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The Synergies of Unified Data

The Business Value of Cross-Departmental
Business Processes and Analytics

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Introduction

There are an infinite number of connections among your business functions and the enterprise applications supporting them. Think about it, from the design of a product, to selling it to customers, to providing services, many common data elements are needed in your enterprise applications to drive the touch points across your business processes. Here are some examples:

- **Product data.** When a product is developed by R&D, produced in plants, and stored in warehouses, product attributes and quantities are managed by supply chain management (SCM) but need to be accessible to finance for reporting and costing purposes. Additional content such as product collateral and service manuals should be provided for marketing, sales, and field service.

- **Customer data.** When a customer downloads a whitepaper from your website, orders your products, chats with your service agents, requests an on-site service, or pays an invoice, the interactions are recorded in your marketing, sales, service, supply chain, and finance systems.

- **Employee data.** As an employee bills hours to a client, travels for work, is assigned a new mobile phone plan, or buys a new laptop, the transactions must be logged in your finance and supply chain systems using the same data accessible in the human capital management (HCM) system.

These are just a few examples; we have not listed other important data such as suppliers and the chart of accounts. But the concept that multiple business processes use the same essential data in numerous departments is the same.

While we organize our business functions for the division of labor and specialization, the real world doesn't follow the dividing lines set by application modules. Some companies use best-of-breed, single line of business solutions to assemble an architecture of enterprise applications. With so many interactions among various departments using systems from different vendors, this results in a suboptimal environment with multiple definitions and data objects for those important data elements such as products, customers, and employees. Yes, these best-of-breed solutions serve separate business functions, but they create data silos for supply chain, finance, HR, and other functional areas, increasing IT support costs and impairing collaboration and decision-making across the organization. It also creates more complex software updates and dependencies to manage, lowers security and business efficiency, delivers an inconsistent user experience, and contributes to poor employee engagement.

You want your functional teams to work effectively and more closely together across lines of business— this means their business applications must share data and technology on a common cloud platform, i.e., a connected cloud suite.

Foundation for synergies – a connected applications suite

When you run your business on a connected suite of applications, your entire organization can operate on a single point of truth. Because a connected applications suite provides common data elements, a common workflow engine, and a consistent user interface, you see the benefits of the underlying technologies across your business applications:

1. **Governance, risk, and compliance (GRC).** Measures such as single sign-on (SSO), data access control, business transaction audit, and regulatory compliance certification are straightforward to implement and maintain on a single cloud platform. Once you define the access policies for your organization, they should apply to all the reporting, analytics, and transaction applications.

2. **Workflow, business processes, and business rules.** Ensures a single business process that cuts across business applications and domains to ensure consistent performance. It is also significantly easier and more effective to optimize your business processes when your entire organization operates on a single suite of applications. For example, when an employee creates a purchase requisition, a combined finance and HR cloud can determine the correct approval routing—leveraging the information on the business unit, employee cost center, the approval limits in the management chain, the item category, and the location of the employee.

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3. **Reporting and analysis.** Delivers a single data source and reporting environment, where you can supplement with data from external providers, drive transactional reporting needs, or run predictive analysis to drive your business forward. This gives you richer information, better insight into the business, and the ability to correlate data across different domains using the same powerful business intelligence capabilities.

4. **Common user interface.** Provides a common entry point for everyone to have a consistent user experience across domains. You get one login to see the information you need across the system. You can also speed up the adoption cycle because employees can easily discover new features or learn new modules with the existing familiarity of visual cues and access points.

5. **Single data-entry point.** Shares data across your business functions and processes. A connected suite of applications on a single cloud platform provides common data elements and one system of record allowing all information to be held in a single place, maintained by common data entry processes. This gives you information that is accurate, rich in content, and current.

6. **AI/ML and emerging technologies.** Offers better recommendations and predictions for all functional areas through the shared data. The internet of things (IoT) technology monitoring production in your plants can also track worker safety and material movement. You can deploy digital assistants to provide better experiences for both your customers and employees. When your business applications share data on a single platform, you can quickly replicate learnings and innovations from one area to next.

Touch points form the synergies

Interactions or touch points across business functions have evolved thanks to the introduction of artificial intelligence, machine learning, digital assistants, and other advanced technologies. This has improved and streamlined business workflows, leading to increased productivity and efficiency. For example:

- Many touch points are now "touch-*less*"—that is, completed automatically without the need for human intervention. Approval of expenses that meet company policies, for example, can become automatic as machine learning identifies the rules and begins to understand how to apply them.

- Human-led touchpoints can be enhanced with AI-embedded capabilities—to optimize recruiting, for example. These AI capabilities will also improve overtime as they learn from interactions with humans.

- Proactive touch points can be enriched with predictive analytics—for example, alerts that let finance team members adjust financial forecasts when production is delayed by supply chain disruptions.

As you go through your digital transformation journey, every touch point is an opportunity to improve your business and lay the foundation for future improvement. The most important touch points you need to tackle are most likely to be cross-functional, complex, and higher value.

Let's delve into the business benefits of a connected cloud suite sharing a unified data model. We'll examine the common data elements and touch points among your lines of business and explore the synergistic scenarios you can only achieve with cross-departmental business processes and analytics. You can find further detail on the touch points and business processes in the Resource section at the end.

Enterprise resource planning (ERP)

Organizations deploy ERP to manage core business processes including finance, procurement, and project management. When ERP operates on the same data source as the rest of the organization, you get insights on financial performance, alerts on unexpected cost and expenditure, and streamlined accounting close and regulatory reporting.
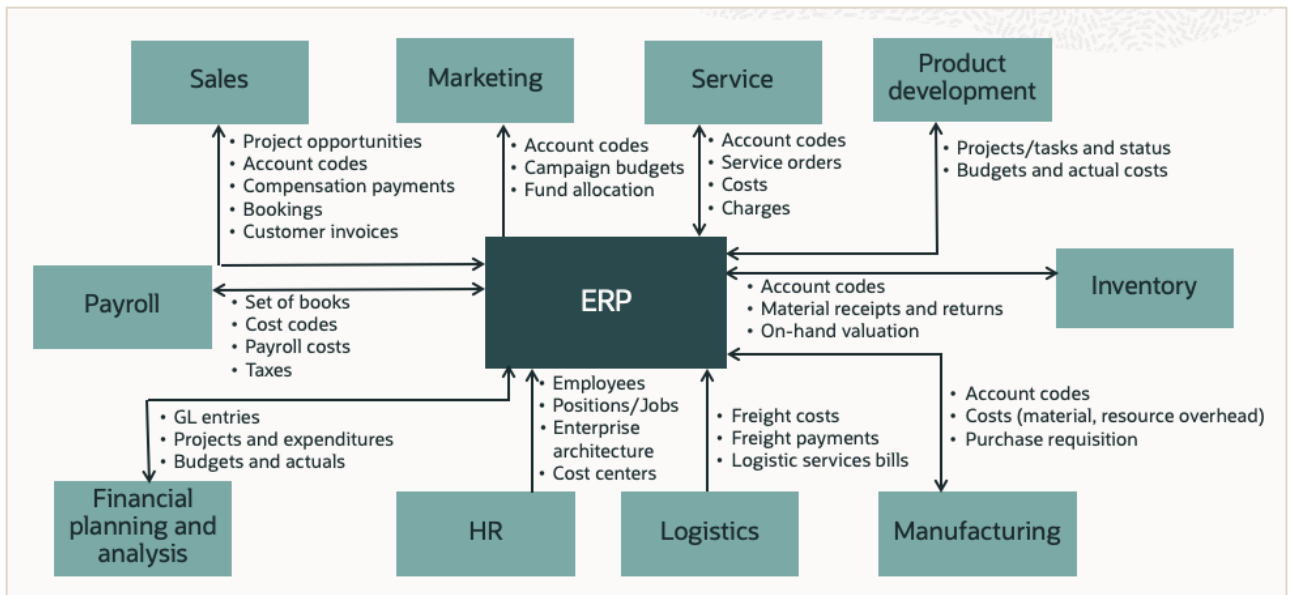
Figure 1: Key data between ERP and other functional areas.

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Table 1: Key touch points between ERP and other functional areas.

FUNCTIONAL AREA	PROCESSES	SYNERGY SCENARIO
Sales	- Opportunity to Quote - Quote to Order - Sales Order to Subscription - Sales Strategy to Execution - Incentive Plan to Payment	**From booking to revenue.** The subscription services rolled out last year seem to be doing well with strong bookings from sales. But there are significant differences among the product lines regarding the percentage of recognized revenue within a year. Sales, service, and finance leaders put their heads together to optimize the sales processes to focus on the most profitable product lines.
Marketing	- Analytics to Insight - Insight to Campaign ROI	**Lead to revenue.** You launched a campaign to promote a subscription service trial to a new industry segment. The campaign met its target on the number of new account sign-ups. The next stage is to find out how many of the trials convert to paid accounts and how much revenue they generate.
Service	- Sensor Alert to Preventive Maintenance - Customer Sentiment to Preventive Maintenance - Service Request to Dispatch	**Manage service costs.** Supply chain disruptions and soaring fuel prices are increasing the cost of field services. The company is considering ways to reduce the cost of services such as a temporary fuel charge for some remote customer sites or combining periodical maintenance in a single trip. Finance and service can quickly respond to market conditions with a full set of cost data.
Product Development	Concept Formation to Design	**Embed sustainability into products.** The product team has taken on sustainability as the top consideration throughout the development cycle. The team selects sustainably sourced

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	• Design to Release	materials from the preferred vendors identified by procurement, designs products with minimal environmental impact in the manufacturing process and tracks their progress against the organization's sustainability plan.
Inventory	• Plan to Replenish • Material Request to Delivery	**Track and manage on-hand inventory.** While the teams at manufacturing and distribution can accurately track and manage stock levels to minimize supply chain disruption, the accounting department can smoothy execute the monthly subledger close because all transactions and on hand quantities are accounted for.
Manufacturing	• Production Order to Cost Update • Contract Manufacturing Request to Delivery	**Align supply base with business goals.** You need to increase production capacity to meet the rising demand in the domestic market and must decide whether to expand your current production facility or outsource to a manufacturing partner. With a unified data source, your supply chain, procurement, and finance team work together to quickly devise the best approach by weighing factors such as demand trends, supply risk, landed costs, and supplier capabilities.
Logistics	• Inbound Shipment to Receipt • Freight Invoice to Approval	**Streamline freight payments.** Accounts Payable can pay for the service in confidence. Accounts Receivable can provide more details in their invoices to avoid confusion from the customer regarding their freight charges.
Human Resources	• Benefit to Payroll • Time Collection to Payroll • Talent Review to Succession • Absence Planning to Continuity • Employee Separation to Workforce Analysis	**Align monetary and human capital.** Your industry is experiencing an unprecedented wave of turnover and HR recommends a one-time bonus to improve retention. Finance quickly derives a model to identify the optimal range of the bonuses for the company because they can easily access employee compensations and revenue projection from a single source. For a longer-term solution, HR and finance work closely on measures to acquire, develop, and retain talent to meet business needs.
Financial planning and analysis (FP&A)	• Budget to Approval • Period Close to Financial Reports • Report to Forecast	**Less planning, more action.** Timely and accurate data is key when you make plans and track their progress. It's not just about saving time on chasing data. When an unexpected turn of events (e.g., armed conflicts or disease outbreaks) occurs after the planning cycle, the FP&A team can quickly assess the impact and propose mitigating measures.
Payroll	• Payroll to Payment	**Up-to-date payroll costs.** Management is considering an hourly wage increase to reduce turnover. You can provide them with an accurate picture of the impact on cash flow, profit margin, etc. to propose a range.

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Human capital management (HCM)

HR data is the foundation of business operations. Your business relies on accurate personnel data to optimize work assignment and make sure there are right people to get the jobs done. When your HCM is part of a connected suite, you have accurate data on the people and their life events and capabilities. You can offer great support to your staff today and develop a workforce to fuel future business growth.

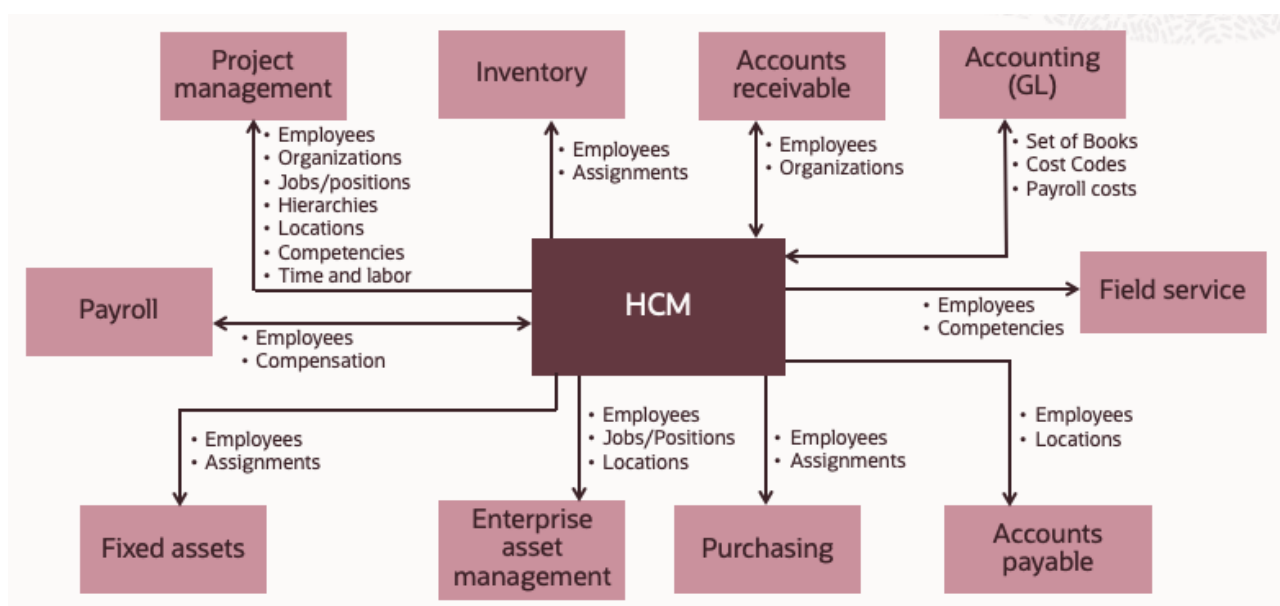Figure 2: Key data between HR and other functional areas.

Table 2: Key touch points between HR and other functional areas.

FUNCTIONAL AREA	PROCESSES	SYNERGY SCENARIO
Project Management	• Opportunity to Project Approval • Resource Analysis to Utilization	**Align talent sourcing with project needs.** The project pipeline is strong, and IT needs more staff with Kubernetes skills. After confirming with project leaders there is a long-term demand, HR develops a plan to ramp up current talent pool training and seek external sources.
Inventory	• Material Request to Delivery	**Operate your warehouse safely.** Warehouse operations often require workers with specific skills like forklift for health and safety compliance. The supervisors can be assured that only eligible workers are assigned to tasks requiring special skills.
Accounts Receivable	• Customer Invoice to Receipt • Customer Statement to Collection	**Optimize agent assignments.** You have streamlined your billing process by automating standard transactions, but you still need the accounts receivable staff to address exceptions swiftly to minimize days sales outstanding. AR should have the right data access to research disputes and review and

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		approve adjustments based on their position hierarchy from the day they join the group.
Accounting (GL)	• Daily Close to Financial Forecast • Period Close to Financial Report	**Streamline financial reporting.** Personnel change has become a norm. To fill in responsibilities on short notice, your accounting staff needs the right access based on the position and responsibilities to process transaction records, prepare and review reports, and receive notifications and assignments.
Accounts Payable	• Supplier Invoice to Payment • Expense Report to Reimbursement	**Detect suspicious transactions.** The office of the CFO decided to consolidate supplier payment activities to the regional level instead of cutting checks from the local offices. Payments to suppliers are maintained during the shift so the company does not lose any payment discounts. The ability to resolve disputes quickly and pay suppliers on time helps organizations take advantage of any payment discounts and leads to favorable terms for future contracts. New employees in the payables department gain access to dashboards and necessary approval privileges to resolve disputes and process payments.
Procurement	• Contract Creation to Spend Compliance • Requisition to Receipt	**Automate and streamline requisition with up-to-date employee hierarchy.** Any revision of or deviation from standard terms and clauses requires approval. The speed of approval can impact contract negotiation because often you must respond within a specified time frame. All purchases of a certain category— say, for contingent labor—must be subject to VP-level approval within the accounting function. If HR and finance are in sync, any new policy is immediately reflected in the approval routings without the need for manual intervention. The appropriate authorities can review and approve the requests through email notifications or on their dashboards.
Field Service	• Sensor Alert to Preventive Maintenance • Service Request to Dispatch	**Assign technicians with the right skills and locations.** You've setup an IoT monitoring system for the equipment at customer sites and used machine learning to augment the routine maintenance schedule. The scheduling engine can include technician assignments in the scheduled maintenance orders by accessing the up-to-date HR data.
Fixed Assets	• Asset Acquisition to Retirement	**Organizational change impacts asset management.** Your company is on an expansion path. You need to plan for the acquisition of assets such as furniture, real estate, and computer equipment to accommodate the growing

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		organization and how best to take advantage of the depreciation schedule.
Sales and Marketing	• Opportunity to Quote • Quote to Order • Opportunity to Forecast • Sales Strategy to Execution • Incentive Plan to Payment • Campaign Execution to Lead • Event Execution to Lead	**Employee absence can disrupt deal approvals.** A disaster averted: the sales team has worked for 17 months on an opportunity, the customer's keen, the bill of materials has been agreed upon, a tacit agreement has been reached and the proposal is submitted for approval. The multimillion-dollar deal is routed via workflow to the VP in the commercial department because of its size—but that day, he started a leave of absence for family reasons. Luckily the entire company is operating on a unified position hierarchy. The workflow simply routes the deal to the Office of CEO for approval.

Supply chain management (SCM)

Supply chain disruptions have become the new normal, but that doesn't mean your organization is helpless against the challenges. With a single source of truth, you can quickly evaluate the impact of unforeseen events on customer service levels, staffing, and revenue, identify the most cost-effective mitigating actions, and devise mid and long-term solutions.

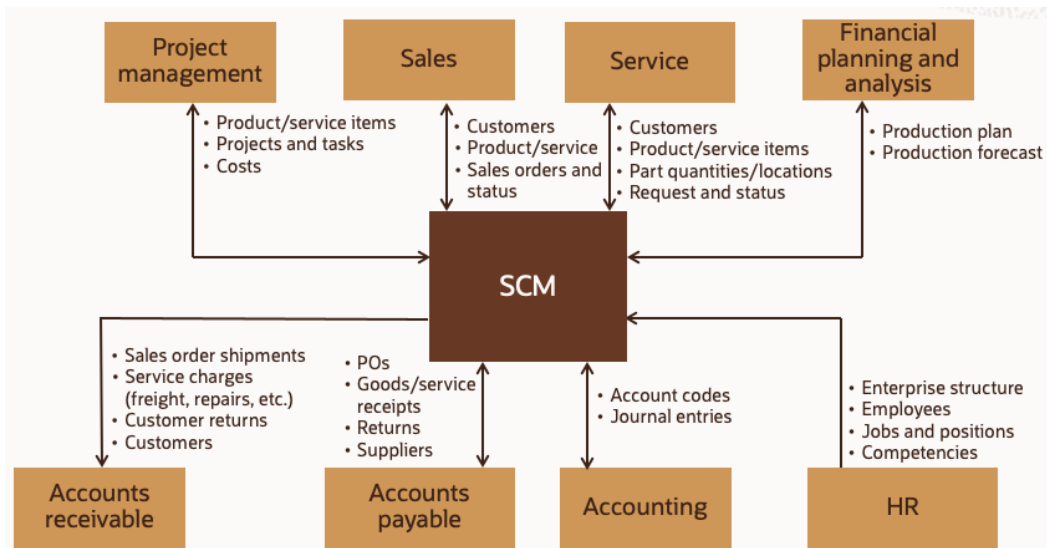Figure 3: Key data between SCM and other functional areas.

Table 3: Key touch points between SCM and other functional areas.

FUNCTIONAL AREA	PROCESSES	SYNERGY SCENARIO
Project Management	• Project Costs to Accounting	**Project driven supply chain.** Your organization is expanding its manufacturing services to take advantage of the re-shoring trend. The sales team create projects once the deals are in place. All production time, labor, and materials are accounted

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	• Billing to Revenue Recognition • Capital project to Asset	for by project so you can bill each customer timely and accurately even with shared resources.
Sales /Commerce	• Quote to Order • B2C: Interest to Purchase • B2B: Cart to Agreement	**Up-to-date shipment and order status.** Regardless of the channel your customers place their orders, they want the same level of service. With a unified data source between supply chain and commerce, your customers get the latest update on fulfillment progress from their channel of choice.
Service	• Sensor Alert to Preventive Maintenance • Service Request to Dispatch	**Improve first-visit resolution with the right parts.** Your field service team has full inventory visibility to the on-hand quantities of the critical parts so they can order the required parts before they plan their customer visits. The field technicians don't have to stockpile parts in their vans, and you can optimize the inventory level with real-time consumption data.
Human Resources	• Time Collection to Payroll • Career Planning to Development • Talent Review to Succession • Absence Planning to Continuity • Employee Separation to Workforce Analysis	**Prepare current and future workforce needs.** The planned new equipment will boost the production capacity but requires new skills to operate. Also, 20% of the shop floor personnel will be eligible for retirement in 5 years. These are just a couple of HR challenges impacting your supply chain performance. The HR department deploys an online training tool to minimize disruption to production, offers flexible retirement, and reaches out to local technical colleges for new talent pipelines.
Accounting	• Period Close to Financial Report	**Streamline period-end close.** You have implemented an enterprise-wide chart of accounts to create consistent, standardized accounting for all your supply chain transactions. Not only you greatly reduced the time and effort for the period-end close and reconciliation tasks, but you also automate the majority of GL posting from the supply chain subledgers. With your financial data in order, you are ready to provide timely feedback to supply chain on their operational performance.
Accounts Payable	• Supplier to Payment • Supplier Return to Settlement	**Streamline supplier settlement.** You want to settle any returns to suppliers quickly, so you don't overpay the suppliers in question. When accounts payable shares data with supply chain, you get the return transactions in real time.
Accounts Receivable	• Customer Invoice to Receipt	**Automate customer billing with supply chain events.** You can reduce days sales outstanding by invoicing customers directly as soon as goods and services are provided.

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	• Customer Statement to Collection	
Financial Planning and Analysis (FP&A)	• Sales objective to integrated business plan	**Align production plans with business goals.** According to the latest analysis, the demand for your new product line is greater than expected. You need to adjust the production plan from the last sales and operations planning to meet the current market trend. Because sales, supply chain, and finance share the same data, all three teams can quickly review the latest product mix, demand trend, and supply capacity to revise the production plan to capitalize this market opportunity.

Scope needn't be the hurdle

ERP, HCM, SCM, and customer experience (CX) are applications aiming to cover activities for an entire line of business (LOB), but you don't need to bring the entire LOB to the cloud to realize the business benefits of connected cloud applications. By focusing on one aspect of your business, you can harvest the values from the corresponding touch points as you take on more products and features. Here are examples in project management, billing, sales, and field service.

Project management

With a connected business suite, you can manage projects beyond task and spend tracking. Source the best-fit team members with full visibility on your global talent pool and availability, automatically reflect supply chain and service constraints to your project timeline, and rest assured that your billing is following your and the customers' financial policies.

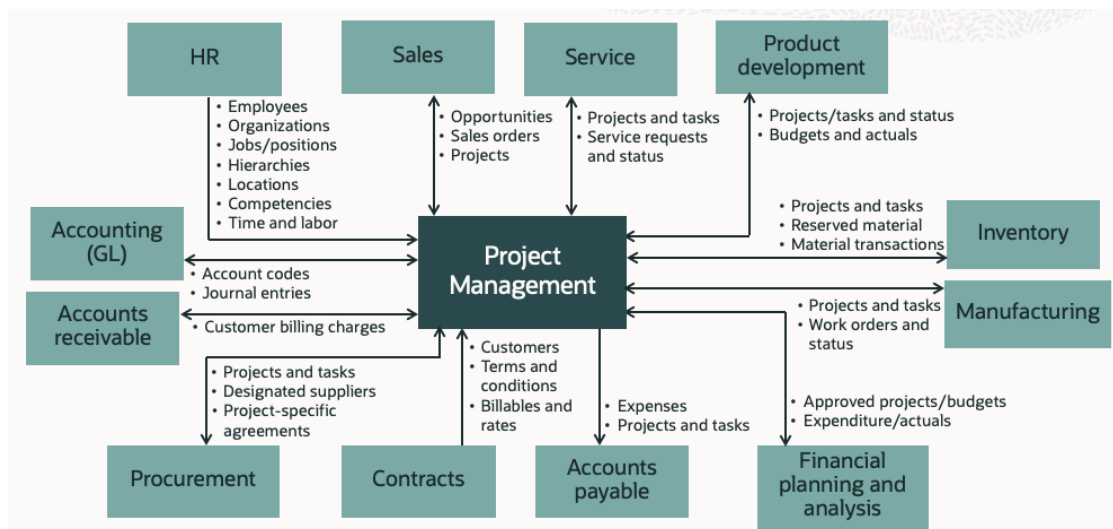Figure 4: Key data between project management and other functional areas.

Table 4: Key touch points between project Management and other functional areas.

FUNCTIONAL AREA	PROCESSES	SYNERGY SCENARIO

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Human Resources	• Time Collection to Payroll • Career Planning to Development • Talent Review to Succession • Employee Separation to Workforce Analysis	**Project staff skill matching and availability.** Life happens. A project member is going on family leave and returning to the office on a part-time basis. You can secure supporting personnel by launching a search on the talent pool from the project dashboard. With up-to-date personnel data on their skills, competencies, and availability, you don't miss a beat with your projects while supporting the work-life balance of your staff.
Sales	• Opportunity to Quote • Quote to Order	**Create projects from opportunities or sales orders.** Some projects require intensive groundwork before deals are inked. Sales can create projects from opportunities to manage the time and resources for the work, and management can track resource utilization to ensure allocation is in line with business objectives.
Service	• Sensor Alert to Preventive Maintenance • Service Request to Dispatch	**Track project-specific after-sale services.** You have created a project to manage the configuration of a piece of equipment. Because this is a new configuration on the product, you continue to charge service requests on the equipment to the project after installation to manage the overall costs and resources.
Product Development	• Concept Formation to Design • Design to Release	**Manage product development projects.** When you see ideas worth further development, you can quickly create projects to pull together resources and designers to move the ideas forward.
Inventory	• Material Request to Delivery	**Track and manage project-specific inventory.** Your high-priority client's project is about to start and there are other similar projects requiring the same components. To avoid delay, you reserve the required parts for the project to ensure the project can start without delay. These components can then be issued to the work orders linked to the same project.
Manufacturing	• Production Order to Cost Update	**Project-specific work orders.** Your customer finally approved the deal so the configuration, assembly, and testing for the ordered equipment can begin. The customer project is carried over from sales and added tasks for the production team. The work orders for the project are linked to the project tasks for progress and resource tracking.
Financial planning and analysis	• Budget to Approval	**Project financial planning.** The company has embarked on a marketing initiative to pursue new customers in the telecommunication industry. Marketing plans are drawn out and reviewed in the budgeting process. Approved projects are created in the project management system for execution. The

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		budgets are carried over and expenses are passed back to planning team to report accrued costs.
Accounts Payable	• Expense Report to Reimbursement	**Pay employees' project expenses.** Employees submit reports and get reimbursed for their expenses incurred for a project just like regular expenses.
Contracts	• Quote to Order	**Create project contracts.** A centralized contract repository speeds up negotiation processes with templates for standard terms and conditions. The finalized contract terms are carried through as billable items in the linked projects, so the project billing always complies with the contract.
Procurement	• Insight to Smart Sourcing • Contract Creation to Spend Compliance • Requisition to Receipt	**Buy for specific projects using shared procurement center.** When a team member raises a project-based requisition, the request is handled by a centralized procurement team while maintaining project and task segregation. The purchase order is created in compliance with the project specific contracts. Shipment received is held as product specific inventory. Costs are accrued automatically to the designated projects. You can maximize your purchasing power and operation efficiency while servicing individual project needs.
Accounts Receivable	• Customer Invoice to Receipt • Customer Statement to Collection	**Project billing automation.** A centralized accounts receivable team can process your project bills because the billables are calculated based on contract terms and transferred to accounts receivable automatically.
Accounting	• Period Close to Financial Report	**Report capital projects.** When you need to provide financial reporting for capital projects in progress, the data gathering and calculation for construction-in-process asset values can be a daunting task. With fully connected accounting and project management, you can automate the accounting entry creation and streamline the financial reporting process for capital projects.

Billing

As your organization explores new business models and revenue streams, your billing system needs to handle more complex pricing models. Providing timely, accurate bills to your customers for your ever-increasing product and service offerings could become a challenge. With the billing system sharing data across the applications, you can quickly and accurately bill your customers for the delivered products and services.

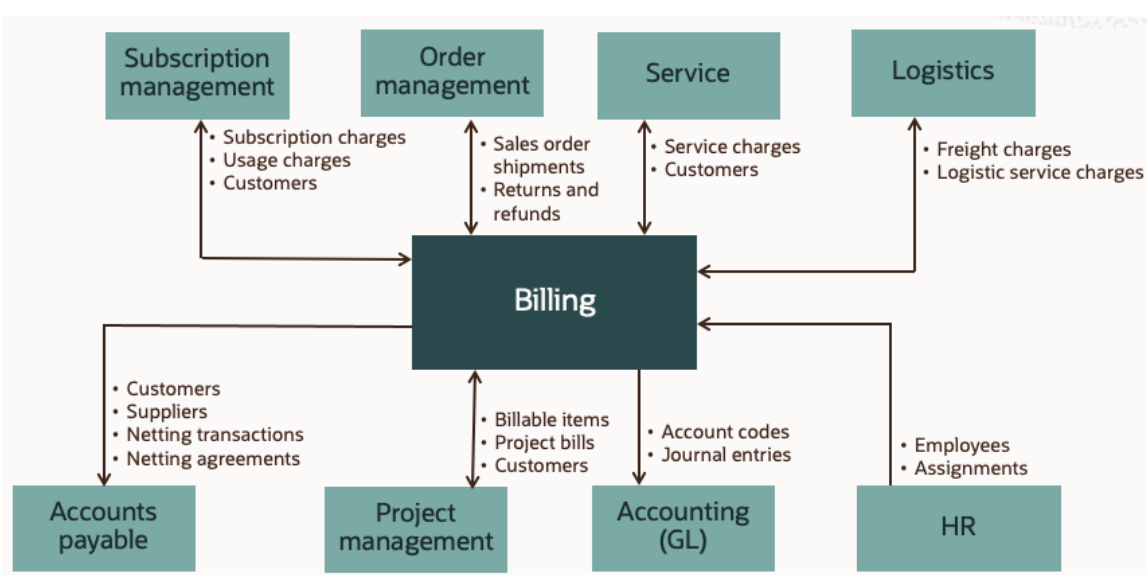Figure 5: Key data between billing and other functional areas.

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Table 5: Key touch points between billing and other functional areas.

FUNCTIONAL AREA	PROCESSES	SYNERGY SCENARIO
Subscription Management	• Sales Order to Subscription	**Implement usage-based billing.** Your 3D printing service is gaining traction and customers want to upgrade their subscription tier. Your statements will always reflect the correct pricing because billing and subscription shared the same set of data.
Order Management	• Fulfillment Orchestration to Invoice • Order to Drop Shipment • Customer Invoice to Receipt	**Streamline customer billing.** You'd like to implement a new process to collect deposits from customers with high outstanding balance when they place large orders. You can easily include billing department into your workflow because order processing and billing operate with the same set of data on the same platform.
Service	• Sensor Alert to Preventive Maintenance • Service Request to Dispatch	**Offer premium services.** Your customers are happy to pay for the new on-site service offering but their preferences on how they want to be billed is causing some confusion. With a connected suite, you can easily work with the AR team to bill each customer with their preferred billing cycle and method.
Logistics	• Freight Invoice to Approval	**Simplify freight charge billing.** You need to get reimbursed from customers who have agreed to pay for the freight charges. With both logistic and accounts receivable operating on a unified platform, the freight charges are incorporated in your billing process once the carrier invoices are approved.
Human Resources	• Absence Planning to Continuity	**Sustain billing operation service level.** With most of your customer billing automated, you still need human review for unexpected cases. You need up-to-date personnel and position

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	• Employee Separation to Workforce Analysis	information so the workflow can route the cases to the right person and re-route them to backup persons when people are out of the office.
Accounting (GL)	• Daily Close to Financial Forecast • Period Close to Financial Report	**Improve reporting and forecasting.** When account receivables are correctly distributed to the right accounts automatically, accounting spends less time chasing data or investigating open transactions. You'll also get a more accurate cash position forecast to optimize the level of working capital.
Project Management	• Billing to Revenue Recognition	**Automate project billing.** Customer bills from projects are calculated and transferred to billing automatically.
Accounts Payable	• Supplier Invoice to Payment	**Implement netting.** You can preserve cash on-hand by applying the payable invoices against the receivable invoices for those customers who are also your suppliers. This would be a cumbersome task if you cannot easily identify those companies.

Sales

Your customers look for values from both your products and services, and you should capture the service revenue as much as possible. To execute your strategic vision, you need to structure the right incentives and provide sales insights on your customers beyond the deal closure. When your entire organization operates on a single source of truth, your HR and finance can quickly devise new compensation packages and track their effectiveness. Your sales team not only gets a true 360 view on the accounts from order fulfillment to after-sale services, but you can also elevate sales performance by deploying AI/ML capabilities such as churn prediction and cross-sell and upsell opportunities.

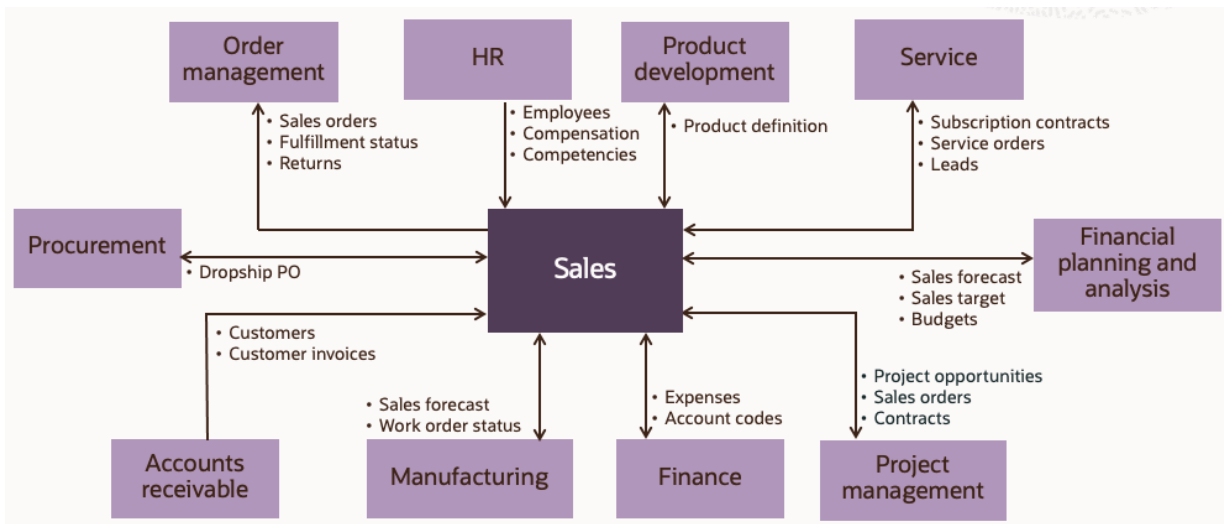Figure 6: Key data between sales and other functional areas.

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Table 6: Key touch points between sales and other functional areas.

FUNCTIONAL AREA	PROCESSES	SYNERGY SCENARIO
Order management	• Quote to order • Multichannel order to promise • Fulfillment Orchestration to Invoice	**Provide real-time order status.** Since you standardized the product catalog, the downstream fulfillment errors have greatly reduced. Now your account team can also get notified when unexpected delays occur during fulfillment. They can notify the customers to offer assistance.
Human resources	• Career Planning to Development • Talent Review to Succession • Employee Separation to Workforce Analysis	**Align skills, competencies, and incentives for growth.** You are launching a new line of products with features targeting industries that are unfamiliar to your sales team. Your HR put together a learning path and adjust the compensation structure so you can track the skills acquisition of your sales team and entice them to pursue opportunities in the new market segment.
Product Development	• New product to omnichannel commerce	**Centralize up-to-date product information.** Sales has been an integral part of the product development process by providing market insights and design feedback. When it's time to go to market, sales enablement, marketing, and finance work together to make sure the product specs, collateral, and prices are in place in your product information repository, so your sales team can hit the ground running.
Service	• Sales Order to Subscription • Customer contact to resolution • Sensor alert to preventive maintenance	**Maximize customer lifetime value.** The new premium maintenance service subscription has proven to be a hit among your existing customers. Not only the customers get better performance from their equipment and predictable expenditure, but your sales team can also gauge their account satisfaction and investigate any upsell and cross-sell opportunities by reviewing the service requests from their accounts.
Project Management	• Project Opportunity to Approval	**Track sales effort for projects.** For complex project opportunities, you can set up projects to track the resources and expenses used for the pursuit. You get a full picture of project profitability and better resource allocation by including the presale effort into the project overall cost.
Accounting	• Period Close to Financial Reports	**Improve expense management.** The sales department need to allocate their substantial travel and event budget to the activities with highest deal impact. With consistent accounting structure applied to expense reporting, your finance team can accurately track expenses and alert you any unexpected spending, in addition to streamlining the period-end close activities and reporting.

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Procurement	• Requisition to Receipt	**Track drop-ship orders.** Your sales team still needs to access the fulfillment status for goods and services provided by the outsourced partners by tracking the associated purchase orders. With sales and procurement sharing the same set of data, your sales team can get informed of the fulfillment activities from the third-party providers.
Manufacturing	• Production order to cost update	**Track customer production order.** Your sales team can see the production status of the make-to-order items on their customers' orders.
Financial Planning and Analysis (FP&A)	• Budget to Approval • Sales objective to integrated business plan	**Connect sales targets and operations with business goals.** The sales team have mapped out territories and quotas as the result of yearly financial planning. However, your top customers in the mid-Atlantic region decided to boost their orders to mitigate their supply chain risk. Now your sales team is scrambling to meet the unexpected demand while staying within budgeted headcount. With the shared single source of planning and execution data, your finance team was able to quickly devise a plan for sales to reshuffle the territory assignments with minimal impact on quota attainment.

Field service

Outstanding field services set you apart from the competition and can generate significant income stream long after the initial sales. To deliver the right service at the right time at the cost, you need to assemble a talent pool with the right skills, manage logistics for the right equipment and parts, and provide the right information to the mobile workforce on their devices of choice. When your entire organization shares a unified data source, your field service team can get needed support from HR, finance, and supply chain to sustain a high level of performance.

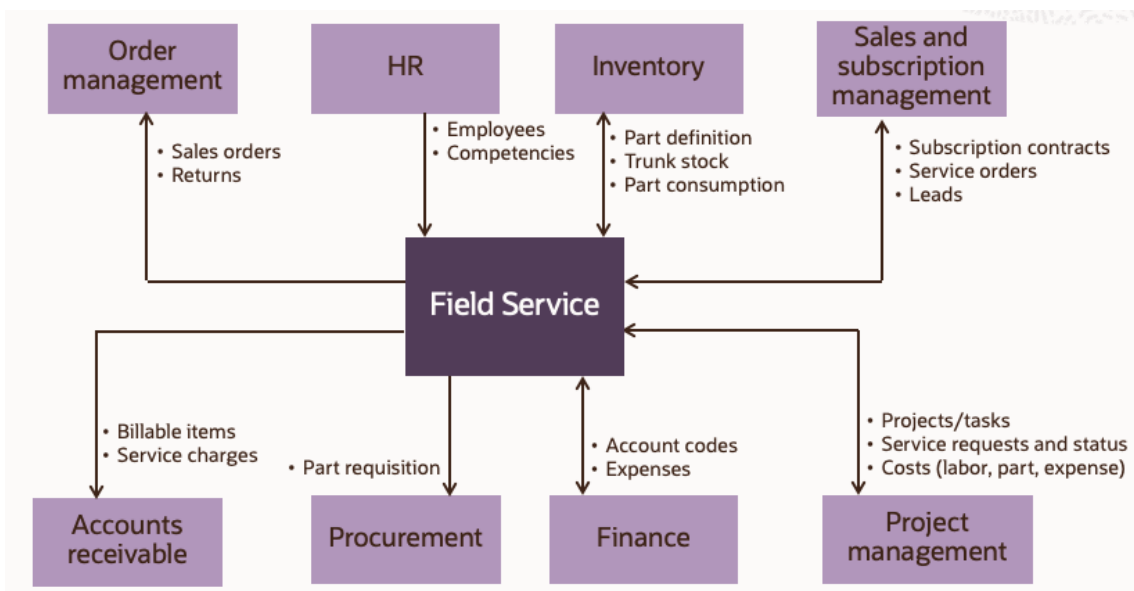Figure 7: Key data between field service and other functional areas.

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Table 7: Key touch points between field service and other functional areas.

FUNCTIONAL AREA	PROCESSES	SYNERGY SCENARIO
Order management	• Fulfillment Orchestration to Invoice	**Add services to product orders.** You can easily include field service such as installation or final inspection as part of the fulfillment process when order management and field service are operating on the same platform. Your service center can initiate a service order after delivery confirmation. Both sales order and service requests are visible on agents' dashboard.
Human resources	• Career Planning to Development • Talent Review to Succession • Employee Separation to Workforce Analysis	**Align field technician skills and competencies with current and future needs.** With every new product introduction, you need to make sure enough field technicians are trained to service the product. Your HR can develop a workforce plan and continuous learning strategy for the technicians to ensure sufficient personnel with up-to-date skills and competencies.
Inventory	• Plan to Replenishment • Material Request to Delivery	**Ensure critical part availability.** The field technicians can only do their jobs when required parts are in place. With the shared data between inventory and field service, you can optimize the stock level for your critical parts and make sure they are at the locations in need.
Sales/ Subscription Management	• Sales Order to Subscription	**Explore anything as a service.** Your new service subscription let your customers decide their service level and pay accordingly. With a unified data source, the services done by your field team are accounted under the right subscription contracts to ensure proper billing and customer satisfaction.
Project Management	• Project Methodology to Delivery	**Track project related service costs.** You can initiate field service requests for a project and linked them to project tasks. The status of the service orders reflects in the task progress and incurred costs are accounted as project expenditure.
Accounting	• Period Close to Financial Reports	**Streamline service cost accounting.** You can ensure service expenditure and charges are correctly accounted for when field service and accounting share the same accounting structure definition. Accounting entries are created timely and accurately to ensure smooth period end close and reporting.
Procurement	• Requisition to Receipt	**Ensure contract compliance in the field.** Your field technicians can submit requisitions for needed parts from their mobile devices. These requisitions are processed under the same business rules to ensure contract compliance.
Accounts Receivable	• Customer Invoice to Receipt	**Bill service charges.** You can receive timely payment for services rendered. Once applicable service charges are

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	• Customer Statement to Collection	approved, they are transferred to accounts receivable automatically for customer invoicing.

Choosing the right cloud provider

Oracle is the only provider that offers both a complete, integrated suite of cloud applications and a cloud infrastructure platform. Our complete cloud suite of SaaS applications brings consistent processes and a single source of truth across the most important business functions—from enterprise resource planning (ERP), supply chain management (SCM), and human capital management (HCM) to advertising and customer experience (CX).

We've designed and engineered our cloud applications to be modular and composable so they can be implemented and adopted according to your pace and needs. We also recognize that you might want to address your unique needs beyond our innovation cycle. You can leverage the same design components and easy-to-use tools powering our Fusion Cloud Applications to extend the applications or build your own. Your extensions and custom applications will be safe with the quarterly updates where new product and technology innovations come along.

With a $7 billion annual R&D budget, Oracle updates its cloud on a regular cadence, rolling out the latest in compliance, regulations, reporting, analysis, and automation. You can trust Oracle on:

- Complete suite of cloud applications engineered to work together and adopt independently
- Modern user experience with powerful AI capabilities
- Fastest innovation
- Runs on Oracle Cloud Infrastructure—the best platform for SaaS apps

Why it matters–unified data on a single platform

Building our applications with unified data on a single platform, we avoid the pitfalls experienced by some providers who have acquired many smaller software companies to cobble together an application solution. These providers typically use a data warehouse with a semantic layer to include all attributes from different acquired applications. The data warehouse is outside of the application technology stack, so it doesn't automatically synchronize with the configuration changes and inevitably creates a second version of truth.

The ultimate synergy

It's clear. Every organization needs a single cloud suite with flexibility and continuous innovation built in. These applications are engineered to work together and can be adopted independently. With a complete suite from Oracle to run your entire organization, you get consistent, integrated data and process flows across every line of business— and your technology is always up to date. You get to implement process changes faster and build and extend your applications better. That's the ultimate synergy from a connected cloud suite.

Resources

1. Explore Oracle's complete cloud application suite at https://www.oracle.com/applications/

2. For an in depth look on how HR and Finance work together to support the entire business, read The Imperatives—43+ touch points between Finance and HR.

3. To find out how HR can boost supply chain performance, see Are you ready to make your supply chain thrive? An Oracle perspective: unifying SCM and HR on one cloud.

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4. For further details on the business processes and touch points listed in the tables, go to https://www.oracle.com/applications/modern-best-practice/

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