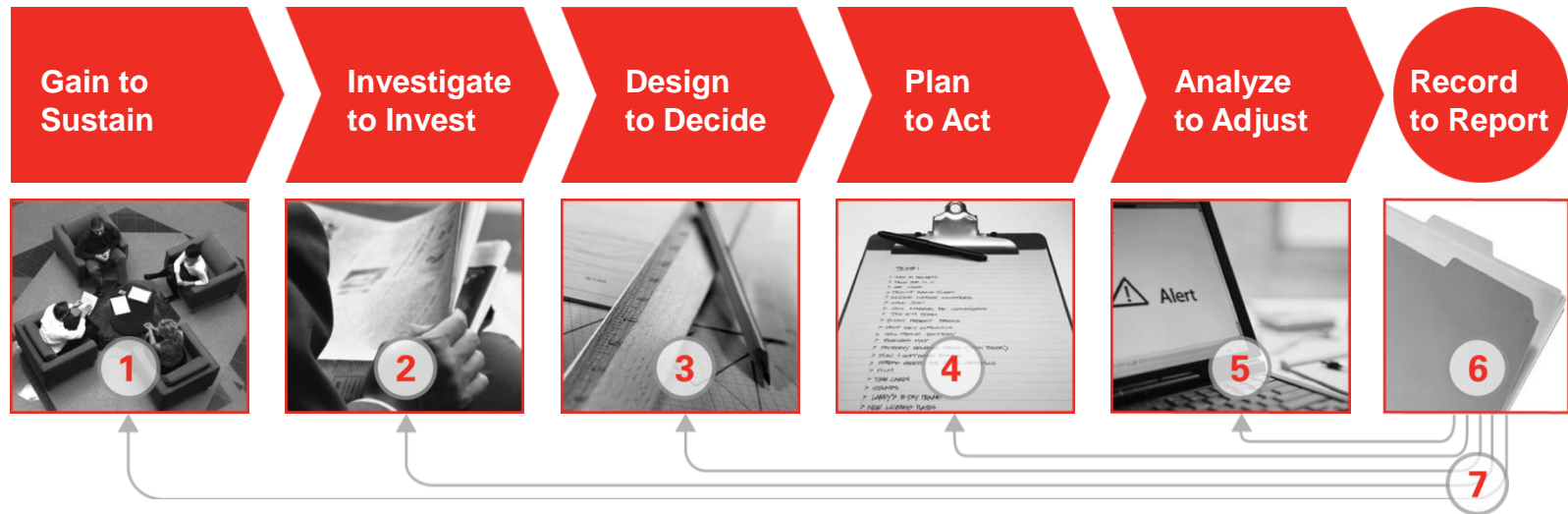
AGILE



ALIGNED



Smart EPM Strategies for Today's Economy



1. Build trust
2. Invest and divest wisely
3. Rethink strategy
4. Plan flexibly

5. Monitor continuously
6. Get insight... and share it
7. ... and do all this in concert

Imperative 1: Build Trust



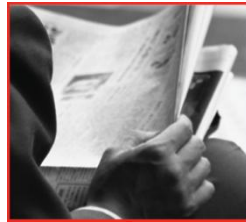
FOCUS AREAS

- Sustainability Reporting
- Stakeholder Scorecards
- Financial Reporting

PERFORMANCE INDICATORS

- Stakeholder Added Value
- Customer Satisfaction
- Investor Turnover
- Sustainability Index
- Employee attractiveness

Imperative 2: Invest and Divest Wisely



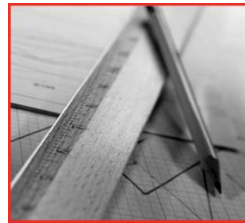
FOCUS AREAS

- Market Analysis
- Benchmarking
- Competitive Intelligence
- Scenario Analysis

PERFORMANCE INDICATORS

- Market Share, Growth and Capacity
- Brand Value
- Price Sensitivity
- Buyer Propensity to Substitute

Imperative 3: Re-Think Strategy



FOCUS AREAS

- Sustainability Reporting
- Stakeholder Scorecards
- Financial Reporting

PERFORMANCE INDICATORS

- Financial: EVA, SVA, profitability
- Customer: loyalty, revenue growth
- Process: productivity, quality
- Learning/Growth: HR Metrics

Imperative 4: Plan Flexibly



FOCUS AREAS

- Budgeting
- Integrated financial/operational plan
- Rolling Forecasts
- Activity Based Costing

PERFORMANCE INDICATORS

- Planned and realized contributions to company goals
- Asset utilization rate (people, facilities)
- Forecast Accuracy

Imperative 5: Monitor Continuously



FOCUS AREAS

- Variance Analysis
- Root Cause Analysis
- Line of Business Specific Analysis

PERFORMANCE INDICATORS

- Financial Analysis
- Sales and Marketing Analysis
- Logistic and Manufacturing Analysis
- HR Analysis
- Procurement Analysis

Imperative 6: Get Insight...and Share It



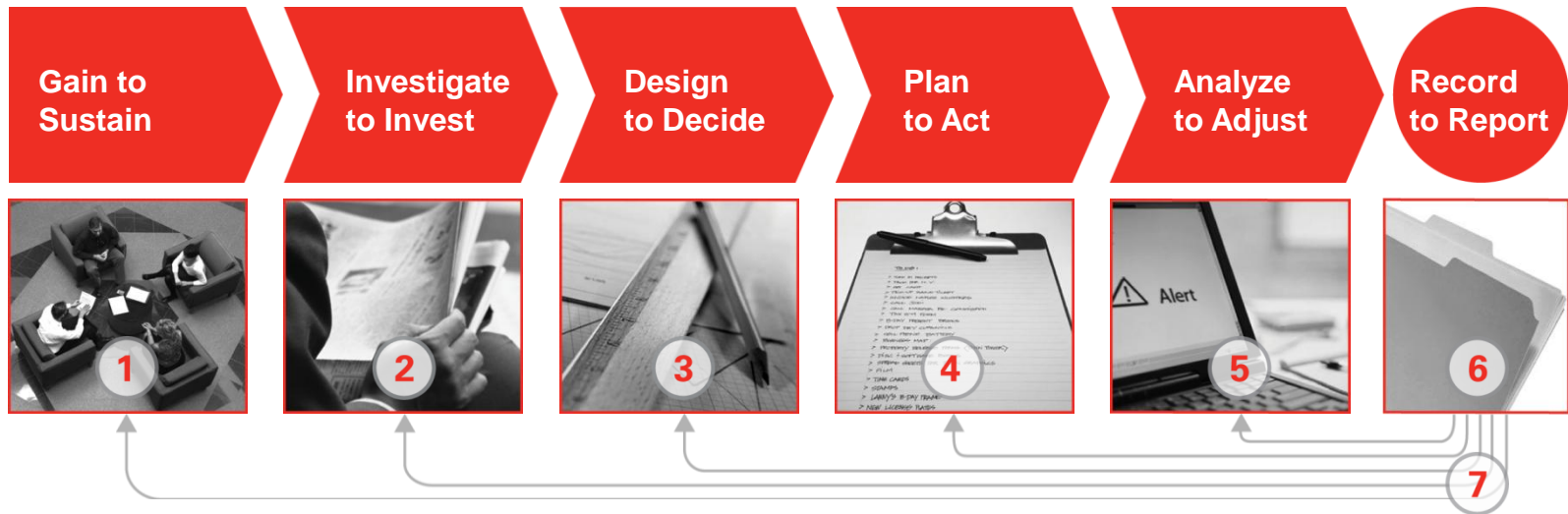
FOCUS AREAS

- Management Reporting
- Fast Close, Flash Reporting
- Filings
- Audit Trails

PERFORMANCE INDICATORS

- Management Reporting Efficiency
- Time to close, time to report
- Span of Control
- Forecast Accuracy

Imperative 7: Do All This in Concert

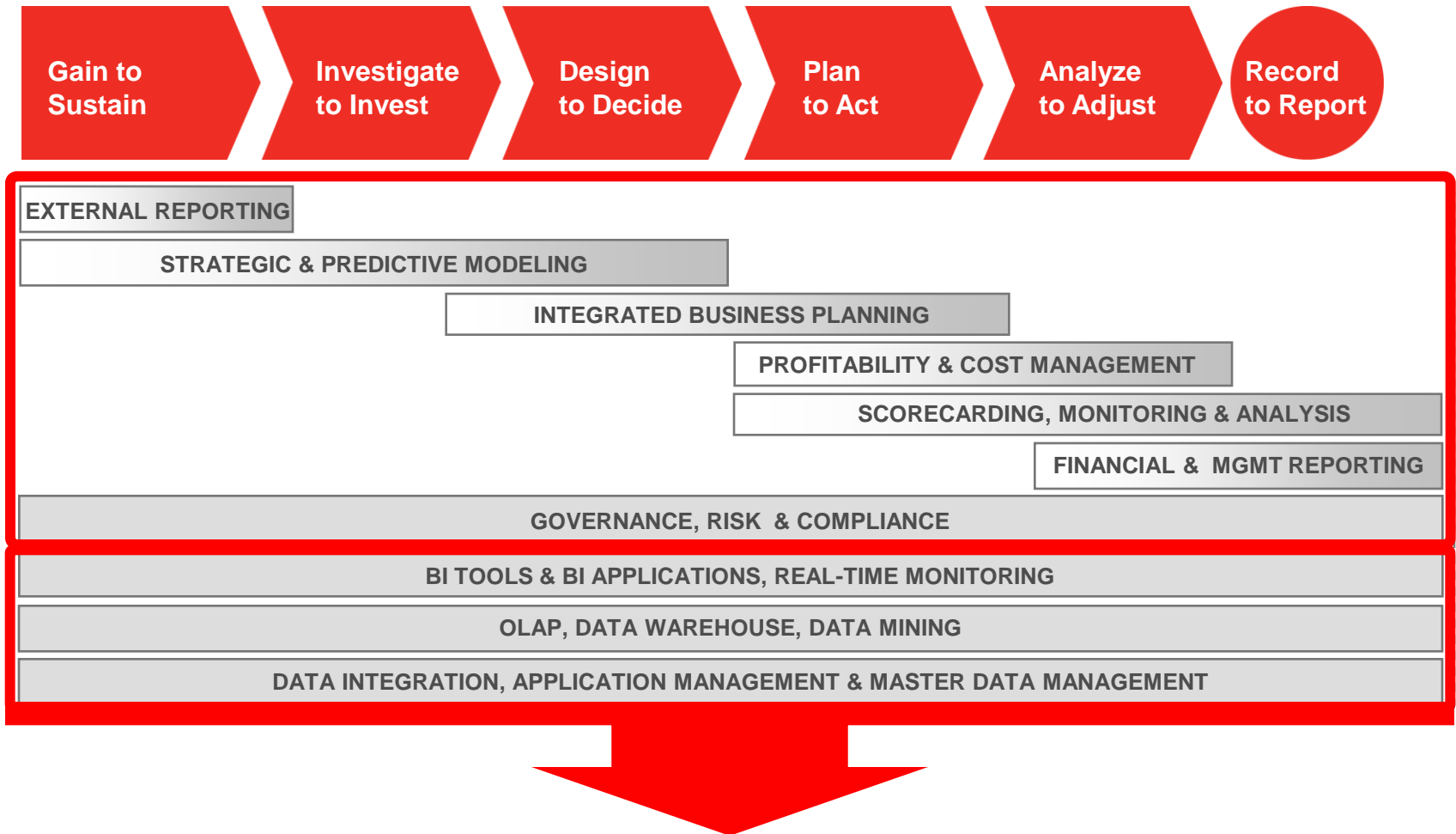


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Oracle Provides Key Capabilities

Complete, Open & Integrated



Oracle EPM System

EPM WORKSPACE

PERFORMANCE MANAGEMENT APPLICATIONS

BUSINESS INTELLIGENCE FOUNDATION

COMMON COMPONENTS & FUSION MIDDLEWARE



**OLTP & ODS
Systems**



**Data Warehouse
Data Mart**



OLAP



**SAP, Oracle, Siebel,
PeopleSoft, Custom**



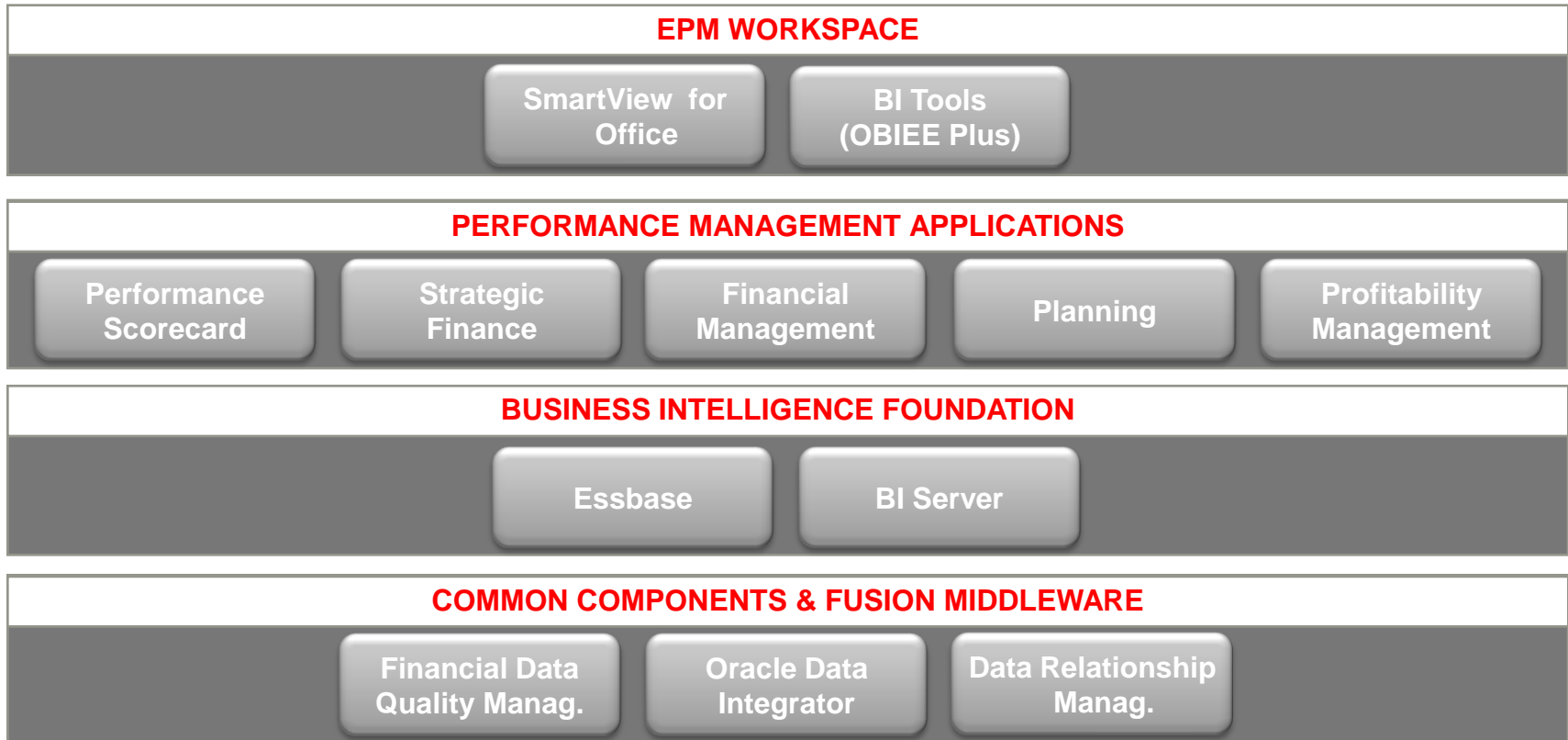
**Excel
XML**



**Business
Process**

ORACLE

Oracle EPM System



OLTP & ODS Systems



Data Warehouse Data Mart



OLAP



SAP, Oracle, Siebel, PeopleSoft, Custom



Excel XML



Business Process

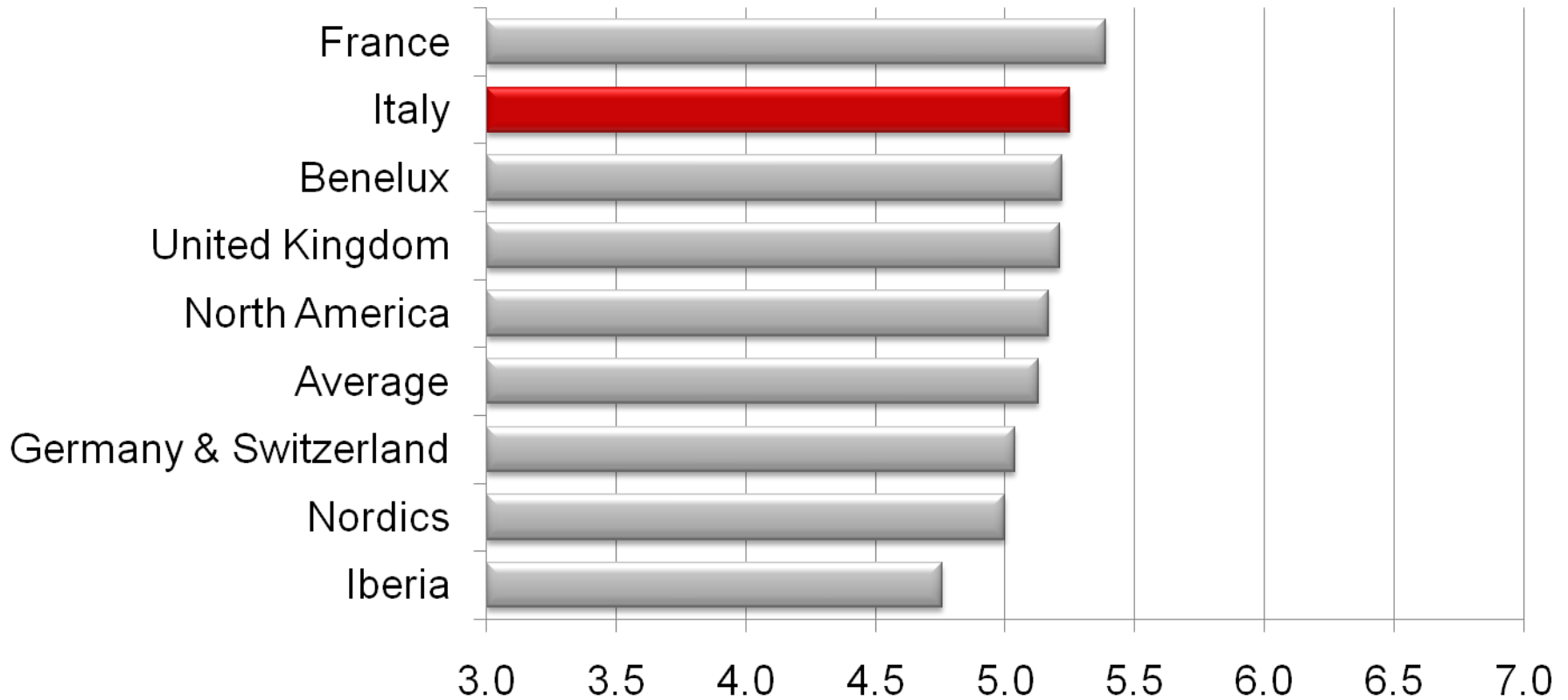
Oracle EPM Index

- Indice misurato da Oracle e Quocirca per valutare il grado di adozione delle pratiche riconducibili ai sei processi parte del framework Strategy to Success
- Campione: 100 aziende per ogni paese (100 M\$+)
- Rilevazione: semestrale
- Scala: 1-10
- Per maggiori informazioni
<http://www.epmtv.eu/EPMIndex>

Italia al secondo posto nel mondo

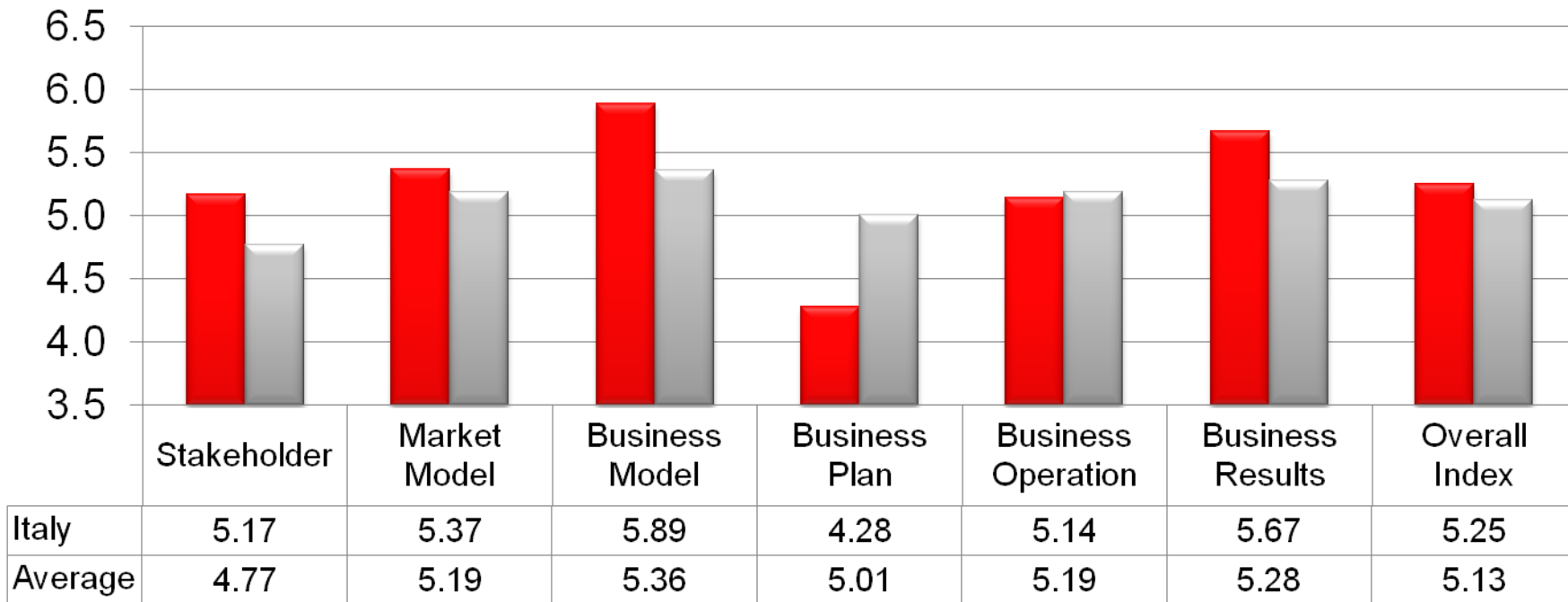
Enterprise
Performance
Management
Index

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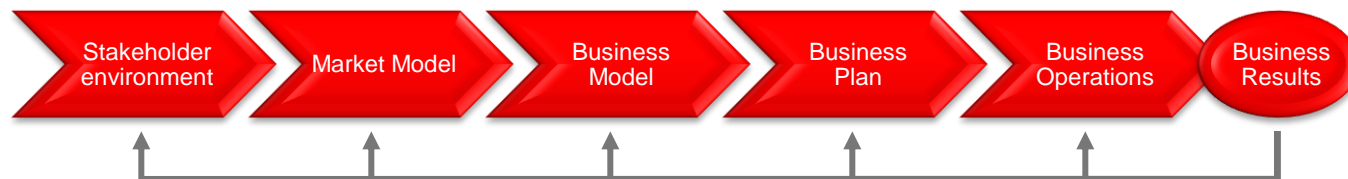


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Buoni risultati nella maggior parte delle aree, deboli nel business planning



■ Italy ■ Average



Take-aways and Next Steps

1. Evaluate Your Business Insights and Management Excellence
2. Identify Immediate Needs and Challenges
3. Develop a Long-term Vision and Steps to Achieve
4. Leverage the expertise of Oracle and partners

Oracle Enterprise Performance Management

drives Management Excellence

making organizations

Smart

Agile

Aligned

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