

ORACLE

Oracle Playbook

IT Systems Excellence

Driving Innovation and Achieving
Exceptional Outcomes with Oracle Cloud



Our strategy
for relentlessly
focusing on our
people, processes,
and systems so we
can achieve more
with less

Organizations around the world continue to face a macroenvironment characterized by uncertainty. And no matter their industry or location, they're under pressure to grow faster while improving profitability and increasing efficiency, operational excellence, and customer satisfaction.

Just like you, we face this challenge daily, and it's made the role of our IT team more critical than ever. Whereas in the past they focused on implementing and managing the tools we use internally, now their role is much broader and more strategic. They've become catalysts of operational excellence and company growth, partnering with each line of business to simplify processes, automate our operations, and delight those we serve. In addition, they're responsible for ensuring we take full advantage of our data to make the best decisions and take the best actions.

How has our IT team accomplished this? We call it the Oracle Playbook for IT Systems Excellence. The playbook goes way beyond technology and is our strategy for relentlessly focusing on our people, processes, and systems so we can achieve more with less. It details our journey to the cloud and systems transformation, including how we closed nearly 50 acquired data centers, deprecated more than 5,000 legacy applications, reduced IT resources by one-third, and saved hundreds of millions of dollars. It also describes how we increased application performance by 30%, accelerated processes across our business, and continuously drive improvements and innovation with Oracle Cloud.

30%

**performance improvement
for applications running on
Oracle Cloud Infrastructure**

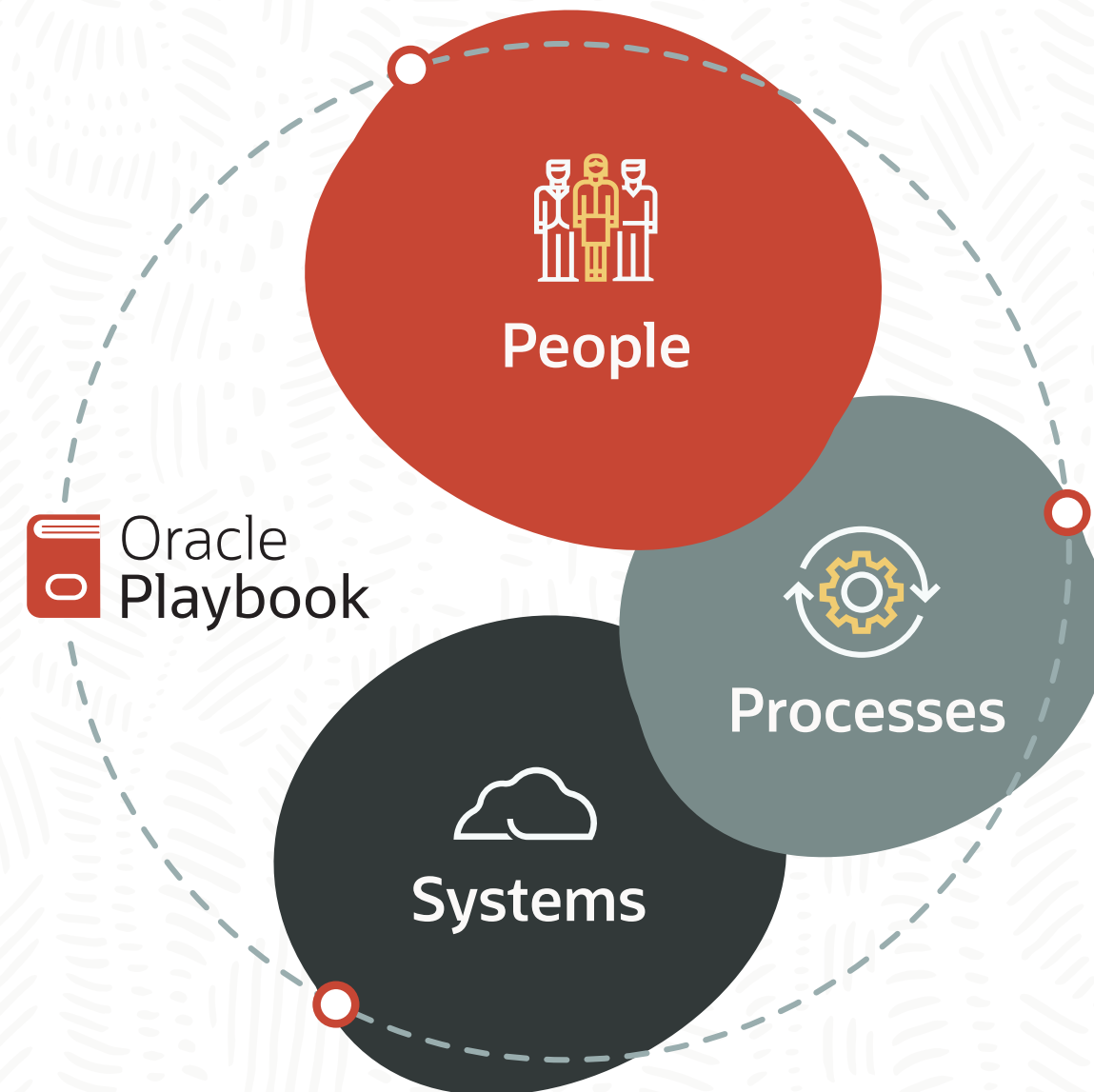


We felt that sharing our experiences and the lessons we've learned might help our customers facing similar challenges—in the same way that we learn from our customers and are inspired by them every day. So here's how we did it and how we strive to keep getting better.



Our framework for achieving more with less

We mentioned that we focus on three major vectors: people, processes, and systems. Each area is essential.



People



Our people power our success, so we start by aligning each employee with our strategy and common goals. We then organize for success and instill a culture of continuous innovation.

Goals

This begins with getting clarity on what's most important and aligning the work of every function and employee with our corporate goals. Oracle Chairman Larry Ellison and CEO Safra Catz clearly communicate, at every possible opportunity, that customer success is our true north. In the case of IT, aligning with this customer commitment means doing more than just providing tools and technology. It means delivering an exceptional user experience that enables our employees to spend their time on the highest-value activities—such as supporting and servicing our customers—not wasting time re-entering information that our tools should already have or ping-ponging between multiple systems just to complete a single process.

Organization

Our IT team doesn't work alone or in a silo. Instead, we've established global process and solution owners within each functional business area, which provides us with clear accountability and focus.

Global process owners (GPOs) are individuals who sit in the business and are responsible for determining the most efficient process for their area of focus, as well as identifying ongoing improvements. For example, our GPO for recruiting pays close attention not only to the recruiting experience but also to the way that process impacts the broader employee and manager experiences.

Each GPO is closely connected with a global solution owner (GSO) on our IT team, who is focused on the same area and responsible for automating processes. The GSO is an expert in Oracle technology and helps the GPO understand how they can optimally leverage Oracle Cloud Applications and Infrastructure and the new features delivered every 90 days to continuously improve and innovate. This partnership helps align our business and IT functions, and, in working together, these two individuals continually simplify and improve our operations.

Culture

The final element of the people side of the equation is culture and the psychology that goes along with change.

At Oracle, we're always learning and looking for ways to improve, better serve our customers, and become more efficient. We relentlessly question assumptions and are always willing to disrupt ourselves. And beyond that, our culture of innovation doesn't just point to opportunities to improve—each one of us is a problem solver, innovator, and part of the solution.

For instance, all the teams that impact a new hire's recruit-to-onboard experience—including HR, Real Estate and Facilities, Legal, and IT—meet on a regular basis to review feedback and metrics. With CEO Safra Catz as the executive sponsor, there's no question about the urgency around continuously making it easier to recruit the talent we need and accelerating the path for new hires to become productive employees. Week after week, month after month, the teams review applicant, employee, and manager feedback. In addition, they analyze relevant data and consider the new innovations coming out of Oracle Cloud Applications and Infrastructure to determine the next steps we can take to improve and, potentially, completely transform the way we bring people into the organization. As you can see, we never view our work as done. Rather, we view each day as an opportunity to rethink the way we operate.

Here's a specific example: In reviewing the recruit-to-onboard experience, we uncovered a lengthy approval process that was delaying hiring by weeks, and sometimes even months. And while approvers play a critical role, we realized that we weren't seeing additional value from layer upon layer of approval tiers. In fact, it was just the opposite—we simply needed the few individuals who had to weigh in on the investment. So, to accelerate the experience, we reduced the number of approvers involved by 70%.

70%

reduction in approvers has accelerated the hiring process



As another example, as more and more AI features are released and embedded into Oracle Fusion Cloud Applications, our global process and solution owners look for opportunities to leverage AI to further automate and improve the experiences we deliver. For instance, Oracle's HR team is using the AI embedded in Oracle Fusion Cloud HCM to identify candidates whose experience, skills, and education are similar to those required for a role.

Processes



We continuously review our end-to-end business operations, which underlie the experiences we deliver to stakeholders. We use a three-step approach to help us in our ongoing evaluation of our internal processes.

Streamline

Our first step is to streamline the journey for the individuals served by our processes—whether they be customers, partners, or employees. We start here because processes can become very complex when organizations look to solve every possible corner case or include every possible team. So we start with the person we serve in mind and the outcomes they’re trying to achieve, and then we design the simplest possible process for that individual to achieve those outcomes.

Empower

Once we’ve looked at how we can streamline processes, the second step is to empower customers, partners, and employees to complete tasks even faster, ideally without manual intervention. To maximize efficiency and deliver the best possible experience, we look to automate internal processes to speed things up, reduce errors, and drive consistency and effectiveness.

Delight

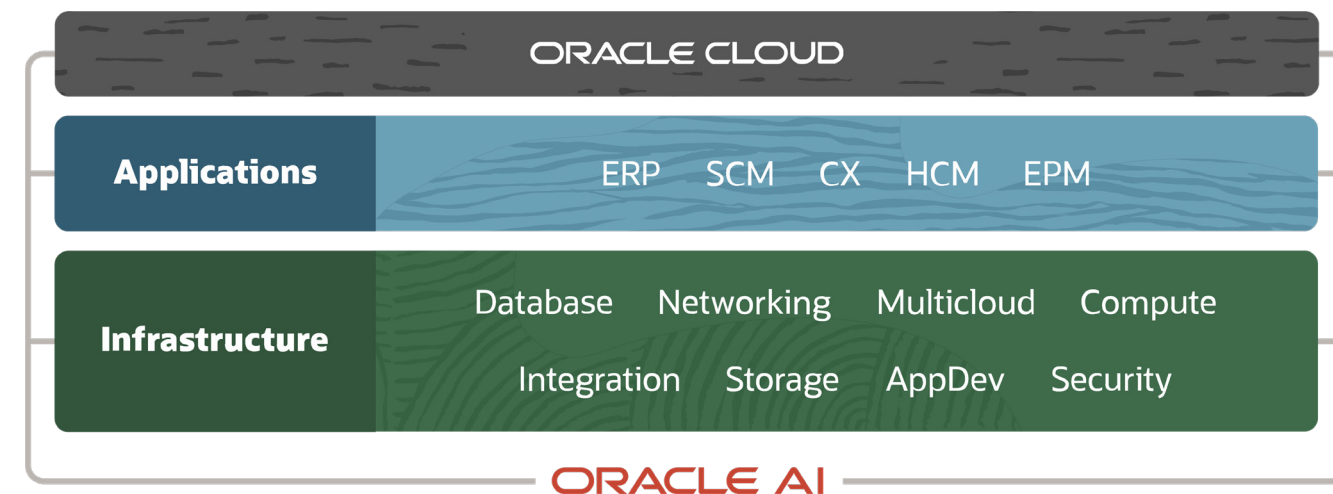
Finally, we look for ways to delight those we serve so they can successfully and quickly complete their activities and also enjoy the process. People want to do more than just move quickly. They also want to achieve exceptional outcomes and make the best decisions.

Systems

Before explaining the path we took to move to the cloud, we want to share three guiding principles that are key to our systems success.

Centralize applications

The first guiding principle is the importance of centralizing corporate applications. By centralizing our applications, we've eliminated complexity, costs, time, and other obstacles that would otherwise limit our agility and ability to deliver great experiences to those we serve. In addition, this centralization on Oracle's end-to-end Fusion Cloud Applications provides a single source of truth when it comes to data and a holistic view of our operations.



Continuously innovate

Having centralized, cloud-based applications enables us to improve on an ongoing basis instead of waiting years and years to upgrade to new systems and take advantage of new functionality, including AI, across our front- and back-office operations. With this approach, we can continuously enhance productivity, decision-making, automation, and efficiency.

Deploy out of the box

As a rule, we've eliminated customizations and deployed the Oracle Fusion Cloud Applications Suite out of the box. This has enabled us to simplify how we operate, reduce overhead, eliminate reliance on IT support, and quickly adopt the new features released every 90 days.

Finally, every time we test a new feature or process improvement, we not only test the flows from end to end with our customers or employees, but we also watch people as they go through the new experience. Often, we find that what we thought might provide a better experience may actually introduce a new challenge or may not be as intuitive as we had assumed. As such, we use "watch parties" to ensure those we serve find the new experiences just as streamlined, empowering, and delightful as we intended them to be.



Moving to Oracle Fusion Cloud Applications

When it came to defining our path to the cloud, we started with the applications that power our end-to-end operations—Oracle Fusion Cloud Applications. And we considered two migration approaches:

1. A “big bang” approach that would have involved a complete move to the cloud all at once.
2. A coexistence model with a phased move to the cloud, where cloud and on-premises technologies would coexist.



After carefully considering both options, we adopted a coexistence strategy to minimize disruption and manage risk, and we prioritized implementations based on our business needs and priorities.

Like building a house, we decided to start by creating a strong foundation. For us, that meant establishing a single data model, starting with standardizing on a global chart of accounts for financial consolidation and reporting. We did that with Oracle Accounting Hub, part of the Oracle Fusion Cloud Applications Suite.

Having a standardized global chart of accounts has ensured that we have consistency and accuracy in financial reporting across lines of business. It also simplified data integration during the rest of the cloud migration process—we mapped other financial data in on-premises systems to our standardized chart of accounts, which helped us maintain data integrity. In addition, our standardized chart of accounts has provided the foundation for advanced analytics and AI, which we use to gain deeper insights into our financial performance, identify trends, and make better decisions faster.

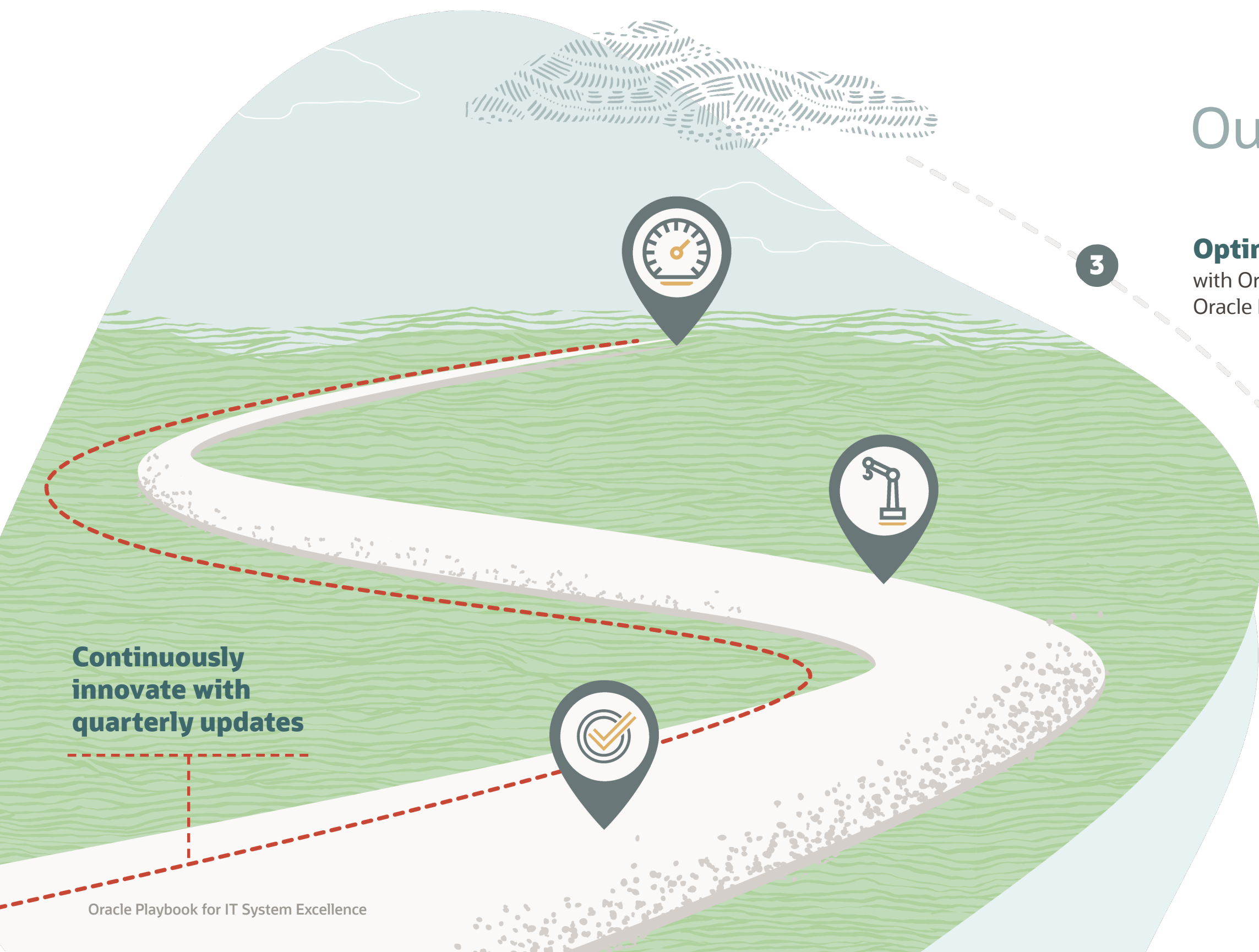
Beyond this, we've achieved other benefits, such as simplifying financial management. It's now more efficient to categorize and analyze financial transactions, and we can more easily ensure compliance with regulatory requirements and industry standards. Lastly, having a standardized global chart of accounts has enabled us to scale and adapt more quickly when expanding our operations, entering new markets, and integrating acquisitions.

Next, we moved to Oracle Cloud HCM so that we could plan, manage, and optimize global people processes with one common data source. With our people on the HCM cloud application, we've been able to make better talent-related decisions, personalize the employee experience, create approval workflows using the HR hierarchy, and scale and localize as needed. In addition, it's enabled employees, managers, and our HR and IT teams to be more productive and focus on higher-value activities than the administrative tasks associated with HR processes.

We then built on this success and progressed toward end-to-end automation by moving to Oracle Fusion Cloud ERP, EPM, SCM, and CX. Throughout that journey, we determined our roadmap based on an analysis of benefits versus risks and velocity versus value.



Our Cloud Journey



**Continuously
innovate with
quarterly updates**

3 **Optimized the business from end to end**
with Oracle front-and back-office applications, including
Oracle Fusion Cloud ERP, EPM, SCM, and CX

2 **Built on the foundation**
and single data model to optimize people
processes with Oracle Fusion Cloud HCM

1 **Established a foundation**
with Oracle Accounting Hub



Benefits from moving to Oracle Fusion Cloud Applications

As a result of moving to Oracle Fusion Cloud Applications, we've achieved great outcomes across our business. With Oracle Cloud ERP, we're now closing our books and releasing earnings in less than 10 workdays—nearly 60% faster than average and faster than any other company on the S&P 500. By taking advantage of the intelligent automation capabilities embedded in Oracle Cloud ERP, 97% of our hundreds of thousands of banking transactions per quarter are automatically reconciled. This means our finance team doesn't need to spend valuable time identifying, deciphering, and matching the transactions passing through our bank accounts.

Similarly, 94% of our balance sheet reconciliations are on Oracle Cloud EPM, of which 25%, and climbing, automatically reconcile with no human intervention. So while other organizations continue to spend their time looking back and manually reconciling, matching, and creating reports, our team is looking forward and helping us steer our business. That's a game changer.



Streamline financial reporting, accelerate planning, and improve cash management.

[Explore the Oracle Playbook for Financial Excellence](#)



Align evolving talent and business strategies, optimize talent investments, and help drive employee productivity and performance.

[Explore the Oracle Playbook for HR Excellence](#)

And in HR, with Oracle Cloud HCM, we're onboarding new employees—more than 20,000 new faces each year—within 24 hours of their start dates. We've not only shaved weeks off the onboarding experience but also reduced the time managers and HR need to spend helping new employees after they join the team. Practically, this means that new hires, managers, and HR team members are all more productive. Plus, we're using AI internally to assist employees with inquiries or issues that come up in their day-to-day work and reducing the amount of time required to complete repetitive and administrative tasks. Less time spent on lower-value activities means more time spent innovating and focusing on our customers.

In supply chain operations, with Oracle Cloud SCM, we're reducing planning cycles—so far by 70%—which not only accelerates full planning cycles but also enables us to make incremental changes in a matter of hours. As an example, when COVID-19 struck, we were able to quickly and frequently adjust demand plans in response to global lockdowns, demand fluctuations, and budget changes so we could stay ahead of change even in the face of uncertainty.

In sales and customer experience, we're automating the transactions we complete with our customers so they can get started and begin realizing value right away. So far, more than 75% of customer transactions are fully automated.

Adopting AI features provided in quarterly updates

We've also benefited from new Fusion Cloud Application innovations by adopting quarterly updates after each go-live because, as we mentioned before, the work of our IT team doesn't end at the go-live. Rather, each global solution owner pays close attention to the new features and functionality released every 90 days, and then they work with the appropriate global process owner on adopting them to drive further automation, efficiency, and improvements to the experiences we deliver.



Oracle Fusion Cloud ERP and EPM

<10
workdays

to close our books and release earnings, faster than any other company on the S&P 500



Oracle Fusion Cloud HCM

<24
hours

to onboard more than 20,000 new hires per year



Oracle Fusion Cloud SCM

70%

faster supply chain planning cycles



Oracle Cloud CX

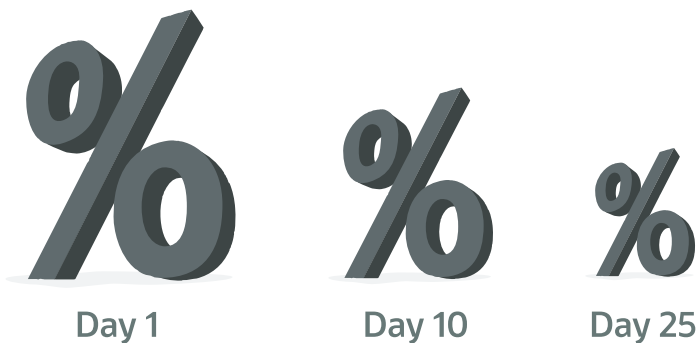
75%

of customer transactions are fully automated

Here are a few examples, starting with finance. Our IT team helped us implement new AI-based features released in Oracle Fusion Cloud Applications to help us save money, increase efficiency, and further automate processes.

For instance, we adopted the Dynamic Discounting feature to optimize working capital and generate cost savings through early supplier payments in exchange for invoice discounts.

Oracle Fusion Cloud ERP
Dynamic Discounting offers more options for paying suppliers



In addition, we leverage Intelligent Account Combination Defaulting to automate and accelerate data entry related to invoices. Also, we use Smart Expense Audit to automatically identify noncompliant expense reports for review by internal auditors.

By harnessing the power of Oracle AI embedded in our applications, we're reducing the time our finance team spends on manual and lower-value tasks while also increasing consistency, accuracy, effectiveness, and cost savings.

But the benefits go even further, helping us increase productivity for our entire employee base. For example, in the past, employees often spent hours on expense reporting—collecting receipts, making copies, uploading receipts, and submitting the reports. Managers then spent valuable time reviewing the reports, asking for additional information, consulting policy documents, and approving the requests. And then to top it all off, our back-office teams spent hours reviewing the submissions.

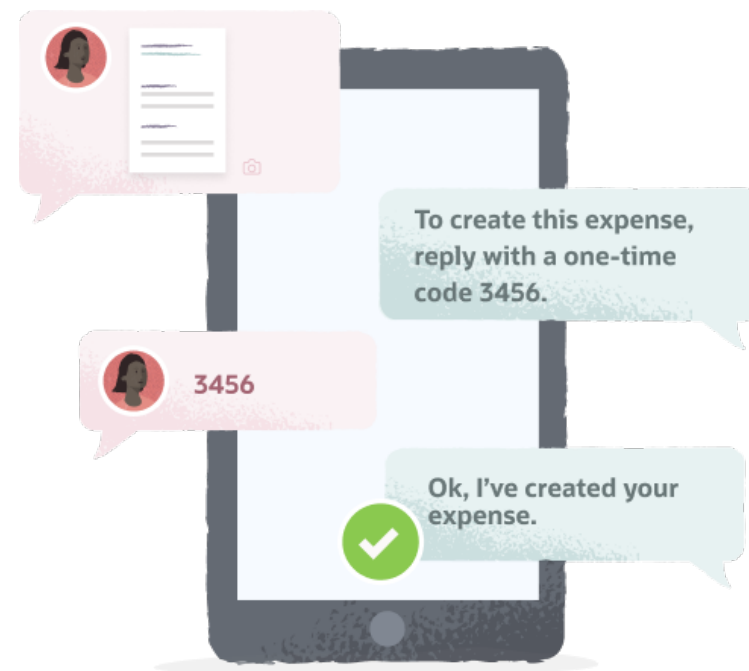
All that adds up. At Oracle, if our more than 160,000 employees each spend even two hours per quarter on these tasks, that comes to an incredible 1.3 million hours a year—a huge waste of our incredible talent.



So how have we saved millions of employee and manager hours processing expense reports? Since our initial move to the cloud, our IT team has helped us take advantage of chatbot and AI functionality that enables our employees to simply take a photo of a receipt, text or email it in, and let the system automatically handle the rest. And next, we're planning to automate the process even further so our employees won't even need to submit expensed items. Rather, when they use their credit cards, the expenses will be submitted directly through Oracle Fusion Cloud ERP for approval and payment.

Oracle Fusion Cloud ERP

Saving millions of employee hours processing expense reports



Beyond finance, we leverage Oracle AI in the front office—for example, in creating more accurate sales forecasts. With the AI-based Opportunity Win Probability feature in Oracle Cloud CX, AI tells sales management the likelihood that each deal will close, providing the opportunity to compare that data against estimates from sales representatives and, thereby, helping drive increased sales forecast accuracy.

And since our initial Oracle Cloud HCM go-live, our IT team has helped bring improvements to HR too. For example, we've shortened recruitment time by using the AI-based Suggested Candidate and Similar Candidate features, which help Oracle recruiters and hiring managers more quickly identify suitable candidates for job openings. Not only do we spend less time manually screening resumes, but we also ensure the best-fitting candidates are hired onto the Oracle team. Plus, we've reduced the time it takes to fill job vacancies by using Oracle Cloud HCM's Time to Hire feature. This AI feature helps recruiters and hiring managers understand bottlenecks in the process and enables us to recognize problematic areas more quickly, adapt or rectify issues, and continuously optimize the experience. In addition, this feature provides a prediction of the time it will take to fill a new requisition based on the role and location for which we're recruiting, which helps our teams plan and prepare.

Beyond the benefits we've experienced from our move to Oracle Fusion Cloud Applications and the new value we get from quarterly updates, running these applications on Oracle Cloud Infrastructure has also had broader advantages. We've benefitted from brand new data centers and brand new networking, storage, and underlying tools, as well as OCI's best-in-class performance, built-in security, and scalability. Plus, we no longer have to worry about technical debt. We're always on the latest and greatest technology in OCI.

Oracle Fusion Cloud HCM

Time to Hire helps fill vacancies faster



Moving custom applications to Oracle Cloud Infrastructure

In parallel with moving to Oracle Fusion Cloud Applications, we also set out to migrate strategic custom applications to OCI. We had a lot of technical debt, mainly in the form of applications and data center infrastructure accumulated from expansion through acquisition. That technical debt translated into hundreds of millions of dollars.

To prepare for the migration, we started by creating a comprehensive applications inventory. Leveraging our global process owners and global solution owners for the reviews, we found we could deprecate thousands of applications that were no longer in use or that were redundant as a result of the functionality provided by Oracle Fusion Cloud Applications. In other words, we found that we no longer needed multiple tools and technologies for each business process, as Oracle Fusion Cloud's front- and back-office applications—running on OCI—let us seamlessly connect and automate our operations. This translated into significant cost savings as well as a reduction in IT support needs.

In the specific cases where we determined custom applications were essential to Oracle's competitive differentiation and advantage, we retained the applications and migrated them to OCI. By migrating, we reduced the compute resources needed to run our applications by 50% because OCI gave us faster, more powerful, and more energy-efficient systems. In addition, we increased application performance by an average of 30%, which has translated into faster access to data and improved employee productivity. And we went from 99.7% service level availability to an industry-leading 99.9%. That means less downtime a year, which, for an organization of more than 160,000, means we've gained back almost 1.5 million hours of employee productivity.



When we migrated applications to OCI, we followed a “move and improve” strategy, which involved starting with a standard architecture that included best-in-class technologies alongside rules for integrations and security. By starting with this base for every move, we were able to go faster and reduce review cycles. In addition, we used Oracle Cloud Advisor to help us determine CPU and memory needs. This automation ensured we were “rightsized” and saved us 50%-60% in cloud capacity. And we continue to use Oracle Cloud Advisor in OCI to drive ongoing efficiencies.

50%-60% **reduction in cloud capacity needed after rightsizing applications with Oracle Cloud Advisor**



Another best practice we implemented as we moved to OCI was adopting new DevOps practices, including standardizing and automating build, test, deploy, and other lifecycle management processes. This standardization and automation helped our IT team streamline their activities, reduce manual effort, and enhance consistency and reliability.



Moving to Oracle Autonomous Database in OCI

Our systems transformation entailed not only applications and infrastructure but also databases.

Before we moved to Oracle Cloud, we had hundreds of databases deployed on many servers across the company. And so, just as we did with applications, we started our transformation by inventorying these databases and archiving and purging unneeded data and components. We then consolidated what remained on Oracle Database Exadata Cloud Service to simplify our operations, reduce costs, and improve performance.

Once Oracle Autonomous Database was released, we started migrating from Exadata Cloud Service to Oracle Autonomous Database using migration tools such as Oracle Zero Downtime Migration and Oracle Cloud Infrastructure GoldenGate to minimize disruption to the business. During the coexistence period, we leveraged Oracle's observability and management services to manage both cloud and legacy systems.



By migrating to Oracle Autonomous Database, we've benefited from all the advantages of Oracle Exadata Cloud Service—including improved performance, higher availability, simplified provisioning, and automatic server management and backups—along with autonomous services that are self-patching, self-scaling, self-tuning, and self-securing. We're also able to provision new databases in minutes and complete tasks such as cloning, moving databases between containers, and setting up disaster recovery systems with just a few clicks in the OCI Console. With dynamic scaling and elastic pooling, we can add or reduce CPUs without reconfiguring, providing tremendous flexibility for us and our customers. All of this has enabled our IT team to reduce the time it spends on administrative tasks, such as database management, by 80%.



Oracle Autonomous Database

80%

reduction in the time IT spends on administrative activities, such as database management



Moving acquired companies to Oracle Cloud

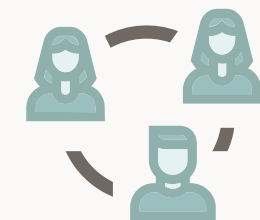
Like many other organizations, acquisitions have long played an important role in Oracle's growth strategy, and our IT team has been critical in supporting our integration activities.


Whenever we acquire a new company, we aim to quickly integrate the acquired business into our centralized systems and move custom applications to OCI—to reduce complexity and costs. We also eliminate applications and data centers that are no longer needed. This creates a unified customer experience as well as significant operating leverage as we continue to grow.

We always start by determining how much we want to bring over to Oracle Cloud. Just like when moving from one home to another, you likely don't need to bring everything with you. Once we identify the data we need, we map that data from the legacy systems to Oracle Cloud systems and migrate the bulk of the data before go-live. We know that we can catch up with any remaining data that needs to be moved after go-live. Before we launch the new systems, we test them. Not just each one or each process individually. We test the end-to-end flow—for example, transactions from lead all the way to cash.

150+

Companies acquired and integrated





Finally, as we move and eliminate legacy systems, we archive data and move it to OCI for retention purposes related to local regulations.

Our integration path starts with moving employees of acquired companies to the tools used by the rest of the Oracle team. This begins with Oracle Cloud HCM, which helps new employees collaborate seamlessly and work productively, while also making our global people processes more efficient.

With our people on Oracle Cloud HCM, we are able to do the following:

- ✔ **Create approval workflows** using the HR hierarchy and leverage those highly configurable workflows to scale and localize as needed.
- ✔ **Help our employees and managers become more productive** because they can complete administrative tasks, such as updating an address or promoting an employee, quickly and without intervention from the HR team.
- ✔ **Enable HR to focus on more strategic activities**, such as workforce planning, talent management, and employee engagement.
- ✔ **Let our IT team focus on strategic initiatives alongside ongoing innovation**, rather than on routine maintenance and support.



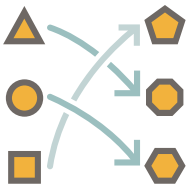
Along with moving employees to Oracle Cloud HCM, we migrate them to our applications for expenses and procurement. This also helps our acquired team members work more productively and benefit from a more seamless experience than if they were conducting these activities outside our centralized systems.

After moving our employees to the systems for Oracle Cloud HCM, expenses, and procurement, we shift our focus to migrating the rest of the acquired company's operations to Oracle Fusion Cloud Applications for ERP, EPM, SCM, and CX. We generally do this all together. We don't need to create integrations between systems because Oracle's Cloud Applications Suite is integrated out of the box. Moving all the lead-to-cash systems at once also eliminates the need for interim processes that serve only to elongate the time to reduce costs and complexity.

After the systems integration date (what we view as Day 1), we take advantage of the innovation provided by Oracle Cloud Applications' quarterly updates to automate more of our operations and improve the experiences we deliver.

As mentioned earlier, the centralization of corporate applications helps us scale and achieve synergies between Oracle and the acquired company. By leveraging the Fusion Cloud Application Suite globally, we reduce complexity, costs, time, and other obstacles that impede agility. Plus, we deliver exceptional experiences to those we serve through consistent and streamlined processes and modern user experiences. And with applications that sit on OCI, we benefit from both speed and security across our operations.

Centralizing corporate applications



Eliminates complexity



Reduces costs



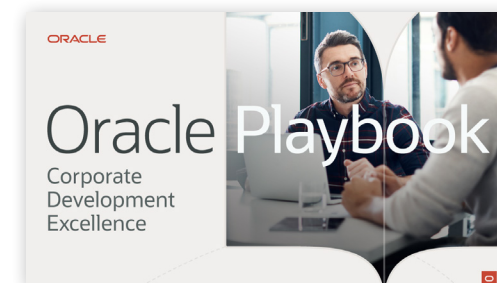
Saves time





If there are any specific, strategic applications that an acquired company might retain, we always look to move them to OCI using the same approach described earlier.

These best practices have been critical to driving accelerated and successful integrations across each of our acquisitions. Over the past 20 years, through our acquisition of more than 150 companies, we've deprecated an estimated 5,000 acquired applications and closed nearly 50 data centers as we moved those companies to Oracle Cloud Applications and OCI. The result is a successful M&A integration practice that has enabled us to reduce costs, increase efficiencies, and improve security and agility, all while helping us serve our customers better and grow our business.



Quickly and effectively integrate acquisitions while minimizing disruption to customers, employees, and partners.

[Explore the Oracle Playbook for Corporate Development Excellence](#)

Building applications in OCI

Having discussed our moves to Oracle Cloud Applications and Infrastructure, let's now look at how we've built new cloud native applications for customers in OCI. For example, take Oracle Public Safety, a suite of applications that make first responders' work life simpler, safer, and vastly more productive. The suite includes a dispatch command center, a wearable computer system, a personal computer system, a vehicle communication system, a vehicle video camera system, a records management system, and a jail management system.

We built this applications suite using the Oracle APEX low-code application platform and other OCI services. With this fully integrated technology stack and built-in automation, we streamlined the development process from concept to deployment. Not only were we able to rapidly iterate with a relatively small development team, but the team could also focus on innovation rather than infrastructure management.


Beyond accelerating development, by using APEX and OCI to drive automation, quality, and scale, our developers have been able to continuously deploy new public safety services and features in hours and with no customer downtime. OCI's robust security and compliance protocols also help ensure that our offerings meet the highest standards of data protection. In addition, OCI's analytics and monitoring tools provide critical insights into application performance, enabling real-time optimization for peak efficiency and user satisfaction.

An IT team focused on innovation and delivering greater business value

Among the broad benefits of our move to the cloud, we've connected our business from end to end, automated many operational processes, increased employee productivity, and gained a real-time view of our business. This has enabled us to anticipate and respond faster to changes while delivering better experiences to our customers.

And, alongside these benefits, our move to Oracle Cloud Applications and Infrastructure has had a tremendous impact on our IT team. Because we've been able to automate so many activities, the team has become much more productive. Automation has enabled them to shift their focus from running and maintaining our systems to helping us continuously improve and innovate.

With each passing day, we're realizing more and more benefits from the innovations coming out of our technology



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And as a result of our systems transformation, our IT team is better prepared to lead us into the future. But we've also learned quite a bit on our journey, and of course we made mistakes along the way. We love to share our story so others can achieve the same outcomes and avoid some of the pitfalls we encountered. If you'd like to learn more about the obstacles we faced and how we overcame them or the benefits we achieved and the choices we made every step of the way, please let us know. Simply email Leah Yomtovian, SVP of Corporate Operations Strategy, at leah.yomtovian@oracle.com.

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