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Finance and HR:
The Cloud's New Power Partnership

Looking to explore how deeper collaboration can boost productivity and accelerate innovation, respondents to a new survey cite moving finance and HR systems to the cloud as a strategic necessity, not just a pathway to cost reduction. Other reasons driving cloud migration: skills shortages required to run existing systems, and improving the way enterprise data is shared across different departments.

Foreword

The need for closer collaboration between finance and HR has never been more import- ant. Finance has become the co-pilot to the business, providing the forward-looking guid- ance management needs to capitalize on the next market opportunity. HR plays an essential role in ensuring that the business has the talent it needs to execute on digital strategies, and create a change-ready culture. Oracle com- missioned new research by MIT Technology Review Custom, called Finance and HR: the Cloud's New Power Partnership, to understand how closer collaboration between Finance and HR could support digital transformation and unlock new benefits.

One of the key findings from the research is that companies overwhelmingly view closer finance and HR collaboration as a strategic necessity, yet many aren't as agile as they need to be to make the transition to a digital business model. Being able to seize market opportunities during times of disruption requires strong leadership, simplified and standardized business processes, and a commitment to continuous transformation— all strategies we have embraced throughout our 40-year history.

We also know that investing in a single, unified cloud-based ERP and HCM system to run your business provides new insights into how change impacts budgets, forecasts, talent, resource allocation, and much more. The wonderful benefit of an enlightened digital enterprise is, aside from making better decisions and optimiz- ing all your assets, you are also spending less on things that don't advance the agenda of the company or empower employees or customers, and spending more on your core strengths.

We hope the insights from this research help your finance and HR teams discover new ways to collaborate and advance the agendas of your own organizations.

Doug Kehring
EVP and Chief of Staff Office of the CEO
Oracle

IT'S NOT AS MUCH ABOUT THE JOURNEY AS IT IS ABOUT THE DESTINATION.

That's what companies learn as they migrate their finance and HR functions to the cloud, measuring their progress against sky-high expectations. Ascending to the cloud recalibrates roles and redefines relationships, remaking processes and policies while enhancing enterprise-wide agility. But this incremental, multi-phase undertaking also exposes gaps and vulnerabilities that test and stretch management's capabilities and fortitude. As they solve integration issues and strive to maximize the cloud's benefits, companies are building business models capable of managing continuous change.

Cloud technology serves as a common catalyst, ensuring companies can successfully adapt to, and compete in, the digital economy. The goal: equipping the businesses to thrive in a worldwide marketplace steeped in digitization and overflowing with competition. Finance and HR often pair up when venturing into the cloud, given their joint stakes in areas like budgeting and workforce planning. Ultimately, these two disciplines can serve as role models for other corporate functions interested in moving to the cloud. HR and finance can provide an initial foothold, providing companies with enough insight to envision the benefits of implementing a unified system across all back-office functions. The cloud's ability to deliver real-time access to information via self-service mechanisms empowers employees across the business, strengthening decision making, boosting agility, and minimizing the need for IT intervention. The cloud's breakthrough potential takes time to emerge, however, when a company takes a deliberate and managed approach to forging as seamless a transition as possible.

Such insights into the fundamental challenges and transformational benefits that enterprises encounter as they migrate finance and HR to the cloud emerged from a recent survey conducted by MIT Technology Review Custom in collaboration with Oracle Corporation. The global survey, exploring the motivations, benefits, and

Seemingly overnight, the cloud has matured from a brashly marketed and vaguely named supplier of vast storage capacity to a critical tool for growth-minded companies looking for an edge in a crowded marketplace.

rewards that result from deploying finance and HR to the cloud, drew 700 respondents (See Figure 1). Survey respondents included senior managers and their mid-level management counterparts from finance, HR, and IT, as well as more holistically inclined C-level executives. Respondents' businesses are headquartered in the Americas (over 35 percent of them, mostly in the United States and Canada); Europe, the Middle East and Africa region (more than 40 percent); and Asia (20 percent). About three-quarters of companies post annual revenue of between $250 million and $1 billion. Respondents represented a range of industries, from financial and professional services to manufacturing and construction.

Among businesses that participated in the survey, 35 percent plan to create a shared finance and HR function within a year. Their impetus for the switch? Forty-two percent of respondents say they are motivated by improvements in productivity and performance. Respondents view closer finance and HR collaboration in the cloud as a strategic necessity, promoting operational excellence and accelerating innovation.

Looking at end-to-end processes that involve both finance and HR is a critical best practice for any successful cloud strategy. For example, an integrated Enterprise Resource Planning-Human Capital Management system that shares the same data model makes it easier for finance to track and forecast employee costs for budgeting purposes. "The ERP-HCM Cloud integration gives greater visibility into how organizational changes impact budgets, travel and expenditures, forecasts, and approvals, among other things," notes Joyce Westerdahl, executive vice president and chief human resources officer at Oracle.

Big Cloud on Campus

Jen Chavez graduated from the University of Wyoming nearly 20 years ago, but she is still exploring the on-campus learning opportunities. In fact, she is now studying "Strategic Cloud Implementation."

No, that's not a course. It's the focus of her job as director of the Department of Application and Database Services, at the 14,000-student institution, which is based in Laramie. In an ambitious and long-needed overhaul of its technology infrastructure, the university kicked-off a multi-phase implementation of the Oracle Cloud in July 2016. Having

migrated its student records to the Business Intelligence Cloud Solution in March—including data about financial aid, enrollment data and headcount—the university's finance functions will go live this summer.

Finance is where the drive began for the initiative known as WyoCloud, which will also integrate human capital management, budgeting and planning, supply chain management, and reporting and analytics. In 2015, with its funding suffering from the declining revenues of the state's oil and gas industry coupled with need to address con-

cerns from a recent legislative audit, the university embarked on a needs analysis.

It didn't take much analysis for the project team to realize what it needed: a better system for producing such reports. "All the financial information we could get was old; we didn't have real-time information," says Chavez. "To answer any questions, it would take people weeks to aggregate disparate reports. We needed better reporting to make better decisions at the leadership level."
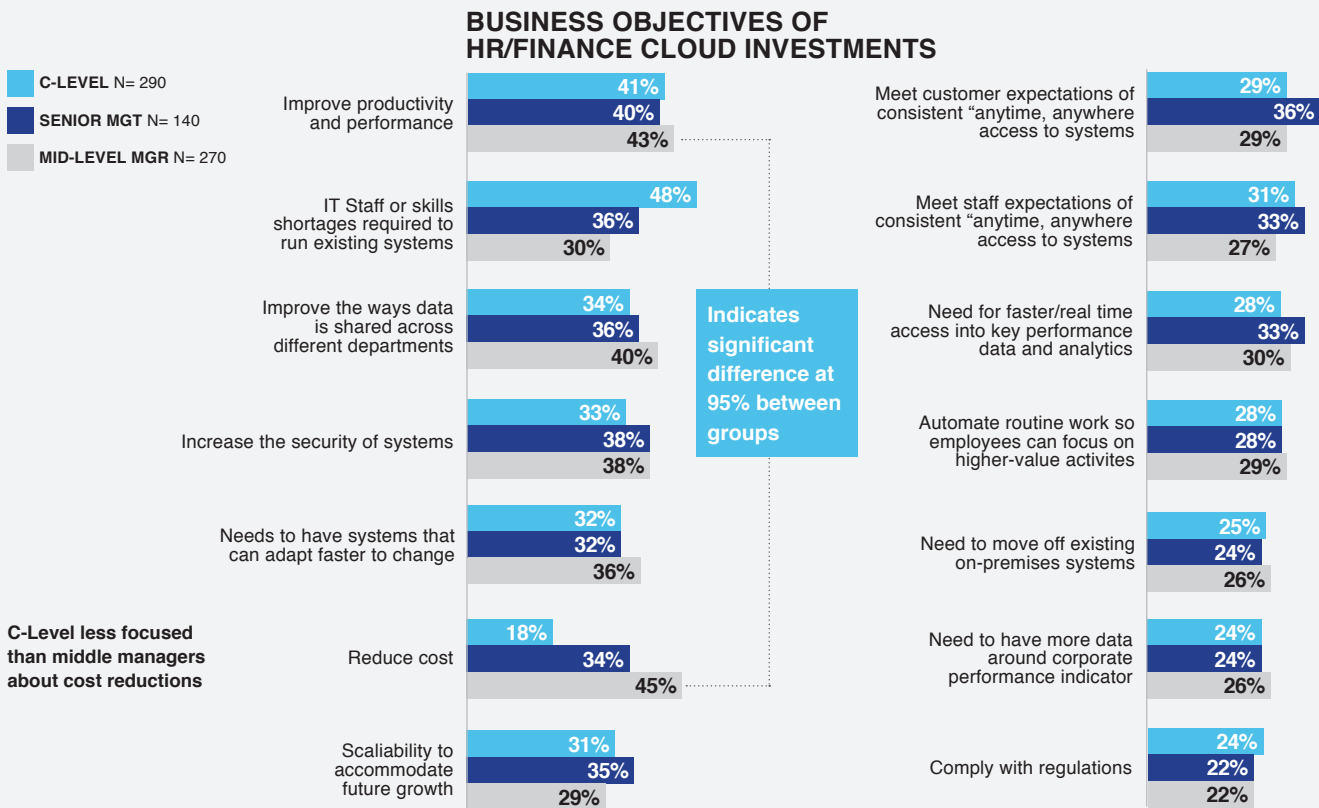
As for the university leadership, it faced the potentially

daunting task of securing funding for moving its core operational systems to the cloud while the school was absorbing massive budget cuts. But, Chavez says, "It wasn't hard to make the case that efficiency, standardization and leveraging other benefits of the cloud would create institutional savings over the next several years." Clearly, she has done her homework.

FIGURE 1

Cloud Transformation; Primary Objectives

**BUSINESS OBJECTIVES OF
HR/FINANCE CLOUD INVESTMENTS**

- **C-LEVEL** N= 290
- **SENIOR MGT** N= 140
- **MID-LEVEL MGR** N= 270

Improve productivity and performance
- 41%
- 40%
- 43%

IT Staff or skills shortages required to run existing systems
- 48%
- 36%
- 30%

Improve the ways data is shared across different departments
- 34%
- 36%
- 40%

Increase the security of systems
- 33%
- 38%
- 38%

Needs to have systems that can adapt faster to change
- 32%
- 32%
- 36%

Reduce cost
- 18%
- 34%
- 45%

Scaliability to accommodate future growth
- 31%
- 35%
- 29%

Indicates significant difference at 95% between groups

C-Level less focused than middle managers about cost reductions

Meet customer expectations of consistent "anytime, anywhere access to systems
- 29%
- 36%
- 29%

Meet staff expectations of consistent "anytime, anywhere access to systems
- 31%
- 33%
- 27%

Need for faster/real time access into key performance data and analytics
- 28%
- 33%
- 30%

Automate routine work so employees can focus on higher-value activites
- 28%
- 28%
- 29%

Need to move off existing on-premises systems
- 25%
- 24%
- 26%

Need to have more data around corporate performance indicator
- 24%
- 24%
- 26%

Comply with regulations
- 24%
- 22%
- 22%

Base=Total respondents (n=700)

Survey respondents cite two other reasons behind the move ranked higher than cost-cutting: IT staff or skill shortages required to run existing systems (38 percent) and wanting to improve the way data is shared across different departments (37 percent).

Such ravenous demand has forced the technology to grow up fast. Seemingly overnight, the cloud has matured from a brashly marketed and vaguely named supplier of vast storage capacity to a critical tool for growth-minded companies looking for an edge in a crowded marketplace. Mindful of security risks, CFOs not long ago cited the cloud's vulnerability as their top reason for keeping sensitive data grounded.

"I don't think we would even have considered the cloud five years ago," says Tony Guglielmin, vice president and chief financial officer at Ballard, a clean energy company in Vancouver, British Columbia. However times have changed and that attitude has clearly shifted: In the survey, 36 percent of respondents cite improved security as one of their top objectives in moving finance and HR to the cloud.
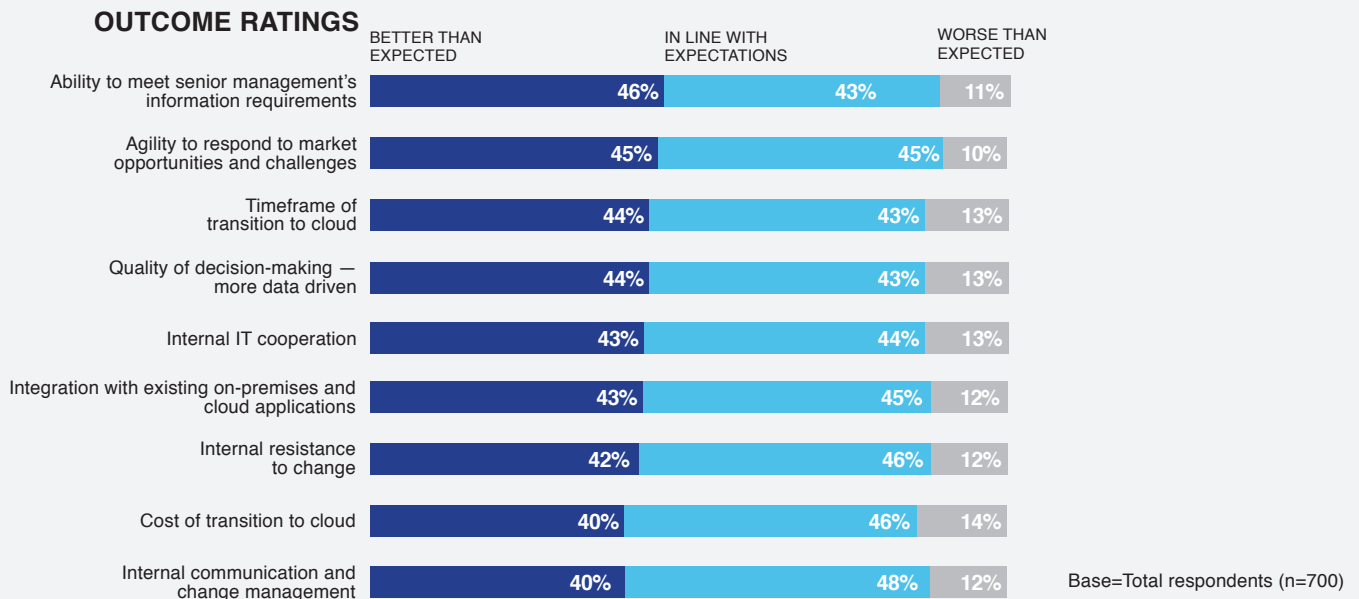
Adoption and Success

The vast majority of survey respondents report that their finance and HR functions have either finished their cloud migration or are close to reaching that point. However, progress may be partly in the eye of the beholder.

For members of some functions, full implementation may actually be closer than it appears. Only 28 percent of HR members say their function has fully risen to the cloud, whereas among IT executives, who may be inclined to focus on the implementation work ahead of them, rather than on the organizational benefits that will result, 46 percent characterize their companies as having fully deployed to the cloud. CEOs and COOs however are likely to take a much broader perspective, however, and just 27 percent say that their company is in the late stages of imple-mentation—fewer than any other of the surveyed job functions.
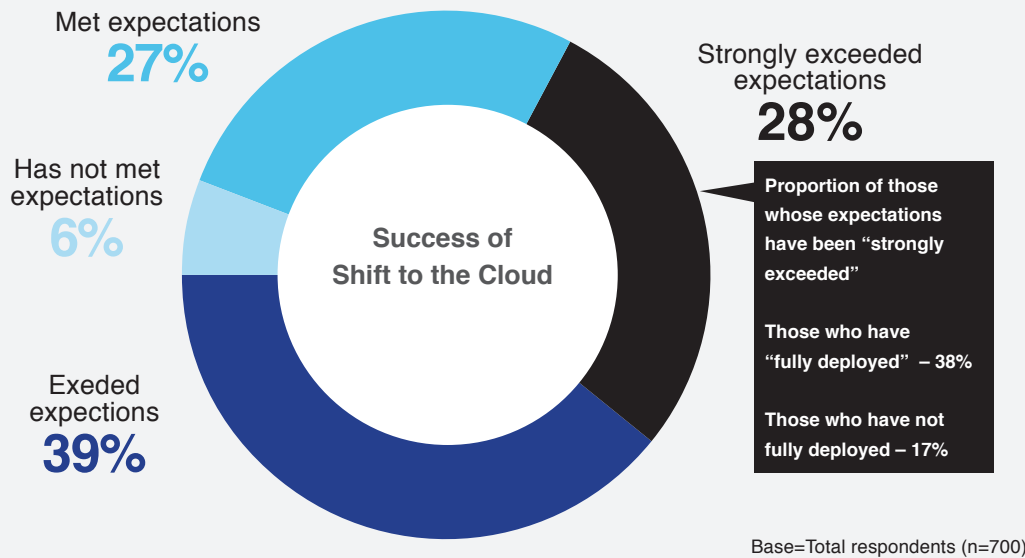
The results so far have been positive, with 34 percent of HR and finance executives from companies where full deployment has occurred—and where they are watching the numbers change on a daily basis—reporting that cost-cutting goals have been met. Moreover, 46 percent of those functional executives report that the cost of the transition added up to being "better"—not higher—"than expected." For those in functional roles, the difference is much more palpable than it is when viewing it from a wider strategic angle.

When it comes to evaluating how far different processes have progressed along

FIGURE 2

Moving HR/Finance to the cloud improves information flow and increases agility and responsiveness

OUTCOME RATINGS

	BETTER THAN EXPECTED	IN LINE WITH EXPECTATIONS	WORSE THAN EXPECTED
Ability to meet senior management's information requirements	46%	43%	11%
Agility to respond to market opportunities and challenges	45%	45%	10%
Timeframe of transition to cloud	44%	43%	13%
Quality of decision-making — more data driven	44%	43%	13%
Internal IT cooperation	43%	44%	13%
Integration with existing on-premises and cloud applications	43%	45%	12%
Internal resistance to change	42%	46%	12%
Cost of transition to cloud	40%	46%	14%
Internal communication and change management	40%	48%	12%

Base=Total respondents (n=700)

6

FIGURE 3
Cloud delivers—94% say expectations met

Met expectations
27%

Strongly exceeded expectations
28%

Has not met expectations
6%

Success of Shift to the Cloud

Proportion of those whose expectations have been "strongly exceeded"

Those who have "fully deployed" – 38%

Those who have not fully deployed – 17%

Exeded expections
39%

Base=Total respondents (n=700)

the implementation curve, the perceptual differences among functions reflect far-ranging myopia. Or, perhaps executives simply do not yet have the necessary tools in place to monitor the cloud. While 49 percent of respondents from IT say that personal productivity systems (email, spreadsheets, collaboration tools) have been fully deployed on the cloud, only 32 percent of C-level respondents agree, and just about a quarter of HR and finance survey-takers see it that way. The respondents' view of how much cloud deployment has matured is as varied—and fractured— as the benefits they say have resulted from it.

The perception gap between the C-suite and others in the company is one of several differences that appear as a result of the impact that cloud implementations have made on corporate infrastructures, reshaping jobs (most obviously, but not exclusively, in IT) and reconfiguring technology operating models. The shift to the cloud also exposes shortcomings in skills within the finance and HR functions, as well as highlighting an imbalance in productivity growth. Respondents in both HR and finance report that their efficiency has improved across several different measures: ability to meet senior management's information requirements 44 percent in HR vs. 48 percent in finance; agility to respond to market opportunities and challenges (42 percent in HR vs. 43 percent in finance); and quality of decision making—more data driven (40 percent in HR vs. 39 percent in finance). (See Figure 2 for consolidated responses not broken out by title or function.)

By contrast, nearly 40 percent (37 percent) of HR respondents say the flow of information between their department and finance is significantly improved, compared to just 26 percent of finance. Despite those data points, however, finance is much more bullish on the future deepening of the newly configured HR/finance relationship: 80 percent of finance respondents say the relationships between the two functions will improve, either "significantly" or "somewhat," while 71 percent of HR respondents foresee such enhancement on the horizon.

While some components of ROI appear early in the cloud migration process—bottom-line savings, achieved through using on-demand services—revenue-boosting metrics, such as faster go-to-market speeds or increases in innovation, reveal themselves as the strategic transformation progresses.

Paradoxically, the path to better, more data-driven decision-making requires top executives to display enough patience to override doubts that could intrude on their ambitious path to the cloud.

When the Cloud Rolls in, the Picture Brightens

Change spreads at an uneven pace. But once the cloud is fully operational, the study found, the payoff outshines any of the challenges that dimmed the path along the way.

Among finance and HR executives whose companies have fully moved to the cloud, 39 percent report it has strongly exceeded expectations (see Figure 3). For those whose companies haven't yet reached that stage, only 17 percent say their hopes have already been exceeded. For finance, HR, and IT executives, the only surprises involving the cloud transition have been of the positive variety.

Indeed, the cloud has exceeded expectations in several dimensions, with nearly half of finance and HR executives (46 percent) saying that the cost of the transition was lower than their estimates. Nearly 90 percent of finance and HR respondents say cost was either lower than or in line with expectations, with an almost identical proportion echoing the same observations about the timeframe. Among IT respondents, 51 percent say the timeframe was better than they expected, as did 50 percent of respondents from the finance and HR functions, with 39 percent judging it as in-line. A slightly smaller proportion of C-level respondents, 34 percent, view the timeframe

A Cloud in the Shape of the Future

Vice President and CFO Tony Guglielmin didn't set out to invest in cloud technology, and as far as he's concerned, that's not what happened last March. "We put our money into not worrying about software and hardware in the future," says Guglielmin, an executive at Ballard, a clean energy company based in Vancouver, British Columbia.

More than two years ago, Guglielmin began scouting to replace the finance component of the company's IT system installed some 20 years ago. Nudged by consultants, he agreed to solicit proposals from cloud vendors—but also wanted to hear from their on-premises counterparts. "We had to get comfortable with the security aspect of the cloud,"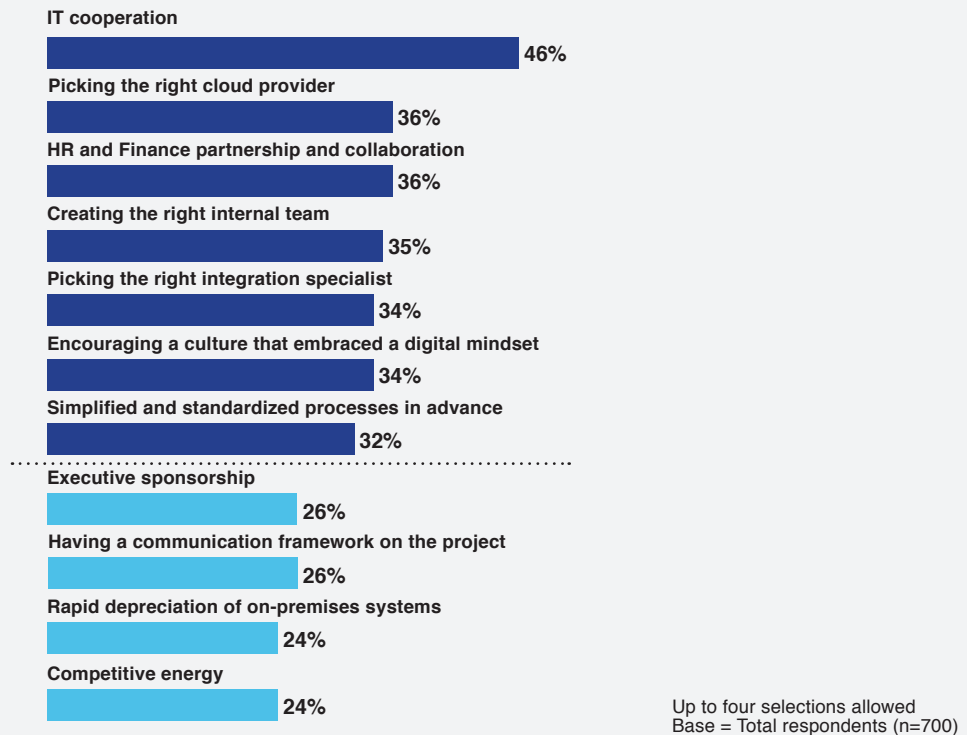 he admits. A demo, it turned out, put him at ease. "We were convinced that Oracle had matured the product to make us sufficiently comfortable," he says, adding that the company "had applied a tremendous amount of focus, and a significant investment of time and effort, in the cloud."

That level of comfort intensified to the point where Guglielmin first expanded the project to integrate HR, and then committed to a full ERP-replacement system including supply chain, manufacturing, and service and warranty management. Ballard, he estimates, will save over $2 million over the next five years. "There's already so much in the cloud, and every year there will be more," says Guglielmin. "It's always evolving"—as is, apparently, his thinking.

FIGURE 4
7 Critical Success Factors

IT cooperation

46%

Picking the right cloud provider

36%

HR and Finance partnership and collaboration

36%

Creating the right internal team

35%

Picking the right integration specialist

34%

Encouraging a culture that embraced a digital mindset

34%

Simplified and standardized processes in advance

32%

Executive sponsorship

26%

Having a communication framework on the project

26%

Rapid depreciation of on-premises systems

24%

Competitive energy

24%

Up to four selections allowed
Base = Total respondents (n=700)

as generously, perhaps indicating a desire for greater organizational speed.

Of course, top executives are bombarded by so many disruptive new technologies—AI, the Internet of Things (IoT), robotics, machine learning—that they may not have the luxury of studying the intricacies of the cloud's roll out. But C-level types can't help but notice that the cloud has released them from constraints that often challenge performance and hinder innovation. "With HCM and ERP together in the cloud there is no lag time," says Corey West, executive vice president and chief accounting officer at Oracle. "And you don't need resources to make manual updates to data in both systems to ensure they are in synch."

Having common data to analyze using self-service dashboards provided in cloud-based finance and HR applications radically improves collaboration, productivity, and decision-making across the departments. One dividend of full cloud deployment, according to 41 percent of C-level executives in the survey, is the capacity to reapportion their time so they can work with colleagues in revenue-generating/product-development departments. A smaller proportion of survey-takers in other functional areas report such time-shifting, including 26 percent of respondents from HR, 32 percent from those in finance and 34 percent of IT inhabitants.

A Strategic Shift for IT
With the cloud taking over daily management of the servers, as well as other mundane duties such as upgrades and patches, the IT function should be freed

"The workload of IT has been dramatically reduced. We can now provide more guidance," says Samir Mayani, IT Director, KBBO Group. "We're able to utilize most of our time doing strategy for the organization."

FIGURE 5
Cloud improves IT relations with HR/Finance
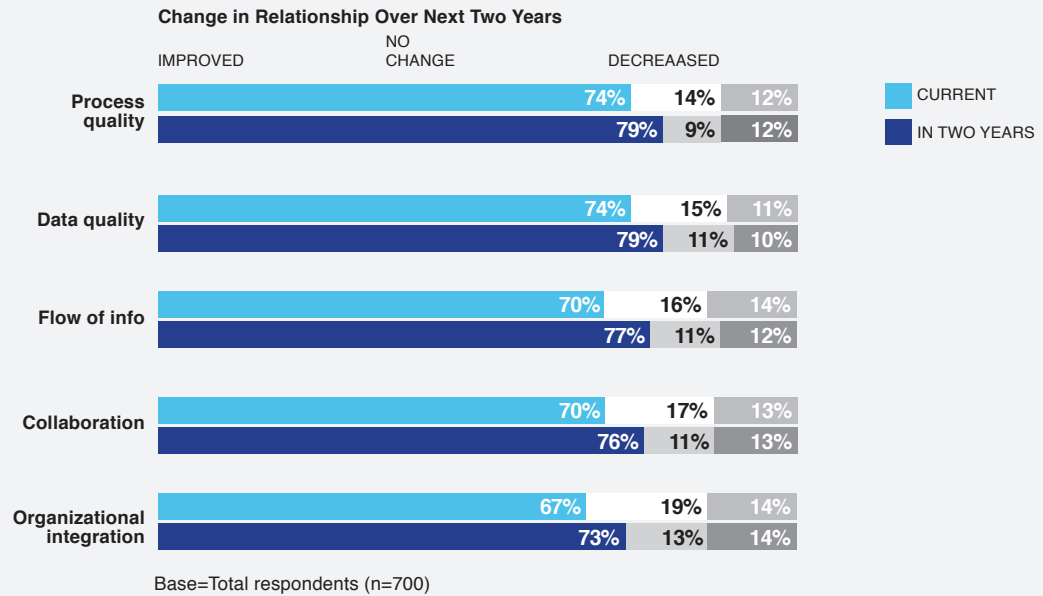

Base = Total respondents (n=700)
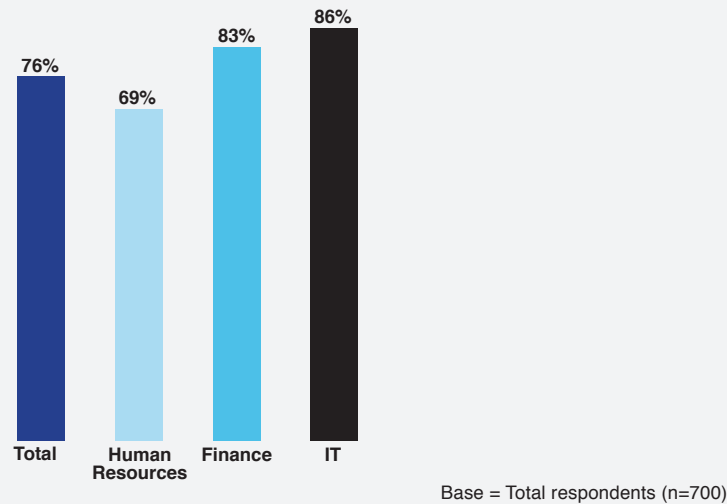
up to contribute to company strategy. "The workload of IT has been dramatically reduced. We can now provide more guidance," says Samir Mayani, IT director of KBBO Group, an investment firm based in Abu Dhabi. "We're able to utilize most of our time doing strategy for the organization."

As computing power moves to the cloud, IT's role changes, but the function doesn't disappear. Post-deployment, 56 percent of C-level respondents report that IT has significantly improved when it comes to producing innovations. Harnessing IT's cooperation, the survey found, is key throughout the transition. Among respondents in finance and HR, 43 percent identify it as a critical organizational success factor, as do 49 percent of others (see Figure 4 for consolidated responses) Furthermore, 49 percent of HR/finance respondents rank internal IT cooperation as better than expected, compared with 37 percent of others. Perched above, 52 percent of C-level respondents judge IT relations with finance and HR as better than expected, thanks to the cloud (see Figure 5 for consolidated responses). Among respondents in finance and HR at companies where the cloud is fully deployed, 44 percent say IT's role as a strategic partner has improved, as compared with just 20 percent of respondents whose companies have yet to reach that endpoint.

IT's contribution is particularly relevant to the difficulty of integrating cloud apps from different vendors, which has become the top hurdle to cloud migration, as identified by 41 percent of respondents from finance and HR, as well as 51 percent of respondents in IT. Integrating on-premises apps with cloud apps no longer represents a thorny challenge; in fact, only about one-third (32 percent) of respondents from finance and HR identify it as a top obstacle in the survey, and nearly half (49 percent) judge that aspect of the transition as being less problematic than expected. It is reasonable to believe many companies will take a more holistic approach to embracing the cloud going forward, specifically in order to mitigate the risks and hassle

FIGURE 6

Improvements are foreseen between HR and Finance as a result of cloud implementations

Change in Relationship Over Next Two Years

	IMPROVED	NO CHANGE	DECREAASED

Process quality
- 74% 14% 12%
- 79% 9% 12%

Data quality
- 74% 15% 11%
- 79% 11% 10%

Flow of info
- 70% 16% 14%
- 77% 11% 12%

Collaboration
- 70% 17% 13%
- 76% 11% 13%

Organizational integration
- 67% 19% 14%
- 73% 13% 14%

CURRENT
IN TWO YEARS

Base=Total respondents (n=700)

associated with integrating multiple apps.

Getting apps to communicate with one another represents a technical challenge, but it also benefits from a cross-functional push. According to survey respondents, the teamwork required to integrate cloud technology improves once the cloud is fully deployed. At that point, 46 percent of respondents from finance and HR say that collaboration has significantly improved. In keeping with the pattern, 49 percent of HR/finance respondents view the relationship between the two functions as significantly improving in the next two years (see Figure 6 for consolidated responses). The pace and depth of finance and HR's commitment to working in a collaborative way depends not just on their lofty intentions, but also on their concrete ability to expand their skills as necessary.

The roles of HR and finance have always been intertwined, but today they are truly converging. The emerging trend of businesses creating a shared finance and HR function makes a lot of sense. CFOs are being asked to take a more active role in defining business strategies, which requires a firm understanding of the company's talent and resourcing needs. For their part, HR leaders need a clear view of each team's budgets and strategic priorities if they are to recruit and retain the right people.

49%

of HR/finance respondents rank internal IT cooperation as better than expected

Still, though, finance and HR professionals identify a handful of skills deficits they need to address, according to the survey. The list of skills that need improving includes time-management, as identified by a surprisingly high 40 percent of finance and HR respondents; active learning capabilities, as chosen by 32 percent; and more problem-solving, mathematical reasoning, and analytics skills, according to 30 percent. Among respondents in finance, 37 percent say they must build up their commercial awareness and business acumen—enabling them to assume a more

Seeing a New Organizational Shape in the Cloud

Jaime Vogel wasn't worried that the company where he served as CIO, Australian Financial Group, was going to outgrow its IT infrastructure. He was convinced it already had.

That was in 2013, when the mortgage brokerage felt pressured to out-innovate its rivals. With about 80 percent of its budget consumed by operational activities, the IT function was struggling to keep up with expansion plans. Instead of focusing on proactive projects, Vogel says, the 22-member team was engaged in a "struggle to maintain operational stability," requiring it to "take on more applications, more products, more services—and do it with fairly stagnant budgets and resources."

Aside from reducing operational expenditure, migrating IT applications and infrastructure to the cloud promised to reduce the risk that AFG carried because of its insufficient operational knowledge. By mid-2016, the completed transition to the Oracle ERP Cloud had led to a transformation within IT. With 37 employees— the hires mostly focus on strategic initiatives— the company has created innovative platforms and pursued partnerships. Some roles have shifted: the former IT operations manager is now a continuous improvement manager, exploring new efficiencies and growth opportunities. Now positioned as "a trailblazer," Vogel says, AFG allocates 60 percent of its budget to innovation.

By closing all on-premises services and moving them to a new address in the cloud, IT finally had room to breathe—and to innovate.

prominent role in strategic decisions.

From their corner-office perch, 47 percent of C-level respondents say that the HR and finance functions need more time-management skills as a result of moving to the cloud compared with only 37 percent of senior managers. This indicates some frustration with the pace of change and the organization's ability to execute rapidly against business imperatives. Top executives are likely to have a longer-term view of cloud technology's impact—understanding that it is not just a tool but serves as a foundation for business transformation. To achieve the organization's broader goals, employees need to become more flexible in shifting their daily duties, redirecting the time gained toward high-value activities.

There is a risk that finance and HR may be hindering the company's ability to execute swiftly against its competitors. Perhaps the functions have yet to rebalance their priorities in the wake of cloud implementation, spending an abundance of time on non-differentiating tasks (reporting, for example) when they should be reallocating their tasks to spend more time on strategy. The good news is that nearly one-third of respondents (31 percent) respondents say the cloud allows them to spend less time doing low-value work within their department and frees them up to focus on the company's strategic priorities, such as predictive analytics.

40%

of finance and HR respondents say time-management skills need improving

At its best, the cloud infrastructure serves as a strategic weapon, enabling companies to quickly and cost-effectively adapt to changing marketplace demands. The sooner employees understand—and absorb—the impact of the technology on their daily jobs, the better the company will perform when it comes to adding products or adjusting resources to spur growth.

With the Cloud, Decision-Making is Visibly Improved

Soon after Samir Mayani joined KBBO Group, in 2013, he got a single view of what the fast-growing investment firm risked becoming: a model—of inefficiency. "We had investments in different entities across different geographies," says Mayani, IT director of the Abu Dhabi-based business. "Those companies had their own disparate accounting and IT systems, so the information came into us in different formats. The drawbacks were quite visible."

Management's blurry vision was going to continue deteriorating as the firm carried out its planned expansion, venturing beyond the UAE and the UK. Mayani's quest to standardize processes, combined with his passion for boosting operational efficiency and visibility, led the management team to the Oracle ERP Cloud. Not only did it cost 20 percent less than its competitors, but it would also save time for the IT function, providing real-time reporting capabilities and integrating finance, HR and procurement processes on a single platform. Once implementation was completed in 2015, "IT became a strategy enabler," says Mayani. "We're not just playing a back-end role. We're able to assist the organization in evaluating its investments in the IT sector."

The cloud was a good choice that enabled many other ones. At the operating level, decision-making has improved now that management can access customized analytics, visualizing how much it's spending and tracking bank balances. "Now, we're all looking at same thing," says Mayani. Clearly, he likes what he sees.

Cloud Move Marks Moment to Expand Skills in Finance, HR

It may seem ironic to speak of a need for new skills given that 39 percent of companies moved to the cloud in part because they lacked enough skilled workers to run their existing systems, but a distinction must be made between traditional IT management tasks and the creative, more innovative approach to data use now required of HR and finance. Encouragingly, businesses are taking steps to expand finance and HR's skillsets within the next year. According to the survey, 43 percent plan to bring IT people into finance and HR to help employees take advantage of new technologies; 42 percent will provide management skills training to help employees break out of their traditionally administrative responsibilities; 42 percent plan to automate administrative and low-skilled roles; and nearly 40 percent plan to build their team's data science and statistical analysis expertise.

Such cross-enterprise intermingling reveals the imprint that the experience of cloud deployment leaves behind. Among finance and HR executives whose companies have fully deployed the cloud, almost half (46 percent) say their ability to reshape or resize the organization as necessary is significantly improved—as do 47 percent of C-level respondents. But only a third of respondents from companies that have yet to fully implement the cloud possess those capabilities. In a brutal and fast-moving economy, the flexibility to adapt could serve as a company-saving skill.

While executing a cloud transformation strategy, the company's finance and HR leaders learned much more than how to integrate a new technology with existing operations and support systems. They expanded their roles, instilled an organizational culture of continuous change and improvement, and developed the ability to clearly conceptualize the shape of the next disruption. Beyond coordinating an infrastructure upgrade, the finance and HR leaders end up emerging with thoroughly modern mindsets as well as business models that are flexible enough to see them through the coming changes.

For more information on Oracle Unified Cloud Solutions please visit
www.oracle.com/unified-finance-hcm