

PROFIT

THE EXECUTIVE'S GUIDE TO ORACLE APPLICATIONS

FOCUS ON: ORACLE'S JD EDWARDS

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KNOW THAT WE CONTINUE TO SUPPORT
OUR WORLD-CLASS PRODUCTS AND
INVEST IN THE FUTURE."

—LYLE EKDAHL, GROUP VICE PRESIDENT, JD EDWARDS

CHANGE TO OPPORTUNITY

JD EDWARDS USER GROUP
PRESIDENT ON THE EVOLUTION
OF THE PRODUCT

PARTNER PROGRESSIONS

SYSTIME AND NDEV
EXPAND THE POSSIBILITIES
OF JD EDWARDS

MEASURE AND MANAGE

Interface and JD Edwards promote
the role of sustainability

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Special Delivery



Since 2004, Oracle has grown to include a slew of acquired applications and technologies that together make up the most complete software portfolio in the enterprise computing space. The addition of Sun in January 2010 further expanded Oracle's reach into hardware, allowing the company to offer a full stack of solutions that are designed and configured to work together. Software. Hardware. Complete.

But during that same period, *Profit* has not similarly expanded. For every issue, we still do 50 pages of stories about the business impact of enterprise technology. And we still do it four times a year.

As the full stack of Oracle software and hardware grow closer together, the solutions become more powerful and the implementations more interesting. Additionally, many of the software companies Oracle acquired over the years previously had their own publications, with their own stories to tell and their own audiences. With so much to cover, *Profit* can't in every issue address all of the product lines, industries, and user communities that a company with the size and influence of Oracle has to offer.

So special edition issues of *Profit* constitute an effort by our editorial staff to address the needs of Oracle's expanding customer and partner communities. The issues are filled with the same mix of interviews, columns, features, and product news readers expect from a normal issue of *Profit*, but with a special emphasis on a select slice of the Oracle portfolio. These stories are mixed with contributions from some of Oracle's premier partners—companies that implement, extend, or augment Oracle's solutions and have many experiences to share about the development of technology and the state of the enterprise computing marketplace.

This issue addresses one of the first application communities Oracle acquired: JD Edwards. The company came to Oracle as part of the acquisition of PeopleSoft—a company that had acquired JD Edwards only two years earlier. JD Edwards has a loyal customer base, an active user community, and functionality that fits well with specific industries, business processes, and enterprise sizes. I hope this special edition of *Profit* helps shed some light on the amazing work Oracle customers, partners, and developers are doing with the application family and how it fits into Oracle's overall enterprise IT strategy.

Look for another *Profit* special edition in 2011 and at regular intervals from then on. I know I'm looking forward to digging deeper into some of these product lines and great stories in a new publication.

Aaron Lazenby
Editor in Chief, *Profit*
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Change to Opportunity

ORACLE AND JD EDWARDS CONNECTION MEANS STABILITY, NEW PROSPECTS FOR CUSTOMERS.



I first became involved in Quest International Users Group years ago, when Turner Industries Group's (now former) CIO was Quest's president, as I am now. I was encouraged to participate in the industrial manufacturing special interest group (SIG) composed of Quest members and JD Edwards product specialists. As a community, we were able to share ideas and influence our shared vendor in a manner that increased the value of Turner's software investment.

At its roots, Quest was solely a user group for JD Edwards customers and enjoyed a very healthy relationship and partnership with JD Edwards. My involvement with Quest grew into SIG leadership and eventually election to the Quest board of directors. Quest as a community was experiencing a unique story of its own—one that eventually planted Quest firmly in the Oracle family.

Change of that magnitude brings uncertainty, and any customer who remembers those times will tell you that uncertainty was not in short supply. Having the benefit of hindsight on my side, I can say that today, our environment is decidedly more stable, and Quest's relationship with Oracle's JD Edwards team is still strong. At the time, we were focused on the challenges of the journey: building relationships, forging partnerships, and continuing to meet the needs of our membership. We did not know how well things would turn out, but we pressed forward.

Today, we count on being part of the Oracle family, but we have an entirely new set of challenges: the economic environment, and in even broader terms, workplace demographics, rapid technological advancements, and the increasing demands of our everyday jobs. The world, it seems, is still not done changing, and we still have not seen the last of uncertainty.

In the middle of uncertain times, though, we sometimes forget to look around for something else: opportunities. The series of changes that brought Quest and the JD Edwards community into the Oracle world taught us an important lesson: user groups—and any forum where customers interact with one another—always have a place. People inherently want to connect and learn. That opportunity helped Quest grow into the community it is today—a great example is the creation of the annual COLLABORATE conference, supported by Oracle

and hosted by Quest and two of our sister user groups: the Oracle Applications Users Group (OAUG) and the Independent Oracle Users Group (IOUG). COLLABORATE has become an important fixture in the Oracle landscape, and it was born out of our need to share with one another.

We were reminded of that lesson recently. Even in a severe economic downturn, the needs to connect and learn remained, and again, change created opportunities. For Quest, those opportunities came in the form of uncovering new concepts and ideas that enhance what we bring to the Oracle table.

For example, economic constraints forced customers to rely more than ever on technology—to have information at their fingertips and to be able to find it quickly. For some, in fact, technology became a link to professional education when travel and training budgets were reduced. Quest has helped fill that gap, working with the JD Edwards team to create and distribute podcasts, online sessions, and Webcasts that give customers the answers they need without having to leave their offices or travel across the country. And we're rolling out our new online community, which will feature new ways to interact and communicate with the Oracle team.

The landscape of business is changing; the way we have done business is no longer the way that we will do business. User groups are changing; Quest is exploring and implementing new outlets of communication that just did not exist a few years ago. We must remember that success for user communities is contingent on a supportive Oracle leadership, thriving partners and vendors, and an engaged Oracle customer community. The result is a vibrant user population constantly looking for opportunities. I wouldn't have predicted years ago that I'd eventually become Quest's president; that we'd still be enjoying a strong, productive relationship with the JD Edwards team; that we would have grown to include both the Oracle's PeopleSoft and Oracle Utilities communities; or that Quest would have so many new prospects to celebrate in this, its 15th year. You can't predict change, and you can't predict opportunity—but you can make them work in your favor. Taking hold of these challenges adds value—to our companies, to our careers, and to the Oracle community. <>

DARRELL HAWKES is the president of Quest International Users Group and IT manager at Turner Industries Group.

SCOTT WALZ

Keeping IT Shipshape

JD EDWARDS UPGRADE CALMS WATERS FOR ROYAL CARIBBEAN CRUISES.

The global recession has meant anything but smooth sailing for the cruise industry over the last few years, but Royal Caribbean Cruises, Ltd. (RCCL) has managed to thrive and grow due to an increasing focus on the international market. Along with acquiring companies and opening offices around the world, including locations in Australia, Germany, Norway, Spain, and the United Kingdom, company leaders decided that it was imperative to modernize IT operations.

A recent survey from the Cruise Lines International Association predicted that 14.3 million passengers will cruise in 2010, nearly 1 million more than in 2009.

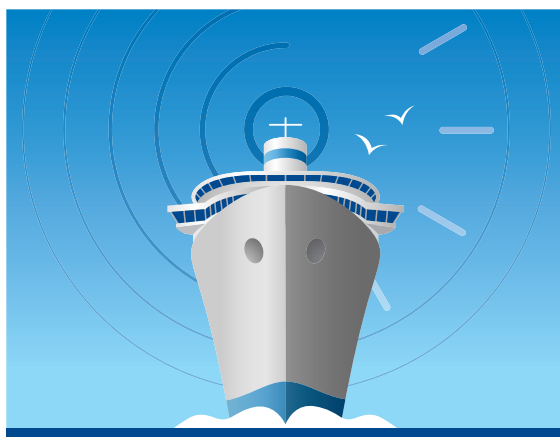
Additionally, international passengers make up 14 percent more of the cruise market than in 2000. Indeed, RCCL management rode the wave of that international expansion by implementing Oracle's JD Edwards applications in 2001. But over time, a highly customized IT infrastructure started to inhibit growth.

"RCCL grew up as a North American company. Our general ledger systems were set up focused on accounting in North America," says Henry Pujol, vice president, corporate controller at RCCL. "The biggest reason for going into the upgrade project was system stability and support for the system. There was no 'if' as far as upgrading—it was 'when.'"

Oracle Platinum Partner SYSTIME was tapped to lead the upgrade project, due to the partner's 15-year focus on JD Edwards and its strong global presence (30 offices worldwide). SYSTIME needed to complete the globalization and upgrade project in just 11 months, requiring close monitoring and strong project management under the auspices of its SYS-on-TIME methodology. "We were confident that SYSTIME would

stand out above the competition due to our specialization in JD Edwards, our global delivery model, and our reputation for keeping our customers competitive and agile," says Vishal Grover, president and CEO at SYSTIME.

RCCL Manager of IT Mark Musial says SYSTIME helped the cruise line overcome



some global systemic and functional challenges by working closely with the customer's team to configure and adapt the JD Edwards system to meet core project requirements. "They leveraged past experience and offered new ideas throughout the project efforts," he says.

The project's "Big Bang" approach involved rolling out the system in Australia, France, Germany, Mexico, Spain, and the U.S. So SYSTIME's proven global delivery model played an important role in the project's positive outcome. This meant migrating older JD Edwards applications onto a unified JD Edwards EnterpriseOne infrastructure—supporting 5,500 users and interactions with 30 internal applications and 6 external systems.

The new system features 16 new functionalities, including Sarbanes-Oxley compliance, global currency conversions, simplified regional accounting, and global alignment with RCCL's growth strategy.

"Before, we had the 'opt-out' model that required putting in a lot of manual controls, but now the system does most of the work, and that is extremely helpful," says Pujol.

Furthermore, the system's employee-profile functionality was redesigned to be managed shipboard, trimming boarding times and preventing delays. The hiring process also saw improvements with applicant tracking, which hiring partners around the globe can now access to streamline the recruitment process. And the entire RCCL fleet can access JD Edwards' shoreside and shipboard applications via satellite connections.

The new system offers critical stability. Prior to the upgrade, Pujol recalls frequent downtime that required support from in-house and outside IT. "Once we went live, we measured how many complaints popped up. It was very successful, and the issues were very minimal—even in the first couple of days," says Pujol. "The upgrade was delivered in perfect timing. We haven't experienced any stability or performance issues."

RCCL managers continue to look at additional functionalities within the JD Edwards EnterpriseOne system, further improving human resources management and currency management. "JD Edwards EnterpriseOne is a flexible solution that allows us to conduct business efficiently and effectively in global markets with appropriate local flavor," says Jason Liberty, vice president of strategy, corporate planning, and insurance at RCCL. "SYSTIME did very well. They did a good job managing through the organizations to make good tactical decisions. And the decisions that had to be made on a functional area level were always resolved very quickly." <>

Keeping JD Edwards Green

NDEVr'S EMISSIONS ACCOUNTING A GOOD FIT FOR ORACLE, SUSTAINABILITY.

Business leaders intent on reducing the impact of their business on the environment often find it challenging to manage environmental reporting requirements. To help organizations more easily incorporate environmental metrics and data within an existing enterprise resource planning (ERP) framework, Oracle Platinum Partner Ndevr developed fully integrated modules that enable comprehensive greenhouse gas (GHG) management and reporting from within Oracle's JD Edwards EnterpriseOne financial applications.

Ndevr's GHG accounting software was originally developed to meet the environmental data management requirements outlined by the GHG Protocol Corporate Standard guidelines—the framework used by many mandatory and voluntary environmental reporting schemes around the world. The software has been further enhanced to meet the stricter reporting requirements of Australia's National Greenhouse and Energy Reporting (NGER) legislation, and is compliant with almost every international mandatory and voluntary environmental reporting scheme.

GHG accounting software is preintegrated with JD Edwards EnterpriseOne to automatically manage data capture, transformation, analysis, and presentation capabilities. This helps managers assess their current carbon footprint, comply with internal and external reporting standards, set targets for improving energy efficiency, and reduce their company's CO2e footprint. The software is also available as a preintegrated module for Oracle E-Business Suite.

"Because the GHG accounting soft-

ware is incorporated in the software that users encounter on a daily basis, the amount of work involved in capturing environmental data is minimal," says Maureen Clifford, CEO at Ndevr. "The software is easy to use, and it requires hardly any additional work."



Many industries with energy-intensive operations see a need for GHG monitoring, including mining, construction, engineering, property management, real estate, facilities management, transportation, and logistics. The GHG accounting software can monitor CO2 emissions data, along with energy consumption, water use, waste water, and energy production.

"The main benefit of the software is that it's designed not to be pulled out just once a year. Users can view data based on multiple operational hierarchies so that users can view environmental information in a variety of ways, such as by facility, company, or division," says Clifford. "And the data can be viewed as it is happening. Companies can even set targets and see in real time whether they're reaching those targets."

Before implementing Ndevr's GHG accounting software, Abigroup Ltd.—a large engineering and construction firm based in Australia—used to capture and measure emissions using Microsoft Excel spreadsheets. "The data was recorded by each individual project site and was often unreliable and inaccurate," says Sarah Marshall, national sustainability manager at Abigroup. "Environment managers on the projects would then have to record the data separately for the reports, a complete duplication of their collective efforts. There were also no mechanisms in place to enable project managers to monitor emissions regularly, or react quickly if consumption in a particular area surged."

Alison Woodward, group manager of information systems at Abigroup, adds, "There is nothing else in the market that matches the functionality of the Ndevr Greenhouse Emissions Reporting solution, or that is integrated into JD Edwards."

Ndevr recently released version 5.3 of its GHG accounting software and is constantly planning and developing improvements that go beyond standard reporting requirements and really help companies manage and reduce their emissions. For example, Ndevr is currently working on a feature to help companies analyze and manage their use of blended fuels.

Ndevr's Clifford will be presenting with Oracle's Rich Kroes, sustainability product strategy director, at Oracle OpenWorld 2010 in the conference session, "Sustainability: Emerging Trends, Oracle Product Strategy, What's New and Planned" and will also be available to discuss and demonstrate the product at booth 132, located near the Oracle DEMOgrounds. <>

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HELPING ABIGROUP TARGET SUSTAINABILITY

With Ndevr software and Oracle technology, a large contractor is keeping closer tabs on its carbon footprint to support green business strategies.

In Australia, Abigroup Limited is a leading contractor with operations in engineering, building, rail, water, and mining services, as well as in telecommunications. The company's portfolio is diverse, but the businesses all share a solid belief in balancing growth and business success with social and environmental responsibilities.

"The concept of sustainability is a powerful driver influencing the direction of Australia's infrastructure industry," says Sarah Marshall, National Environment and Sustainability Manager at Abigroup Limited. "With increasing concern for the environment and global warming, Abigroup wanted to respond by integrating the principles of sustainability into the planning and delivery of all our projects."

However, Abigroup found it difficult to accurately measure its carbon footprint. Greenhouse gas (GHG) emissions were tracked using Excel spreadsheets. Data was gathered separately by each project site, and then re-entered and aggregated by environmental managers—a process that involved duplicated effort and opportunities for error. "Not only was this difficult and time-consuming, there were also no mechanisms in place to enable the project managers to monitor emissions regularly, or react quickly if consumption in a particular area surged," says Marshall. Of particular concern was the capture of emissions data from the company's plant fleet, which uses tens of millions of liters of

fuel per year. This reporting would require the ability to easily transform the energy-usage data into carbon-emissions information.

Abigroup needed to find a way to measure and monitor emissions more efficiently and effectively—both to support its internally driven sustainability strategy and to comply with government mandates for detailed GHG data collection and reporting.

UNDERSTANDING EMISSIONS

Abigroup decided to use GHG Accounting Software from Ndevr, a Platinum-level partner in the Oracle PartnerNetwork. Designed for companies with complex operations and multiple emission sources, this solution enables up-to-date, accurate, and auditable emissions management and reporting without duplication of data, outsourcing, or double handling of information. Environmental data can easily and quickly be captured at the transaction level, either manually or electronically, and then converted into carbon-emissions reports. Reporting for both internal and external purposes is facilitated by Oracle's Business Intelligence software.

"The GHG Accounting Software works as a fully integrated module within Abigroup's existing Oracle's JD Edwards EnterpriseOne software, enabling

us to track our greenhouse gas emissions through our financial/ERP systems," says Alison Woodward, group manager of Information Systems at Abigroup Limited. "The solution breaks up data by type—for example, gas usage or electricity—and transforms the data into an energy and CO2e equivalent. It then outputs the information to the Business Intelligence dashboard for internal and external reporting as well as ongoing monitoring. A standard financial reporting framework is applied to ensure the data is auditable and can be signed off on. And because it is part of the financial system, it is totally secure, with rights and access management, and backed up nightly.

GOOD DATA, GOOD BUSINESS

The Ndevr solution enabled Abigroup to increase efficiency, speed, and accuracy in its emissions-monitoring and reporting processes. "Because our GHG emission reporting is now incorporated into our financial reporting systems, and based around accounts payable data entry, we now have complete confidence that the data is an accurate measurement of energy consumption," says Marshall. "Ndevr's solution provides a solid foundation for not only meeting Abigroup's internal and external

reporting requirements but also has the ability to feed into our clients' own energy and emissions reporting obligations."

The solution helped Abigroup win Oracle's 2009 Enable the Eco-Enterprise award—and foster the expansion of a sustainability oriented culture across the company. "With improved monitoring capabilities," says Marshall, "some staff members have even begun incorporating other green initiatives within their own work groups."

Perhaps most important, the company now has a perspective on emissions that can be used to drive action. "For Abigroup, measuring greenhouse gas emissions is about more than making the company aware of its energy consumption; it is about knowing how to respond to the results," says Marshall. "[The solution] allows us to generate long-term records, enabling us to track our performance against reduction targets and manage intelligently so that emissions reduction can be achieved." In short, the company is now in a better position to understand potential effects of its activities on the environment and put measures in place to minimize environmental impact, enhance sustainability, and maintain a healthy carbon footprint.

Ndevr's GHG Accounting Software is integrated with both Oracle's JD Edwards and Oracle E-Business Suite software, and accommodates current GHG legislation in countries around the world.

For more information, please contact Sacha Wilkinson at info@ghgaccountingsoftware.com or visit www.ghgaccountingsoftware.com

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Visit Ndevr at booth 132 to see GHG Accounting Software for JD Edwards and Oracle E-Business Suite by the Oracle Demo Grounds at Open World 2010



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INNOVATION, COMMITMENT, AND LOYALTY THE SECRETS TO JD EDWARDS' SUCCESS.

Five years and 15 product releases after Oracle purchased Denver, Colorado-based JD Edwards, the JD Edwards EnterpriseOne and JD Edwards World product lines have become a critical part of Oracle's applications portfolio. The software, previously owned by Oracle acquisition PeopleSoft, delivers core enterprise resource planning (ERP) functionality to a still-loyal customer base and new companies alike. Profit spoke to Lyle Ekdahl, group vice president of the product lines, on the five-year anniversary of Oracle's acquisition of JD Edwards.

PROFIT: What are customers saying about the progress the JD Edwards products have made under Oracle?

EKDAHL: Our customers have seen consistent investment in product innovation over the past five years, and we are delighted to have earned their loyalty. As part of Oracle, we've had 15 discrete development releases for both JD Edwards EnterpriseOne and JD Edwards World products. We've brought seven new products to market and announced integrations that benefit JD Edwards customers. That's a lot of work and investment from Oracle.

And our customers are proving their support of our strategy by upgrading to the newest releases of our products. And we get our share of new customers, which validates that we are providing viable industry solutions to the marketplace.

PROFIT: How has access to Oracle's development organization improved JD Edwards' products since the acquisition?

EKDAHL: When you're acquired by a major player like Oracle, you get to leverage thousands of developers around the globe, dedicated to creating software of the highest quality. Our customers and partners see this incredible investment every day in the user interface enhancements, system performance capabilities, and new technology that is available at

every level of the technology stack.

For example, Oracle Fusion Middleware has been huge for us in terms of delivering integration and interoperability—which is really a big piece of the JD Edwards story. We now can put in place prepackaged integrations where that makes sense, or at least put in place some of the plumbing so we can



Lyle Ekdahl, Group Vice President, Oracle's JD Edwards

reduce the costs that customers have to incur when they implement an overall solution. I think those things have been huge for JD Edwards customers overall.

While interoperability has always been a key component for JD Edwards, as a standalone company we didn't have the same leverage, resources, or capitalization to deliver everything natively. Now we can deliver full solutions based on Oracle products. The beauty of it is that we own both sides and the technology to make it work.

PROFIT: What kind of work has been done to promote integration of JD Edwards with other aspects of Oracle's enterprise technology?

EKDAHL: JD Edwards is a natively integrated suite of products. And more than

just being single-database or single-data-model products, they are truly natively integrated from top to bottom, which includes the transaction context as well as the user interface.

From an Oracle tools perspective, we've made the JD Edwards products compatible with the most recent version of Oracle Fusion Middleware. In fact, we've productized some of those components in the JD Edwards EnterpriseOne Technology Foundation—a prepackaged set of Oracle technology that will run with JD Edwards EnterpriseOne.

We've also picked up on Oracle's drive into standards-based Web services and SOA-based systems, leveraging Oracle Fusion Middleware and Oracle SOA Suite to expose Web services to enable interoperability and integration.

Today, we also populate the Oracle Business Intelligence data warehouse through an ETL [extract, transform, and load] map for both of our product lines for financials, and we have a pretty aggressive roadmap to fill out the rest of the key functional areas in that central data warehouse.

We also have integrations in the marketplace for the entire value chain planning suite of products, including Oracle's Demantra products, shipping integration to Oracle Transportation Management, and Oracle Application Integration Architecture-based integrations to Oracle CRM On Demand for JD Edwards EnterpriseOne. We have a process integration pack for Oracle's Agile product lifecycle management products.

We are also integrated with Oracle Primavera and have an integration to Primavera Contract Management, which is a great construction site management product. Think about the solutions needed in construction trailers; having to pay subcontractors and collect materials, receive materials, those sorts of things. So

we're integrated to that product as well.

Another example of extending value to the JD Edwards base has been utilizing market-leading products such as Oracle Business Intelligence Publisher and Oracle User Productivity Kit. Our customers can take their ERP data and use it to better run and report on their organizations as well as communicate within their own ecosystems.

PROFIT: Having come from a smaller ecosystem and a smaller corporate culture, is it liberating to have these kinds of assets to leverage?

EKDAHL: Right now we're in a very enviable position in that we have the best of both worlds. So as part of Applications Unlimited, we made a commitment that we would have focused development teams. So we still have the focused JD Edwards team.

But while our culture obviously has been evolved as a part of Oracle, we're also still a very strong, independent voice within the Applications Unlimited community. We're still very JD Edwards. Oracle has allowed us to retain those things that make us different, because that is part of the value that we deliver to our customers and to the marketplace that we serve.

That's really what's implied in Applications Unlimited; the reason Oracle is able to continue to invest in these multiple product lines is because they're overall additive to Oracle's business. And I think Oracle's been very good about allowing us to leverage what we really need to leverage out of Oracle, and then still allow us to keep our identity.

PROFIT: As part of your identity, the JD Edwards customers and partners are known for being very involved and vocal. How is that reflected in the JD Edwards products?

EKDAHL: We all work as closely with customers as we can and that's certainly the way to build the best products. We engage with our customers via the JD

Edwards Customer Strategy Councils, Quest User Group activities and events, COLLABORATE, and Oracle OpenWorld.

And we reach out to customers who are deploying and upgrading our products through a program we call Development Direct. We invite customers to Denver to spend a day with us and tell us what they're doing. And of course we share our plans, our thoughts and our design centers, as we look at those areas of the products, so customers can better understand what we're doing. Then we keep in contact on a regular basis so we understand what our customer base is doing and show we are committed to their success.

We do this so customers can have some interaction with development, and we can have visibility into what they are doing with our products. This really lowers the risk inherent in ERP.

But we've also seen our original plans for a product evolve in the marketplace over time. For example, how we perceived customers would use order management has changed a lot due to the explosion of the internet, movement of supply offshore, and the lengthening of supply chains. How ERP products are used has transformed into something much larger than we first anticipated.

But our partners also guide our development and are critical to our success. Partners contribute to our designs and are responsible for additional functionality, smooth implementations, and upgrades. We are working with our partners and the Oracle Accelerate organization to provide additional industry value and faster implementations to our customers.

PROFIT: It sounds like you have tried to keep your family approach but have reached to improve the core JD Edwards products in many ways.

EKDAHL: We need to continually challenge ourselves. The JD Edwards brand has been around for more than 33 years now, which means that it has a great foundation, and customers continue to

receive new benefits while retaining low cost of ownership. But we need to respect the changing environment of our customers to keep their business. We want our customers to get excited when they see what we deliver and how it can help to meet their goals.

It's quite often that I'll run into a company that has been running JD Edwards products for a decade or more, but they are doing something entirely new like moving into China or bringing in business intelligence. Since JD Edwards is part of Oracle, they can upgrade within their current core ERP and add in new functionality without taking on unnecessary business risk.

PROFIT: It sounds like innovation, commitment, and loyalty have won a lot of respect from customers.

EKDAHL: JD Edwards has worked very hard to earn that loyalty, going the extra mile for customers, trying to work with them to solve their pressing business issues, and remaining focused on what it is JD Edwards is about. It's an ERP system with core capabilities and some very specific functionality for a handful of industries that we cater to. We have kept loyal to multiple platforms and strived to provide flexibility and extensibility at a low TCO. People have come to respect that about us.

I think you get a fair amount of respect for being consistent and true to your roots. Ultimately that respect turns into a good, healthy friendship. That's the way I see it with most of my customers. I have people on my staff that have been with JD Edwards for decades. They are still here in Denver as a core team. There are a lot of people that have a pretty extended history with these products, still involved with the products and still part of the customer base.

I think that's what really lends to that feeling of family we have in the JD Edwards community. <>

AARON LAZENBY is editor in chief of *Profit*.

DRIVING RAPID GROWTH

Partnering with SYSTIME, Weatherford uses JD Edwards solutions to support expansion around the globe.

Back in 2001, Weatherford, one of the world's largest oilfield services companies, was beginning to pursue an aggressive growth strategy that would include numerous acquisitions around the globe. And in nearly a decade, the company has executed that strategy with great success, with annual revenues rising from about US\$1.5 billion to nearly US\$10 billion. They plan to grow to US\$20 to US\$25 billion in four to five years. Today, the Houston-based company (NYSE: WTF) has operations in more than 800 locations in 100 countries, and provides advanced products and services that span the drilling, evaluation, completion, production, and intervention cycles of oil and natural gas wells.

When Weatherford's growth plans were first being laid out, however, that was all in the future—and the company's IT group had one clear concern. "We understood the goals of

the company for growth and expansion, and we had to determine how we were going to be able to support those goals," says Michael Dove, Vice President of Information Technology at Weatherford.

Like many companies, Weatherford was supporting its work with a fragmented IT landscape, with different facilities and locations often having different systems. "That caused problems," says Dove. "For example, we had some 65-plus financial systems, our distribution systems were disparate, inventory didn't talk to the general ledger system, part numbering was inconsistent from system to system and country to country. Getting a view of the supply chain across the organization was next to impossible."

Such disconnects made it difficult to operate efficiently, or drive and share process improvements. It also made it harder to weave newly acquired companies into the Weatherford organization in a timely manner. In short, the IT status quo was a serious potential roadblock to the company's growth strategy. In response, Weatherford decided to shift to a more consistent approach, using Oracle's JD Edwards solutions as

a standard, core ERP system. The company partnered with SYSTIME to implement a single-instance that encompasses the vast majority of Weatherford's business activities. The JD Edwards system—and SYSTIME's expertise, in JD Edwards and proven Global Delivery Model, and SYS-on-TIMETM methodology—gave Weatherford a companywide solution that could be rolled out globally. The result was a platform that would support rapid growth—and enable Weatherford to operate with an IT budget that, as a percentage of revenue, is less than 50 percent of the industry average.

"Overall," says Oracle's Lyle Ekdahl, Group VP and General Manager of JD Edwards, "the combination of Weatherford's IT, SYSTIME, and JD Edwards has been highly effective. Bringing together the right vision, the right skills, and the right software has helped create solid value and a clear return on investment for Weatherford."

BUILDING A GLOBAL FOUNDATION

For Weatherford, the move to JD Edwards solutions represented a significant effort involving a new technology for the company—and it would have to be done on a tight budget. To help ensure consistency and efficiency in its standardization initiatives, the company created a centralized project

management office. And to complement its in-house skills, it leveraged SYSTIME's Global Delivery Model and specialization in JD Edwards. "Weatherford saw early on that a combination of onsite and offshore resources could be valuable in meeting budget constraints—long before the recession," says Milind Joshi, Vice President of Client Services at SYSTIME. "Mike Dove and his team had a pioneering view, recognizing that an onsite and offshore model could not only cut costs, but also accelerate delivery and help support the company's growth over the long run."

Weatherford and SYSTIME worked together throughout the initial JD Edwards implementation. As the system was rolled out to approximately 70 countries and 800 locations—including acquired companies—around the world, that relationship continued and grew over time. "Early on, SYSTIME was essentially brought in only to assist and offer expertise in JD Edwards on a small scale," says Dove. "As we worked, though, they gained extensive expertise in our systems and quickly learned our business processes, culture, and environment. As a result, we started turning over entire implementations to SYSTIME—efforts that they led with very little if any Weatherford input."

"SYSTIME's global footprint has allowed us to reach into regions where we don't have current expertise or we don't have the bandwidth to reach into those regions."

—Mike Dove, Vice President of Information Technology, Weatherford



About 80 percent of Weatherford's business is run on JD Edwards solutions, and about 20 percent on SAP—and yet the cost of operating the two systems is essentially the same.

"Our work with Weatherford has grown into a strategic relationship that includes dedicated SYSTIME teams throughout the world that are focused exclusively on Weatherford," says Vishal Grover, President and CEO of SYSTIME. "We have been pleased to be part of Weatherford's growth vision. Their need for a global, common system has fit perfectly with SYSTIME's proven SYS-on-TIME™ methodology and our Global Delivery Model." SYSTIME teams have handled Weatherford's JD Edwards implementations in nearly every part of the world, including China, Mexico, Romania, Singapore, Egypt, and Algeria to name a few, and they continue to provide ongoing postimplementation support for their global locations.

"SYSTIME's global footprint has allowed us to reach into regions where we don't have current expertise or we don't have the bandwidth to reach into those regions," says Dove.

RAPID GROWTH, COST-EFFECTIVE OPERATIONS

A decade after its JD Edwards implementation began, Weatherford's growth strategy has clearly been effective. "Regardless of how you measure our growth—revenues, headcount, inventory, locations—Weatherford is about five times larger than it was nine

years ago," says Dove. And the IT group and JD Edwards solution have kept pace with this change, which has included both internal growth and more than 250 strategic acquisitions. It has provided the tools for growth and a consolidated platform that makes it easier to bring new companies on board quickly, reducing the time and effort involved in acquisitions—a key success factor in the company's growth strategy.

Today, the company's JD Edwards implementation is one of the largest in the world, with more than 8,000 users working from single-instance application. "As the company has grown, we've been able to rapidly implement sites onto the JD Edwards platform, and to deliver a seamless view into the supply chain," says Dove. "If you're entering a sales order in one location, you're using the exact same program as Weatherford employees entering sales orders in other locations. Purchase orders, inventory, everything—you're running the exact same program regardless of what region of the world you are in.

"Having everybody on a single global instance has definitely helped us from a management perspective," continues Dove. The standardized approach also brought greater flexibility to IT, which is important in the dynamic oil and gas industry. "It helps us respond to

the business, to be better able to meet their needs," he says.

The ERP system has also proven to be highly cost-effective, in part because of the JD Edwards software's ease of management, and in part because of the mix of IT and operational skills available to support the system, both in-house and at SYSTIME. As a percentage of revenue, Weatherford's IT budget is approximately 50 percent of the industry average. What's more, Weatherford operates a few SAP systems in select locations, and the company has found that its per-user costs for the JD Edwards solution are only about 30 percent of its per-user costs for SAP. According to Dove, about 80 percent of the company's business is run on JD Edwards solutions and about 20 percent on SAP. "We've got five times more users on JD Edwards, yet the actual cost of operating those two systems is essentially the same," he says.

Today, Weatherford's work with JD Edwards software continues, and so does the company's relationship with SYSTIME. In addition to implementation and project management, SYSTIME now

provides cost-effective offshore support for the ERP application and has taken on the operation of Weatherford's U.S. accounts payable operation on a business-process-outsourcing basis. Indeed, SYSTIME today is an end-to-end partner with Weatherford, providing services in areas such as development, help desk operations, and project management, as well as support for the company's e-mail systems. In addition, SYSTIME is helping Weatherford implement Oracle Business Intelligence Suite, Enterprise Edition Plus to receive the full benefits of dashboard and executive reporting.

"The relationship with SYSTIME has expanded beyond the JD Edwards implementation, and we've reached out to them in numerous areas to help us scale up and scale down our IT operations as the business environment requires," says Dove. Meanwhile, as Weatherford continues to grow and pursue increased efficiency and productivity, its use of JD Edwards solutions is expected to grow as well. "And," says Dove, "SYSTIME will continue to be a key player in helping us."

SYSTIME is the largest JD Edwards practice globally, and an Oracle Platinum Partner.

For more information on the company and its services, contact info@SYSTIME.net or visit www.SYSTIME.net



Extended Solutions and Services across Europe

Pan-European Projects

When you decide to extend your JD Edwards ERP system to and across Europe, you still have to face local business and cultural differences from one country to the other in terms of accounting methods, fiscal reporting, taxation, logistical requirements, language support, legal requirements.

To overcome these obstacles you often end up with a complex and time consuming business relationship with several companies and you are confronted with new problems such as different contacts and different contracts, different skill-levels of consultants, complex project management.

The Solution

However, meeting your expectations for an efficient roll out and a profitable solution is largely dependent on the consultants' ability to understand the diversity of local markets and cultures, align processes across borders and turn them into a profitable global solution – an expertise difficult to identify in any single company.

With the largest number of experienced local consultants across Europe, InOne Europe offers you an efficient European roll out with just one cont(r)act.

InOne Europe

InOne Europe provides implementation and deployment of Pan-European JD Edwards ERP solutions. The company was established in 2000 by the formation of leading JD Edwards partners across Europe into a unique Pan-European business partnership, in direct response to clients request's for a one-stop choice for international projects in the JD Edwards system environments.


InOne Europe that means

- more than 400 successful projects
- more than 400 high-qualified, local JD Edwards EnterpriseOne / World consultants in Europe
- more than 2.000 man-years of JD Edwards EnterpriseOne / World experience
- Most of our members are Oracle Platinum partners



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BY MONICA MEHTA

Larry Wallace, Vice President of
Global IT Strategy, Interface

Measure and Manage

INTERFACE AND JD EDWARDS PROMOTE THE ROLE OF SUSTAINABILITY.

Sustainable business: a persistent catchphrase that means many things to many companies, from clever marketing campaigns to serious initiatives to reduce a company's environmental footprint. But few go as far as Interface, an Atlanta, Georgia-based carpet manufacturer with leadership committed to eliminating any negative impact the company has on the environment by 2020.

And Interface is already nearly halfway toward its goal—no small feat for the world's largest maker of modular carpet, with manufacturing processes that use tons of raw materials, water, and nonrenewable energy; release tons of greenhouse gas (GHG) emissions; and generate millions of pounds of waste. With the visionary leadership of Interface Founder and Chairman Ray Anderson, Interface managers today consider

BILL ADLER

the environment in every decision they make—from product design to the lightbulbs in corporate offices.

In an effort as ambitious as this, metrics are vital. The team at Interface has created a complex measurement system, called EcoMetrics, that keeps track of everything from the pounds of petroleum used to make its carpet tiles to the amount of recycled paper its catalog is printed on, so managers can accurately chart sustainability progress. To glean such metrics, access to relevant, accurate information is vital. Interface

>>SNAPSHOT

Interface
interfaceglobal.com

Headquarters: Atlanta, Georgia

Employees: Less than 4,000

Yearly sales: US\$1 billion

Oracle products: JD Edwards EnterpriseOne; Oracle On Demand; Oracle User Productivity Kit; Oracle Business Intelligence Suite, Enterprise Edition; and Oracle Hyperion Financial Management

decision-makers rely on corporate IT, which today includes Oracle's JD Edwards EnterpriseOne, to deliver this information. Supplied with the right data, the company fully incorporates the axiom, "what gets measured gets managed."

Both Interface and Oracle also recognize the importance of getting sustainability reporting to the level of financial reporting—enabling sustainability metrics to flow as freely from the systems as financials do today. This is an active area of interest to both companies and

Taking the Sustainability Message Global

By the mid 2000s, a number of companies were approaching Interface managers to learn how they applied sustainability as a growth platform in a competitive industry. In response to those inquiries, Interface Managing Director Jim Hartzfeld launched InterfaceRAISE, a peer-to-peer consulting service with a mission to help others develop and implement their own sustainability strategy. To date, InterfaceRAISE has helped dozens of companies globally in various industries, from aerospace to textiles.

PROFIT: What's the status of corporate sustainability in the global marketplace?

HARTZFELD: The good news is that many more companies are beginning to see the deeper, strategic importance of sustainability and know they have a closing window of opportunity to have early-mover advantage in their industries. They want to create programs and progress that are real and meaningful, not just heartwarming stories of good citizenship.

PROFIT: What is the significance of the name "InterfaceRAISE"?

HARTZFELD: RAISE represents many things: to raise awareness, to raise prosperity, to raise customer value, to raise opportunity, to raise purpose, to raise profit, to raise responsibility, and to raise our children.

PROFIT: How does InterfaceRAISE work with companies?

HARTZFELD: As a guide and a mentor, we offer practical insights and advice on how to derive economic and societal value from sustainability to senior executives, management teams, and sustainability practitioners. We help organizations imagine, plan, and execute new ways of advancing their goals and fulfilling their mission—financial, societal, and environmental. We help organizations move beyond "green" by viewing sustainability as more than reducing environmental impact and compliance risk, and by helping them create an integrated sustainability strategy, generating increased competitiveness and positive results.

PROFIT: What is the importance of IT and metrics in corporate sustainability efforts?

HARTZFELD: We advise all clients in the importance of accurate, verifiable, and timely information as the basis for better decision-making and credible external reporting. This is a classic extension of the maxim, "You can't manage what you don't measure." At Interface, we use the term *EcoMetrics* as a broad category of information about the nonfinancial, physical metabolism of a company. We believe that all companies need to understand their metabolism in terms of flows of material, energy, and waste—whether they're a professional services firm, a

quick-serve restaurant, or a product manufacturer. Increasingly, that quantitative information is enhanced with the qualitative "goodness or badness" of individual materials, energy sources, or processes, through processes such as lifecycle assessment. Without tangible, credible information, companies are left to engage in "random acts of greenness," creating little lasting improvement or business value.

PROFIT: Where should companies interested in sustainability start?

HARTZFELD: Begin from wherever you are, and do something. Then, do something else tomorrow. Senior leaders should project a clear message of permission and an invitation to all employees to engage in the journey. Focus immediately on waste reduction and energy efficiency. In these early stages, there is nothing to lose from random acts of greenness. Then, get serious about really understanding your baseline or current state in technical and cultural terms. "Where are we now? Who are we now?" Then, you should create an integrated future vision that weaves sustainability into the core of your business mission. "What are our aspirations? Who are we becoming?" All along the journey, it is important to bring in experts from the outside with fresh eyes to help you see the emerging risks and new opportunities that sustainability can offer.

one in which they see tremendous incremental value. “Time, energy, and effort could all increasingly shift from the creation of metrics to acting on those metrics,” says Erin Meezan, vice president of sustainability at Interface.

A “SPEAR IN THE CHEST”

Interface is best known for its InterfaceFLOR and FLOR products—squares of carpet that can be laid down as rugs and wall-to-wall coverings in workplaces and homes. Anderson founded Interface in 1973 and started producing the first free-lay carpet tiles in the U.S. Aside from complying with governmental regulations, he didn’t think much about the environment as he grew the business. Then, in 1994, on the eve of making a speech about the company’s approach to the environment, Anderson read Paul Hawken’s book, *The Ecology of Commerce*, and experienced an epiphany that he says was like a “spear in the chest.”

“I was running a company that was plundering the earth,” he told the *New York Times* in 2007.

In his speech, Anderson outlined his vision for what is known today as “Mission Zero”—to eliminate any negative impact the company has on the environment. Acknowledging that achieving full sustainability would be like climbing “a mountain higher than Everest,” Anderson laid out the “Seven Fronts on Mount Sustainability” that would lead the company there. They include eliminating waste; having benign emissions; using renewable energy; using resource-efficient transportation; and in the end, creating “a new business model that demonstrates and supports the value of sustainability-based commerce.”

To achieve these ambitious goals, Interface executives have remade the company and the modular-carpet-manufacturing business. Renewable resources such as recycled and bio-based carpet fibers are replacing virgin-oil-based fibers in the products. Reducing power consumption and embracing renewable power sources such as wind, biomass, and solar have transformed Interface’s energy use. Programs minimize material usage and improve the efficiency of equipment and processes, drastically reducing waste in the manufacturing process. Manufacturing redesigned the carpet-making process to enable nylon carpet fiber waste to be recycled into new carpet fiber.

And Interface leadership has partnered with a number of eco-friendly suppliers to maximize strategic transport of its products, thus reducing its transportation footprint. The best practices learned in the process of embracing this approach to business have even led to the creation of a consulting team called InterfaceRAISE that advises other companies on how to weave sustainability into the core of their business (see sidebar).

“Sustainability is in our DNA,” says Interface’s Meezan. “We are striving to become a sustainable enterprise that takes nothing from the planet that cannot be replaced—and we respect that principle in our day-to-day business operations.”

Through these efforts, Interface is already almost 50 percent to its goal of becoming what Anderson calls “the first fully sustainable industrial enterprise, anywhere.” Since the beginning of the effort, use of fossil fuels has been reduced by 45 percent, and greenhouse gas emissions have been slashed by 44 percent. Water used in manufacturing plants has slowed by 80 percent, and recycled and bio-based raw materials now make up 36 percent of the total materials used in manufacturing. 30 percent of the company’s energy is from renewable sources, and the energy used to manufacture the carpet is down 43

percent. Landfill contributions have been cut by a remarkable 80 percent.

So far, the success of Interface and its sustainability efforts belies the notion that corporate environmental responsibility isn’t good for the bottom line. The waste program has netted US\$433 million in cumulative avoided costs. Meanwhile, since 1996,

sales are up 27 percent, and the company is achieving record levels of profitability worldwide. And all of this took place in a time period that included the severe downturns in the carpet business’ core markets in 2001 and 2009. Anderson and his company have received much publicity for their efforts and have garnered numerous accolades. They perennially appear on “best corporate citizen” lists and receive environmental awards from governmental, environmental, and professional organizations. In 2007, *Time* magazine named Anderson, who has written two books on his quest for corporate sustainability, a “Hero of the Environment.”

“JD Edwards EnterpriseOne . . . has a lot of functionality and configurability options. We chose [it] because it best fit our business requirements.”

—Larry Wallace
Vice President of Global IT Strategy, Interface

THE TOOLS TO REACH ZERO

Managing key business processes is a large part of the effort toward sustainability. In 2004, seeking an enterprise resource planning (ERP) application that would help management improve manufacturing and financials processes, Interface chose Oracle’s JD Edwards EnterpriseOne. With the help of Oracle Consulting and Oracle partner CSS International, Interface implemented JD Edwards EnterpriseOne in 2008 across the company for financial processes and is in the process of implementation for manufacturing. Interface is also supportive of Oracle’s efforts to continue to advance in the cutting edge area of sustainability reporting overall.

“The JD Edwards EnterpriseOne application suite has a lot of functionality and configurability options,” says Larry Wallace, vice president of global IT strategy at Interface. “We chose JD

Edwards because it best fit our business requirements.”

Interface has implemented the financial management application in each of its three divisions—the Americas, Europe, and Asia Pacific—and has already seen benefits from the software, including increased consistency of data, faster closings, and more-flexible reporting capabilities, according to Wallace. The manufacturing application is being implemented throughout the eight manufacturing facilities, and Wallace says he expects it to lead to better visibility of inventory and increased manufacturing efficiencies.

Already, the JD Edwards EnterpriseOne implementations to date are helping Interface with its sustainability effort in a number of ways. First, JD Edwards EnterpriseOne is providing financial information in a more streamlined, accessible way. “Access to accurate, timely information is increasingly critical to accelerate the creativity and innovation needed to radically reduce environmental impact,” says Jim Hartzfeld, managing director of InterfaceRAISE at Interface.

In addition, Oracle partner CSS helped Interface set up the manufacturing application to capture and report key data such as the amount of raw materials versus recycled content in a product.

“One of the reasons Interface chose JD Edwards for manufacturing was to better manage their raw materials inventory, so they could reduce waste and costs. JD Edwards EnterpriseOne will give them the ability to do that,” says Bill Franklin, vice president of industry solutions at CSS. “Interface will be able to better see which steps of the manufacturing process are creating the most waste.”

Hartzfeld says transparency in manufacturing and supply chain processes is critical for making sustainable business decisions. “Increasingly, whole-supply-chain analysis is required to uncover the highest leverage opportunities for change,” says Hartzfeld.

The application suite will also enable Interface to eliminate much of its shop-floor paperwork, says Franklin. “The plan is to eliminate virtually all of the paperwork that flows through the manufacturing process, and we are succeeding in making it as paperless as possible.”

In addition, JD Edwards EnterpriseOne is helping Interface decrease its IT footprint. Historically, Interface’s business units have independently purchased and implemented software to run their business. “By switching all business units to JD Edwards EnterpriseOne, the cost of ownership will be reduced,” says Interface’s Wallace, “and by having fewer servers, the amount of electricity and physical space required to operate will be decreased.”

The area of sustainability-related automated reporting

from systems remains truly cutting edge. Interface is supportive of Oracle’s efforts to continue to advance in this area, as perhaps one of the most important aspects of Mission Zero is the company’s principle of transparency. This transparency has created a powerful source of external and internal credibility for the company, but being transparent often involves laborious processes. “The gathering and consolidating of the data necessary to support the level of transparency we require has been a huge and still remains an often manual task,” says Hartzfeld.

JD Edwards EnterpriseOne is currently integrated with many of Interface’s legacy systems and will eventually replace many of them, Wallace says. In the coming year, Wallace plans to extend the company’s Oracle footprint by integrating JD Edwards

EnterpriseOne with other Oracle tools at work in the datacenter, such as Oracle Business Intelligence Suite, Enterprise Edition and Oracle Hyperion Financial Management. “There are a lot of synergies with using Oracle applications together, as they’re designed to work together very well,” says Wallace.

The company is currently on JD Edwards EnterpriseOne release 9, and Wallace says staying up-to-date has allowed Interface to realize several benefits. “The latest version runs faster,” says Wallace, “and the additional functionality will replace customizations we put in place. Our goal has always been to limit customizations, and the additional functionality in the latest version makes that easier.”

Oracle and Interface are working together to share ideas about further integration of the Oracle systems with the sustainability metrics Interface currently tracks. “As more and more metrics are captured in JD Edwards EnterpriseOne, less manual input will be required,” says Wallace. “Along with Oracle’s strategy of using Oracle Business Intelligence Suite, Enterprise Edition as its reporting tools for sustainability, eventually, reporting on sustainability could be as seamless as reporting financial information. With the interest of IT companies in this space such as Oracle, our hope is that this day will not be far off.” <>

MONICA MEHTA is freelance writer in northern California.

>> FOR MORE INFORMATION

Oracle’s JD Edwards EnterpriseOne
oracle.com/us/products/applications/jd-edwards-enterpriseone

Profit Online “Special Report: Sustainability Reporting”
oracle.com/profit/features/sustainabilityreporting.html

MANAGED HOSTING FOR FLEXIBILITY AND INNOVATION

By outsourcing its JD Edwards platform, one firm set the stage for rapid growth—and an increased focus on new ideas in IT.

A few years ago, Tredegar Film Products began taking a hard look at its IT operations and decided that some changes were in order. Based in Richmond, Virginia, Tredegar is one of the world's largest suppliers of plastic films for the personal care, packaging, protection, and specialty markets. To support this business, the company implemented Oracle's JD Edwards EnterpriseOne software, which performed well but IT management was thinking ahead and trying to determine the best way to manage their business over the long term.

"A main concern for us was human capital," says Chuck McBride, senior infrastructure manager at Tredegar. The company's IT team was relatively small, which meant that it was kept busy with daily operational issues, with little time left for more-strategic work. And with JD Edwards skills in demand, replacing anyone who left could take a fair amount of time.

Meanwhile, the company's datacenter had a number of power and cooling issues that needed to be addressed. The team was also looking for ways to improve system performance and service to the business. All these things would require significant investment.

With these factors in mind, Tredegar decided to work with a managed hosting provider

that could take on its JD Edwards applications, complementary products, and infrastructure. As a result, the company began relying on WTS, a hosting company that focuses on JD Edwards, for that support. That move has helped Tredegar not only manage IT costs, but also improve service, and ultimately, create an IT foundation that can adapt and improve in step with the business.

FROM SMOOTH TRANSITION TO INNOVATIVE IT

The two companies began by developing a detailed cutover plan and conducting multiple tests to help ensure success when the outsourced systems went live. "We were not only able to transition from our in-house environment to the hosted environment very smoothly," says McBride. "We were also able to do a tools release upgrade as part of the migration to WTS, with very little impact on the overall schedule. That upgrade was managed very well."

WTS took on responsibility for a range of JD Edwards systems, encompassing everything from finance to plant equipment, inventory, procurement, pricing, and shop floor and material requirements planning. Once operations were transferred to WTS, the two companies began making

a variety of improvements. These included the virtualization of servers running Tredegar's JD Edwards applications and the implementation of sophisticated load-balancing tools—moves that increased efficiency and reduced risk. "I've often told WTS that if they've got a new approach to doing things, we want to do it with them," says McBride. "I feel strongly that the people at WTS know what they're doing, so I'm very comfortable with stepping up to the plate and saying, 'let me be one of your initial companies to implement new things with you'."

HELPING IT HELP THE BUSINESS

With the managed hosting arrangement in place, Tredegar has seen consistently high service levels for its JD Edwards applications. "At the same time," says McBride, the move "has enabled us to streamline our costs," with a clearer view of how IT dollars are applied and the ability to get considerably more bang for the buck.

Indeed, Tredegar sees the managed hosting approach as far more than a cost-control move. For example, Tredegar has been able to learn from the best practices used by WTS, and apply them to processes

such as backups and patch management in its own retained IT activities. The managed hosting arrangement has made it possible for Tredegar to close its aging datacenter facility and rely instead on the energy-efficient WTS center. And looking ahead, McBride says that the outsourcing arrangement provides his company with the flexibility to handle future growth and business changes.

Outsourcing also brought positive changes to Tredegar's IT staff, empowering people to focus on strategic activities. That empowerment, and the relationship with WTS, "sets the stage for innovation," says McBride. "We now have the opportunity to try different things—to think in terms of innovation and exploring different ideas."

"A key factor in all of this is the nature of our relationship with WTS," McBride concludes. "They are an extension of our staff. This is not the typical customer/vendor type relationship. If we have an idea, we call them and say, 'we're looking at doing such and such' and they are very open to helping in any way they can." In essence, he adds, "WTS has become an integral part of the Tredegar team."

For more information about WTS, call +1.877.987.7253 or visit www.wts.com/profit/

SMOOTH IMPLEMENTATION, SOLID RESULTS

With the help of Infosys, UTCFS is using JD Edwards to drive greater standardization and efficiency to its Chinese operations—and across its Asian businesses.

“We now have a solid foundation for making better and faster business decisions and reducing turnaround time—things that can contribute to our competitive advantage.”

—Hari Krishnamurthy, CFO-Asia,
United Technologies Corporation
Fire and Security (UTCFS)

Hari Krishnamurthy is the CFO for United Technologies Corporation Fire and Security (UTCFS) in Asia, which has its regional head offices in Shanghai. A wholly owned subsidiary of United Technologies Corporation, the company is a global leader in providing a comprehensive range of electronic security and fire safety products and solutions to businesses and residential customers. Here, Krishnamurthy discusses the implementation of JD Edwards software in the company's China operations, and that effort's impact on the business.

Q: What were the business drivers behind the decision to implement JD Edwards software at your company?

A: We saw that Oracle's JD Edwards EnterpriseOne platform would allow us to support our business requirements for developing new services quickly, with minimal effort from the IT organization, while reducing

costs. These are both things that are important to our sustained growth, and in particular, our growth in the Chinese market. There was also a business need to eliminate unnecessary manual steps in operations to increase work efficiency. Prior to implementing the platform, we used a system based on Excel worksheets/local ERP's, which was cumbersome. The JD Edwards software enabled us to automate many business processes, such as transfers to local banks. The solution also enabled improved integration of our China operations with our other Asian businesses that use this software, and the ability to build best practices into our processes.

Q: You selected Infosys as your implementation partner on the effort. How was that choice made?

A: We felt that the depth and breadth of experience that Infosys had was very important in a project like this. They have a

proven track record in ERP services, are very closely associated with Oracle, and have successfully implemented Oracle's packaged applications around the world. Infosys' Global reach—its ability to deliver at different geographical locations—also played a pivotal role, because this implementation

Q: How was the implementation handled?

A: Certainly, Infosys performed exceptionally high-quality work under very tight deadlines, and they adhered to the planned budget and schedule, which was a top priority for us. The entire project—which encompassed everything from financial processes to sales, procurement, equipment, inventory, and contract management—was completed in just over six months. A key factor in the effort was a sharp focus on the business: Infosys conducted daily meetings with our end users, and gathered and consolidated views from all 10 of the UTCFS organizations involved to arrive at an optimal solution. Overall, the Infosys consultants were very flexible in adapting to our culture, and to the changing requirements that can arise on this type of project. They worked with us at every step of the way to ensure quality and results.

Q: What benefits have you seen from the implementation?

A: In terms of the implementation itself, Infosys helped us deploy the JD Edwards platform in a very short timeframe, thereby providing a significant reduction in implementation costs. Infosys' Global Delivery Model and expertise in providing JD Edwards implementation services helped

us see a faster ROI.

From a broader business perspective, our decision to rely on Oracle JD Edwards has delivered incalculable value and is a significant differentiator for us. For example, we have seen substantial improvements in transaction processing time and reduced costs. We have multiple custom reports, developed by Infosys, to monitor performance and identify gaps in the business. We also have localized China reports that help us meet statutory requirements, and an interface with the tax system used by local tax authorities, which speeds up management of invoices for value-added taxes.

The JD Edwards platform has enabled better, system-driven accounting for our Asian operations, and resulted in the total elimination of manual operations. We've also achieved increased process standardization across all 10 UTCFS organizations involved, which in turn helps us in the creation of a consistent “Asian template” for our business processes. We now have a solid foundation for making better and faster business decisions and reducing turnaround time—things that can contribute to a better competitive advantage. Overall, our experience with Infosys and the JD Edwards implementation has been very satisfying—and we look forward to taking the technology and the relationship to the next level.



proved track record in ERP services, are very closely associated with Oracle, and have successfully implemented Oracle's packaged applications around the world. Infosys' Global reach—its ability to deliver at different geographical locations—also played a pivotal role, because this implementation

“Infosys strategy of offering a breadth of capabilities across core business areas, developing industry solutions and investing in intellectual property-driven JD Edwards solutions helps clients achieve shorter time-to-value and low total cost of ownership.”

*—Ravi Kumar S, Vice President and Global Head,
Oracle Practice, Infosys Technologies Ltd*

INFOSYS: STAYING IN STEP WITH ORACLE

Infosys, which helped UTCFS implement the JD Edwards software in its China businesses, is a Platinum-level partner of Oracle—the highest level of partnership in the Oracle PartnerNetwork. Here, Ravi Kumar S., Vice President and Global Head of the Infosys Oracle Practice, Enterprise Solutions, talks about his company and Oracle.

Q: How is Infosys aligned with Oracle's strategy?

A: The Infosys/Oracle relationship encompasses joint solution and product development, and we've invested significantly in creating new solutions and competency centers for various Oracle applications, including Oracle's JD Edwards. We are also closely associated with the Oracle Fusion Application roadmap, so we are able to plan and prepare in advance with a long-term view of Oracle's direction. In general, we are committed to providing services globally for all Oracle applications, including JD Edwards, and we plan to grow in all areas to meet the ever-increasing demand for Oracle and Oracle-related services.

Q: What is Infosys' IT services strategy for niche products such as

JD Edwards, which cater to small and midsize enterprises?

A: Our strategy in this area is based on three key principles. The first is offering a breadth of capabilities across core business areas. The second is developing industry solutions such as transformational order management and supply chain visibility. And the third is investing in intellectual property-driven JD Edwards solutions and products that provide clients with a shorter time-to-value and low total cost of ownership. We have a strong presence globally, and we work with clients using JD Edwards solutions in almost all industries.

Q: What are Infosys' plans for JD Edwards solution services in future-growth geographies, such as Latin America, Asia, and Europe?

A: We believe that JD Edwards solutions will continue to play an important role in Oracle's scheme of things. So we already have development centers in Asia—specifically, India and China—as well as in Europe, Latin America, and North America. These centers cater to customers using JD Edwards solutions in their respective areas, and we will



continue to invest in the potential upcoming geographies to keep pace with customer needs.

Q: How do you see the road ahead for JD Edwards solutions?

A: Oracle's JD Edwards customers tend to be more passionate and loyal than the users of most other ERP suites. One of many reasons for that is that both JD Edwards World and JD Edwards EnterpriseOne solutions have matured into comfortably usable products. This software, coupled with Oracle's commitment to all its applications and strength in product innovation, will help Oracle customers compete in a flat world in the years to come.

For more information on Infosys, Oracle, and JD Edwards, please contact Raj Nair (RajmohanNair_R@infosys.com; or +1.832.689.2364). Or visit www.infosys.com/Oracle/offerings/Pages/jdedwards.aspx

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Can you answer “Yes” to these 3 questions?

Security

Q: Can you guarantee to make security changes within 5 minutes?

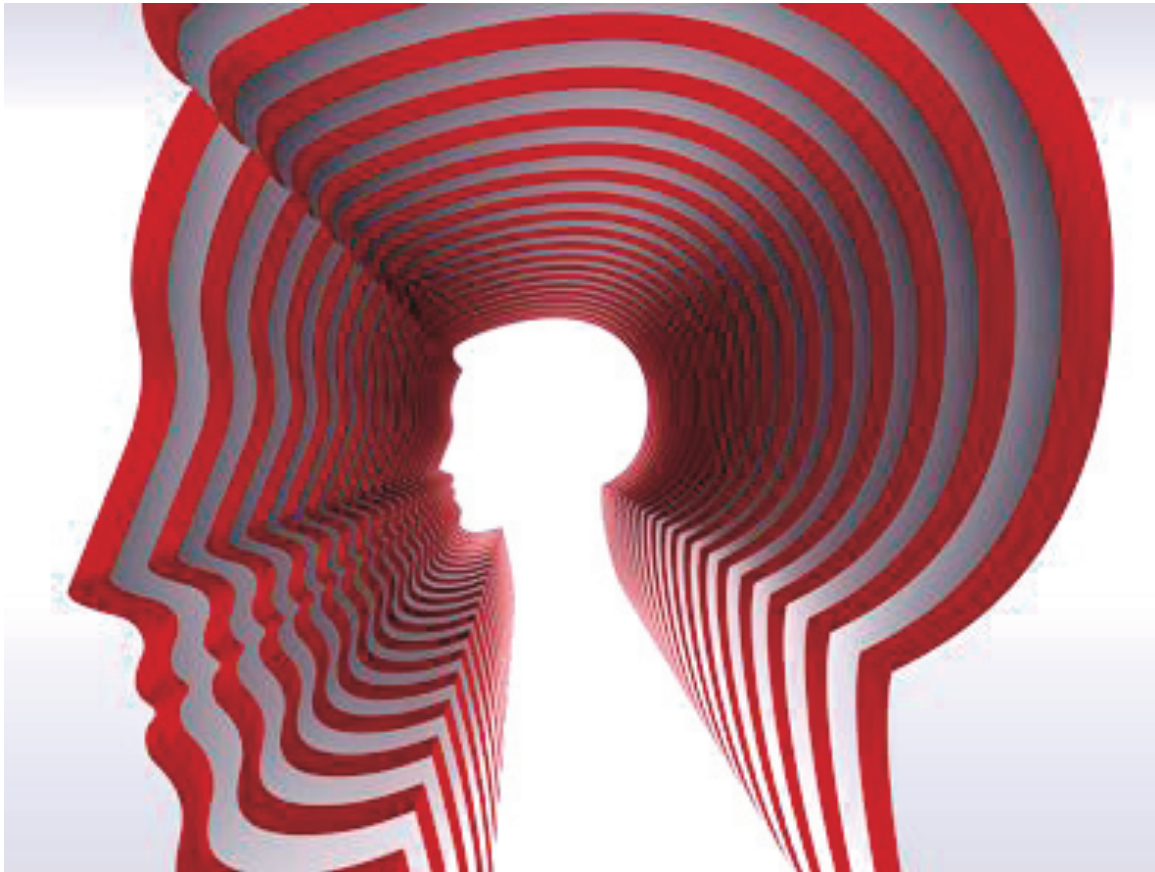
Segregation of Duties

Q: Can you be sure changes to security won't breach your SoD policy?

Analysis & Auditing

Q: Can you trace all possible ways that a user can access your sensitive programs?

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—Jay Krishnamurthy,
Vice President of IT, J.B. Poindexter & Co.



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