



# E-Business Suite Financials and Cloud Financials: Similarities and Differences

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[WWW.NEOOUG.ORG/GLOC](http://WWW.NEOOUG.ORG/GLOC)

# Fujitsu and our Oracle Partnership Overview

IT Service

 #1 in Japan  #5 globally

Employees



156 thousand

Data Centers



121

Service Desks



74

FORTUNE named Fujitsu as “one of the World’s Most Admired Companies for 4<sup>th</sup> consecutive year.



Fujitsu Chosen for the Dow Jones Sustainability World Index for 16<sup>th</sup> time in 2015.



## Fujitsu & Oracle Partnership

- Fujitsu and Oracle have a rich 30+ year history of strategic and close collaboration
- Fujitsu is a strategic, global Oracle partner with over 60 Oracle specializations
- **Fujitsu and Oracle announced Cloud Collaboration in Japan** (Oracle Cloud running in Fujitsu data center) – no other partner has this
- Fujitsu is **one of four elite Oracle Global MSP Partners** out of Oracle’s 25,000 OPN partners and 55 MSP partners.
- Global Delivery Model supported by offices in the US, Canada, Europe, Japan, and India
- Fujitsu worldwide Oracle professionals hold 6500+ certifications





# Anil Patil

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- Oracle ERP subject matter expert with 22+ years experience in implementations, business transformation
- Primarily responsible for developing solution recommendations, roadmaps and client value propositions
- Based at Atlanta, GA
- Blog at [www.oracle.anilrpatil.com](http://www.oracle.anilrpatil.com)
- Love running, motorcycling and other outdoor activities



# Agenda

- **The Basics**
- **Cloud ERP Financials overview and overall Comparison with EBS**
- **Financial Modules specific comparison**
  - **General Ledger**
  - **Accounts Receivables**
  - **Collections**
  - **Accounts Payables**
  - **Fixed Assets**
  - **Cash Management**



Opinions expressed are solely my own  
and do not express the views  
or opinions of my employer or Oracle



# The Basics

- Cloud ERP Financials and E-Business Suite R12.x are two completely different software products
- You cannot technically upgrade from E-Business Suite to Cloud ERP
- You can use some Cloud ERP financial modules and have them co-exist with EBS. Examples include:
  - EBS + FAHRCS
  - EBS + EPM
- On-Premise vs. Cloud
- Upfront License fees + Annual Support vs. Monthly subscription
- CAPEX vs. OPEX

# Cloud ERP

## Only Complete Cloud for Finance



ORACLE CLOUD FOUNDATION

Source: Oracle

# Modern Finance in the Cloud



Source: Oracle



Complete

# Modern, Complete Suite of Cloud Applications

- Designed to grow with you

 <b>CX Cloud</b>	Marketing	Sales	Configure, Price & Quote	Commerce	Service	Social
 <b>HCM Cloud</b>	Global HR	Talent Management	Workforce Rewards	Workforce Management	Work Life	
 <b>ERP Cloud</b>	Financials	Governance, Risk & Compliance	Project Portfolio Management	Procurement		
 <b>EPM Cloud</b>	Planning & Budgeting	Enterprise Performance Reporting	Enterprise Planning & Budgeting*	Account Reconciliation*	Financial Consolidation & Close*	
 <b>SCM Cloud</b>	Planning & Collaboration*	Manufacturing*	Order Management	Inventory & Logistics	PLM	Procurement
 <b>Data Cloud</b>	DaaS for Marketing	DaaS for Sales	DaaS for Customer Intelligence			



Apps Marketplace

Source: Oracle

# Confident Strategic Expansion

- Flexible business model



- Attack growth opportunities with **complete end-to-end best practice business processes**
- Drive the business forward through **predictive analysis and increased forecast accuracy**
- Address **growing transaction volumes** with agile business model

# Comparison

Complete

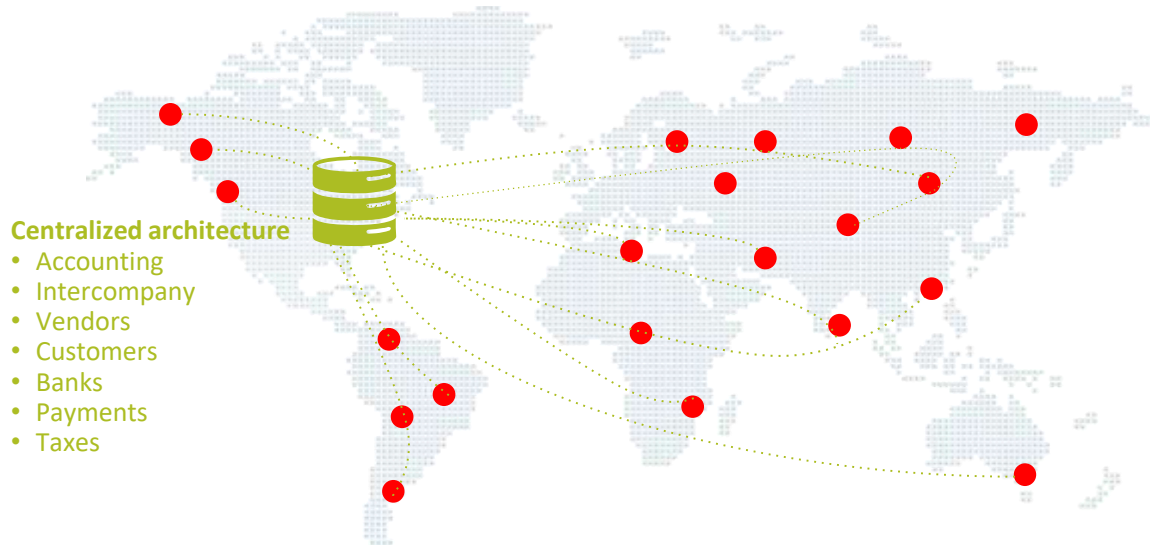
Complete	EBS	Cloud Financials
Complete end-to-end best practice business processes	★★★★★	★★★★★
Drive the business forward through predictive analysis and increased forecast accuracy	★	★★★★★
Address growing transaction volumes with agile business model	★★★	★★★★★



# In Control & Compliant



- Limit your exposure, not your expansion



- **Extensive Global Support**
  - Multiple Accounting Representations
  - Multiple Currencies
  - Multiple Languages
  - Country Localizations
- **Unmatched Processing Power**
  - Over 200m transaction/hr

- Confidently expand into new markets with full **multi-GAAP, multi-currency, multi-entity support**
- Leverage **multi-dimensional reporting**, while ensuring consistency with **configurable accounting**
- Eliminate intercompany, tax and payment transaction complexity with **centralized architecture**
- Achieve single source of truth with **shared reference data** to reduce risk while maintaining flexibility
- Comply with local regulations and reporting requirements with **country-specific localizations**

Source: Oracle

# Comparison



EBS

Cloud Financials

Multi-GAAP, multi-currency, multi-entity support



Multi Dimensional Reporting



Configurable Accounting



Shared Reference Data



Localizations



# Right-time Decision Making

- 24/7 Insight for Everyone




Source: Oracle

- Make **proactive data-driven** vs. reactive intuition-based decisions
- Eliminate blind spots and quickly identify and resolve exceptions with **self-monitoring processes**
- Access real-time information and confidently report with **self-service reporting**
- Provide **actionable context** by combining data and narrative



# Comparison

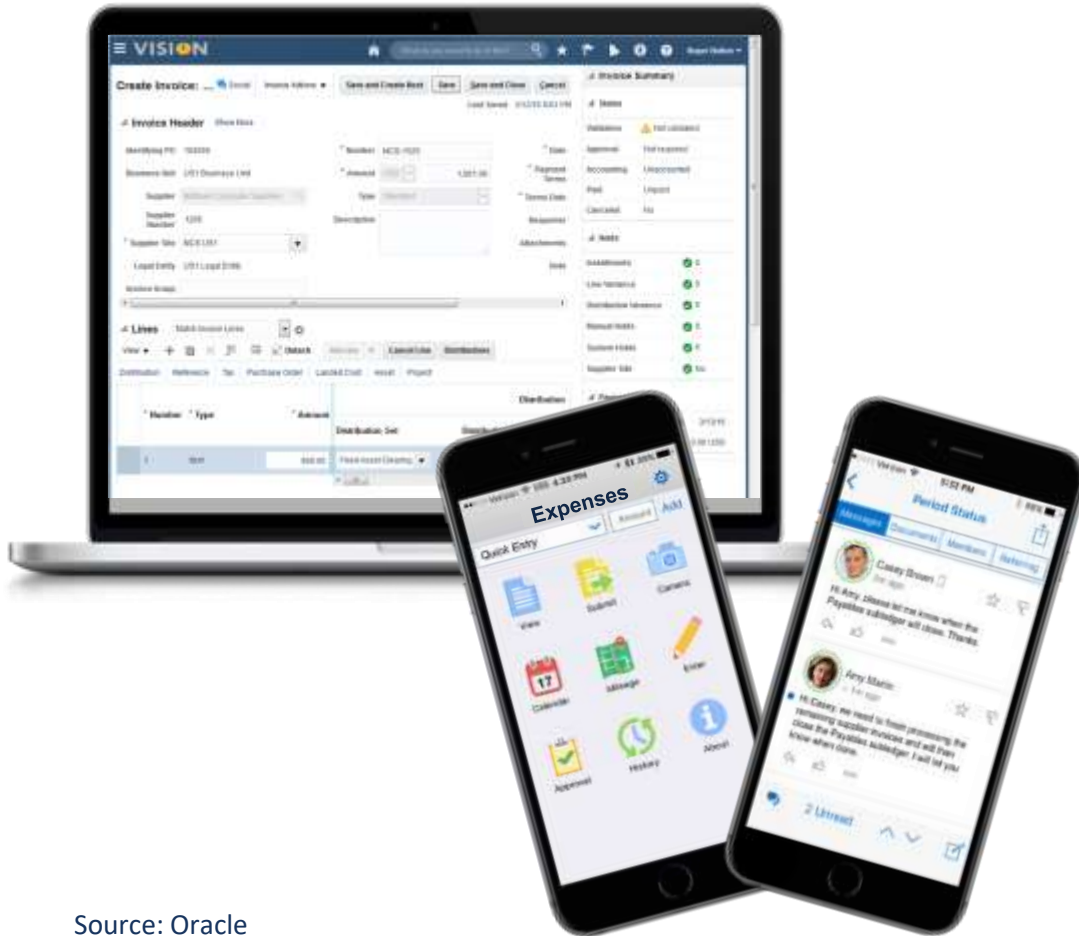


 Insight Driven	EBS	Cloud Financials
Make proactive data-driven vs. reactive intuition-based decisions	★	★★★★★
Eliminate blind spots and quickly identify and resolve exceptions with self-monitoring processes	★	★★★★★
Access real-time information and confidently report with self-service reporting	★	★★★★★
Provide actionable context by combining data and narrative	★	★★★★★

# Native Mobile, Social and Optical



- Processes re-imagined with digital technologies



- Eliminate manual expense entry and approve anywhere with **modern mobile solutions** for on-the-go workforce
- Drive greater accountability and productivity with **secure in-context collaboration** and workflow
- Minimize errors in procure to pay process with fully integrated, **out-of-the-box invoice imaging**

Source: Oracle

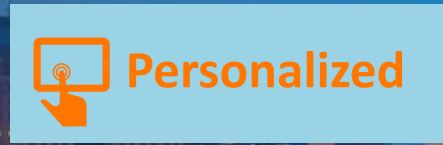
# Comparison



Digital	EBS	Cloud Financials
Eliminate manual expense entry and approve anywhere with modern mobile solutions for on-the-go workforce	★★★★★	★★★★★
Drive greater accountability and productivity with secure in-context collaboration and workflow	★	★★★★★
Minimize errors in procure to pay process with fully integrated, out-of-the-box invoice imaging	★	★★★★★

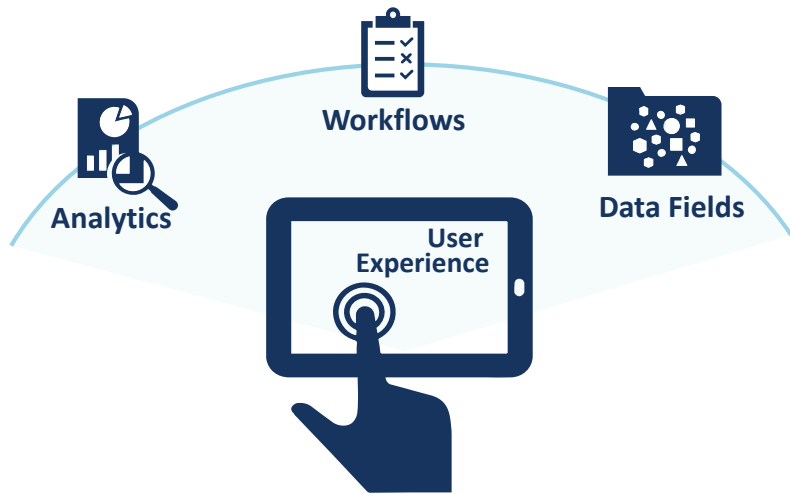


# Easily Change Your Cloud Experience

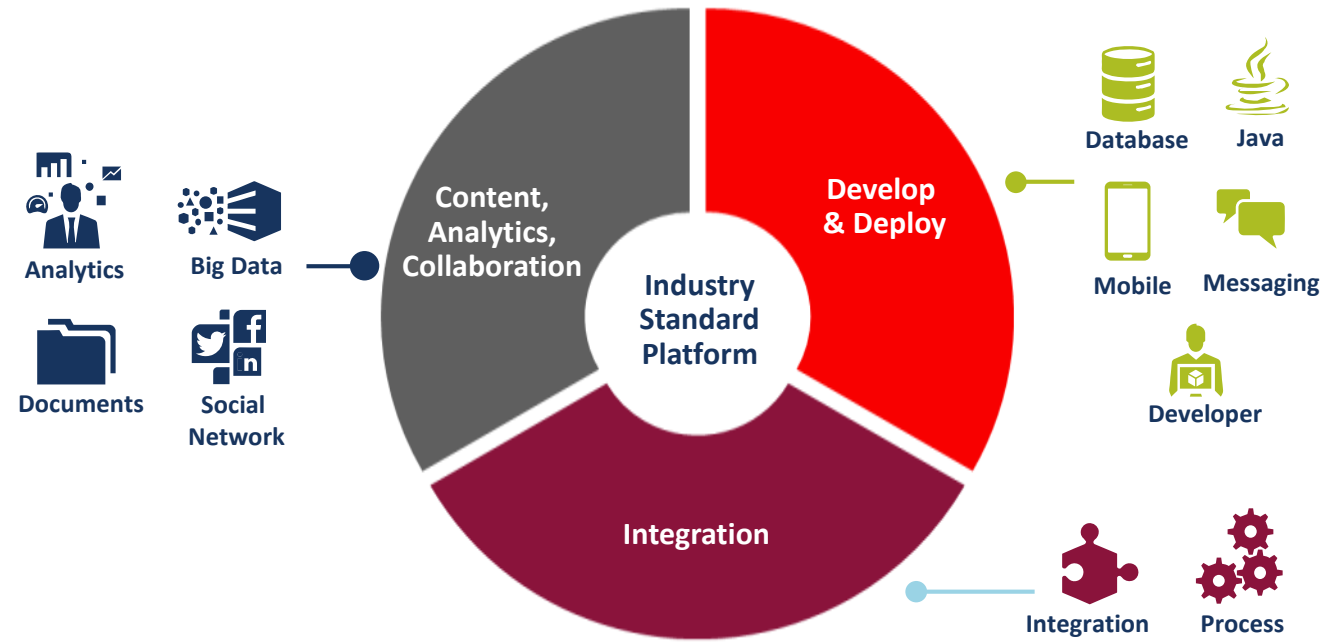


- Your Cloud. Your Way.

## SaaS Tailor User Experience



## PaaS Enrich and Create New Apps



Source: Oracle

# Comparison

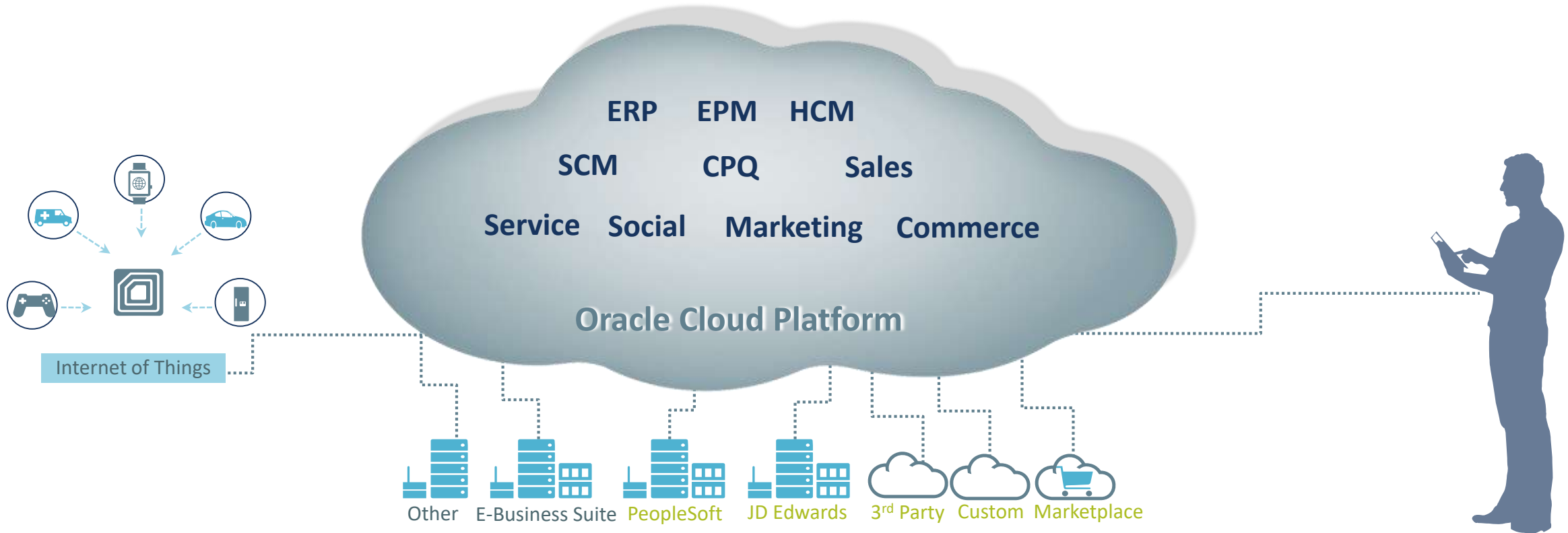


Personalized	EBS	Cloud Financials
Personalization	★★★★	★★★★★
Customization	★★★★★	★
Extensions	★★★★★	★★★★★

# Connect Your Business



- One standards based platform



Source: Oracle



# Comparison



 Connected	EBS	Cloud Financials
Connect your business		



Secure

# Enterprise Grade Security and Compliance

- Shared resources where it makes sense, isolated where it doesn't

## Legacy Multi-Tenancy (Co-mingled)



Source: Oracle

## Secure Data Isolation



## All the Benefits of SaaS, Plus

- Your own database; more security, less risk
- Reliable performance, without limits
- Flexible upgrade windows
- Global unified access controls
- 19 global data centers

# Comparison



Secure



Secure

EBS

Cloud Financials

Security





# Comparison

Other

Other	EBS	Cloud Financials
Rapid Implementation Tools	★★	★★★★★
Transaction Upload Spreadsheet Templates	★★	★★★★★
Restricting Setup Access	★★★★★	★★
Concurrent Request Sets	★★★★★	
Access to the database	★★★★★	



# Module Comparison between EBS Financials and Cloud Financials

# General Ledger – Similar Concepts

Accounting Flexfield	Chart Of Account Structure	Subledger Accounting
Legal Entity	Ledger & Ledger Sets	Journal Category
Journal Sources	Journal Batches & Lines	Accounting Combination
Cross Validation Rules	Foreign Currency	Journal Reversal
Complete and Post	Budgetary Control	Secondary Ledger
Reporting Ledger	Data Access Sets	Segment Value Security



# General Ledger – Enhanced Concepts in Cloud Financials

The Essbase Cube

Balancing Segments (Primary, Secondary, Third)

Intercompany Balancing Rules (BSV, LE, Ledger, COA level rules)

Allocations (Uses Calculation Manager)

Financial Reporting

User Interface – Dashboard, Infolets

Period Close Monitor

# Enterprise Structure – Enhanced Concepts in Cloud Financials

Business Units (Replaces Operating Unit)

Reference Data Sets

Job and Data Roles



### SYSTEM ADMINISTRATOR (Ca...

Share thoughts with your colleagues...

4541  
Conversations

19  
Following

19  
Followers

1 Employee News

2 My Flags

11 Purchase Docu...

89 Invoices

41 Period Statuses

1050 Journal Batches



Risk Management  
Tools



Financial Reporting  
Compliance



Advanced Controls  
Management



Collections



Contract  
Management



Pricing  
Administration





Close Calendar  
US Primary Ledger



Open Subledgers



Journals

**\$42K**  
**19**  
> 10 days and \$0

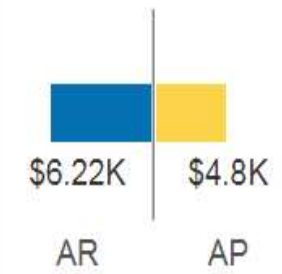
AR Reconciliation



AP Reconciliation



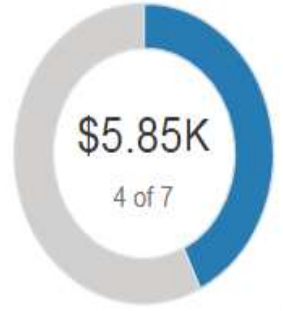
IC Reconciliation



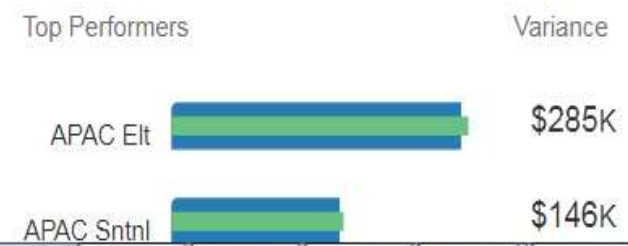
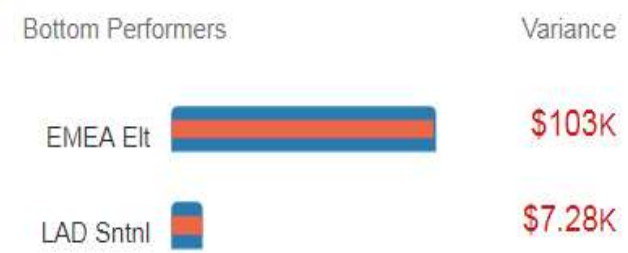
Travel Costs

Mid West  
**\$6.7K**  
4% ↑

Unallocated



Global Revenues



Debt

IC Transactions

**\$192K**  
**30**  
> 0 day and \$1K.

Cash



General Accounting Dashboard



Journals



Period Close

Data Access Set: US Ledger Set [Change]

## Journals

### Journals

Requiring Attention (11)

Requiring My Approval (0)

Pending Approval from Others (0)

Incomplete (22)

Import Errors (0)

View Format Freeze Detach Wrap

Accounted		Source	Journal Batch	Accounting Period	Issue	Error Date
Debit	Credit					
3,200.00	3,200.00	AutoCopy	Facility expense negotiated increase provision BC	02-14	Error - Unapproved journal batch	2/14/14
3,100.00	3,100.00	AutoCopy	Legal expenses adjustment BC	01-14	Error - Unapproved journal batch	2/14/14
3,100.00	3,100.00	AutoCopy	Legal expenses adjustment correction BC	01-14	Error - Unapproved journal batch	2/14/14
2,900.00	2,900.00	AutoCopy	Audit Fee Accrual KL2	12-17	Unposted	3/13/18

#### Journals

- Manage Journals
- Create Journal
- Create Journal in Spread
- Create Encumbrance Joi
- Run AutoPost
- Run AutoReverse

#### Clearing Accounts Reconcil

- Reconcile Clearing Acco
- Reconcile Clearing Acco
- Reverse Reconciliation

#### Allocations

- Create Allocation Rules
- Generate General Ledge
- Generate Intercompany

#### Journal Import

- Import Journals
- Correct Import Errors
- Delete Import Data



General Accounting Dashboard



Journals



Period Close

Data Access Set: US Ledger Set [\[Change\]](#)

## Period Close

**Close Status**

View By  Ledger  Accounting Period

General Ledger (Open)

Receivables (Open)   Costing (Open)   Projects (Open)   Payables (Open)   Assets (Never Opened)





Receivables  
(Open)



Costing  
(Open)



Projects  
(Open)



Payables  
(Open)



Assets  
(Never Opened)

### Outstanding Subledger Transactions

View     Ledger  Accounting Period

Source	Unaccounted	Accounted but Not Transferred	Error	Draft
AHC Billing	0	0	0	0
AHC Insurance	0	0	0	0
AHC Loan	0	0	0	0
Assets	0	0	0	0
Cash Management	0	0	0	0
Cost Accounting	0	0	0	0
Expenses	0	0	0	0
External Billing System	0	0	0	0
Insurance	0	0	0	0
Payables	3	0	0	0
Payroll	0	0	0	0

# Accounts Receivables – Similar Concepts

Transaction Sources	Transaction Types	Transaction Class
Manual Invoice	Credit Memo Applications	Memo Lines
AutoAccounting	AutoInvoice	Distributions
Receipt Class	Receipt Creation	Apply & Unapply Cash
AutoLockbox	Adjustments	Cross Currency Receipts
Balance Forward Billing	AutoCash Rules	Customers

# Accounts Receivables – Enhanced Concepts in Cloud Financials

AutoMatch Rule Sets for Cash Application

User Interface

Spreadsheet Uploads (Customers, Invoices, Receipts)

AR to GL Reconciliation Dashboard





Billing



Accounts Receivable



Revenue



Funds Capture

Billing All business units ▼

Review Transactions

**Incomplete**

0  
0-10 Days

11  
10+ Days

**Approval**

0

View

Transaction Number	Source	Class	Customer	Entered
10000	Manual	Invoice	Business World	18
10003	Manual	Invoice	Easy Solutions	17
10008	Manual	Invoice	Owens & Minor	16
10005	Manual	Invoice	Conifer International	15,877.50
10001	Manual	Invoice	CDS Inc	13,080.02
10009	Manual	Invoice	McNally Products	7,856.27
10006	Manual	Invoice	Pinnacle Technologies	6,843.75
10007	Manual	Invoice	Business World	3,806.26
10002	Manual	Invoice	Dixon Industries	3,788.75
10367	Manual	Invoice	Easy Solutions	1,234.00

- Create Transaction
- Credit Transaction
- Manage Transactions
- Manage AutoInvoice Link
- Approve Adjustments
- Manage Recurring Bill PI
- Manage Golden Tax Trar
- Review VAT Invoices for

- Customers**
- Create Customer
  - Manage Customers
  - Upload Customers from :

- Customer Account Balances:**
- Review Customer Accou

- Accounting**
- Create Accounting
  - Create Adjustment Journ
  - Review Journal Entries



Billing



Accounts Receivable



Revenue



Funds Capture

## Accounts Receivable

All business units ▼

[Review Customer Accounts](#)

**Receipt Batches**

7

**Lockbox Exceptions**

0

View ▼ **Detach** Post Approve ▼ Confirm ▼

	Batch Type	Status	Batch Number	Date	Control Count	Actual Count	Control Total	Actual Total
	Manual	Out of balance	<a href="#">CK140317013</a>	1/18/18	8	6	120,123.15	63,004.17
	Manual	Ready to post	<a href="#">LB140213002</a>	1/25/18	5	5	28,079.17	28,079.17
	Manual	Ready to post	<a href="#">CK140211006</a>	2/5/18	16	16	47,466.92	47,466.92
	Manual	Out of balance	<a href="#">LB140207015</a>	2/6/18	10	7	3,468.00	26,068.96
	Manual	Ready to post	<a href="#">CK140205001</a>	2/8/18	10	10	61,564.89	61,564.89
	Lockbox	Ready to post	<a href="#">1000325</a>	2/12/18	2	2	64.06	64.06
	Manual	Out of balance	<a href="#">CK140207006</a>	2/26/18	8	9	63,893.00	63,593.46



# Advanced Collections – Similar Concepts

Collections Preferences	Dunning	Scoring
Collections Strategy	Tasks	Notes
Collector Assignment		

No Major Enhanced Functionality in Cloud Financials for Advanced Collections



# Advanced Collections – Enhanced Concepts in Cloud Financials

Better User Interface

Spreadsheet Integration

Embedded Analytics

# Accounts Payables – Similar Concepts

Supplier & Sites	Invoice Options	Payable Options
Invoice Tolerances	Invoice Holds & Release	Invoice Structure
Payables Calendar	Foreign Currency	Debit Memo/Credit Memo
Prepayments	Payment Methods	Payment Process Profiles
BI Publisher Payment Templates	AP/AR Netting	

# Accounts Payables – Enhanced Concepts in Cloud Financials

Invoice Imaging

Cross Currency Payments

AP to GL Reconciliation Dashboard

Better User Interface

Spreadsheet Integration (Supplier, Invoices, Invoice Correction via spreadsheet)

Embedded Analytics



Payables Dashboard



Invoices



Payments

## Payables Dashboard

### Invoices Requiring Attention

[Requiring My Approval \(0\)](#)
[Pending Approval from Others \(0\)](#)
[Rejected \(1\)](#)
[Invoices on Hold \(200\)](#)
[Installments on Hold \(0\)](#)

View ▾ Detach

Invoice Number	Due Date	Amount	Rejected By	Rejected On	Reason	Supplier	Business Unit	Description
AC-20966002	2/28/16	5,436.92 USD	Roger Bolton	4/20/16		ABC Consulting	US1 Business U...	Consulting Services

### Payment Process Requests

[Requiring Attention \(0\)](#)
[Recently Completed \(0\)](#)
[Recently Terminated \(0\)](#)

View ▾ Detach

Name	Pending Since	Stage	Status	Action	Installments		Payment Date
					Selected	Rejected	





Payables Dashboard



Invoices



Payments

# Invoices

**Scanned**

0 0 17

0-7 8-14 15+

**Recent** 24 Hours

11

**Holds**

76 Validation

136 Purchasing

0 Other

**Prepaid**

0 0 24

0-30 31-60 61+

## Invoices

- Create Invoice
- Create Invoice from Spre
- Create Recurring Invoice
- Manage Invoices
- Apply Missing Conversio
- Validate Invoices
- Initiate Approval Workflo
- Import Invoices
- Correct Import Errors
- Import Payment Request

## Accounting

- Create Accounting
- Create Adjustment Journ
- Review Journal Entries
- Payables to Ledger Recc

## Assets

- Create Mass Additions

View Detach

Invoice Number	Amount	Supplier	Supplier Site	Validation Status	Invoice Date	Business Unit
Duplicate:ABC-07292015027	893.80 USD	ABC Consulting	ABC US1	Incomplete	2/8/16	US1 Business Unit
ABC-07292015079	893.80 USD	ABC Consulting	ABC US1	Incomplete	1/13/16	US1 Business Unit
ABC-07292015075	893.80 USD	ABC Consulting	ABC US1	Incomplete	3/1/16	US1 Business Unit
ABC-07292015020	893.80 USD	ABC Consulting	ABC US1	Incomplete	1/20/16	US1 Business Unit
ABC-07292015027	893.80 USD	ABC Consulting	ABC US1	Incomplete	2/8/16	US1 Business Unit

## Payables Periods



Payables Dashboard



Invoices



Payments

# Overview

## Payment Process Requests

Requiring Attention (0)

Recently Completed (0)

Recently Terminated (0)

View



Detach



Name	Pending Since	Stage	Status	Action	Installments
					Selected Re
[Empty table body]					

## Payment Files Requiring Attention

Actions

View



Detach



	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
--	----------------------	----------------------	----------------------	----------------------

Reference

Administrator Reference

Creation Date

Status

### Payments

- Submit Payment Process
- Manage Payment Process
- Manage Payment Process
- Create Payment
- Manage Payments
- Create Electronic Payment
- Create Printed Payment
- Manage Payment Files
- Apply Missing Conversion
- Create Positive Pay File
- Send Separate Remittance
- Create Regulatory Report
- Payment File Accompany

### Accounting

- Create Accounting
- Create Adjustment Journal
- Review Journal Entries
- Payables to Ledger Reconciliation

# Fixed Assets – Similar Concepts

Asset Key Flexfield	Asset Category Flexfield	Location Flexfield
Asset Books	Asset Calendars	Prorate Convention
Retirement Convention	Depreciation Methods	Asset Categories
Asset Additions	Asset Retirements	Asset Disposals
Asset Revaluation		

# Fixed Assets– Enhanced Concepts in Cloud Financials

Better User Interface

Spreadsheet Integration

Embedded Analytics





Assets



Asset Inquiry

Assets US CORP - USD

**Additions**

51 Incomplete

16 Exceptions

1 Ready to Post

**Adjustments**

25 Incomplete

**Transfers**

5 Incomplete

**Retirements**

16 Incomplete

23 Exceptions

0 Ready to Post

**Depreciation**

JAN-18

Transactions

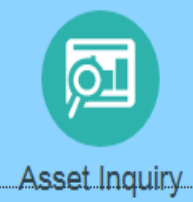
- Add Asset
- Add Assets in Spreadsh
- Prepare Source Lines
- Adjust Assets
- Adjust Assets in Spreads
- Capitalize CIP Assets
- Impair Assets
- Revalue Assets
- Transfer Assets
- Transfer Assets in Sprea
- Retire Assets
- Retire Assets in Spreads
- Reinstate Assets
- Update Descriptive Detai
- Manage Leases

Actions View **Detach** **Prepare All** **Merge** **Add to Asset** **Split**

Description	Invoice Number	Cost	In Service Date	Category	PO Number	Units	Comments
Auto Lease_4		29,286.28	11/1/17	VEHICLE-LEASED STANDARD			
Photocopiers Lea...		12,098.12	9/1/17	EQUIPMENT-LEASED OFFICE			

Accounting

- Create Accounting
- Create Adjustment Journ



# Asset Inquiry

- Assets**
- Transactions
- Recent Additions
- Recent Retirements
- Leases

## Search

Advanced Manage Watchlist Saved Search All Assets ▼

\* Required

\* Book

Asset Number

Description

Asset Type

Tag Number

Serial Number

Employee

Search Reset Save...

View [Grid] [List] [Table] [Social]

Asset Number	Description	Asset Type	Category	Tag Number	Serial Number	Asset Key	Attachments
--------------	-------------	------------	----------	------------	---------------	-----------	-------------

No search conducted.

# Cash Management – Similar Concepts

Bank Model	Transaction Type Mapping	Reconciliation Matching Rules
Reconciliation Rule Sets	Cash Reconciliation	Bank Statement Imports
Cash Positioning	Cash Forecasting	

# Cash Management – Enhanced Concepts in Cloud Financials

Better User Interface

Spreadsheet Integration

Embedded Analytics





Cash Balances



Bank Statements and Reconciliation

### Cash Balances

Overall Cash Balance	Total Variance	Accounts Missing Statement
\$57.5M	\$57.4M	4

Bank Account Group  Show Filters Make a Payment Transfer Funds View Cash Position Sort By

<b>BofA-2869</b> 12/31/17 ⚠	\$57,464,406.09	\$100,000.00 Target
<b>BNP - Interne en Euro 999</b> 4/1/16 ⚠	\$53,688.78	\$22,261.80 Target
<b>San Mateo Healthcare U...</b> 4/5/16 ⚠	\$1,534.00	\$2,500.00 Target
<b>Multi Currency - 1</b>		\$7,648.77

- Bank Account Transfer**
  - Create Bank Account Transf
  - Manage Bank Account Tran
- Ad Hoc Payment**
  - Create Ad Hoc Payment
  - Manage Ad Hoc Payments
  - Create Payee
  - Manage Payees
- Cash Positioning**
  - View Cash Position
- Cash Forecasting**
  - 5 Day Forecast
- Cash Position Spreadsheets**
  - Import Cash Positions
  - Correct Bank Statement Imp
  - Correct Transaction Import
  - Smart View Report

# Additional Reading

- Cloud Documentation: <https://docs.oracle.com/en/cloud/saas/index.html>
- Fusion Enterprise Repository: <http://fusionappsoer.oracle.com/>
- Introduction for CFO and System Integrators:  
[https://cloud.oracle.com/downloads/WhitePaper\\_Financials\\_IntroCFOSystemInteg/Oracle+Financials+Cloud+Intro+for+CFOs+and+System+Integrators.pdf](https://cloud.oracle.com/downloads/WhitePaper_Financials_IntroCFOSystemInteg/Oracle+Financials+Cloud+Intro+for+CFOs+and+System+Integrators.pdf)
- What Oracle ERP Customers Need to Know About Oracle Cloud Applications  
<https://www.gartner.com/doc/reprints?id=1-4VRYVXA&ct=180411&st=sb>

# Summary

- Cloud Financials = EBS Financials + much more
- Best in the Class User Interface with integrated Analytics
- Better User Experience
- Newer functionalities are being introduced in Cloud Financials at a rapid pace
- For non Oracle EBS Customers who are evaluating Financial applications, I would strongly recommend Cloud Financials
- Existing EBS customers who are still on 11i, evaluate Cloud Financials instead of R12 upgrade
- Existing EBS R12 Customers, implement modules that co-exist with EBS (FAHRCS, EPM)

# Gartner Report: Key Findings

- Gartner's client interactions suggest that many Oracle customers have been inaccurately told that their on-premises ERP suites are at the end-of-life stage and that they must move to the cloud now. As a result, they are unsure about Oracle's commitment to its on-premises suites.
- Oracle has spent over 10 years creating its cloud application product line from the ground up. The result is a solution with a more modern architecture than products developed 20 years ago.
- Oracle Cloud Applications have differing levels of maturity, having been released to different timetables.
- Oracle Cloud Applications are not like-for-like replacements for Oracle's on-premises suites.



# Gartner Report: Recommendations

As a CIO responsible for postmodern ERP strategies, you should:

- Study the product history of Oracle Cloud Applications outlined in this report. This will help you contextualize your decision making and answer questions like "Whatever happened to Fusion?"
- Assess how well the roadmaps and support for your current Oracle ERP applications match your business and technology requirements.
- Compare your business requirements to the maturity and functional depth of Oracle Cloud Applications and to Oracle's roadmaps for them. Don't assume that a "cloud first" sourcing policy eliminates the need for a business justification for business applications.
- Avoid confusing the sourcing of new technology with the fulfillment of business requirements. A full "rip and replace" of your current applications may not be your best option.
- Evaluate Oracle application investments in the context of a postmodern ERP strategy focused on delivering business value. Compare Oracle's cloud applications with those of other vendors to gain a balanced perspective.