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FALL 2018

insight

THE OFFICIAL PUBLICATION OF THE
ORACLE APPLICATIONS USERS GROUP

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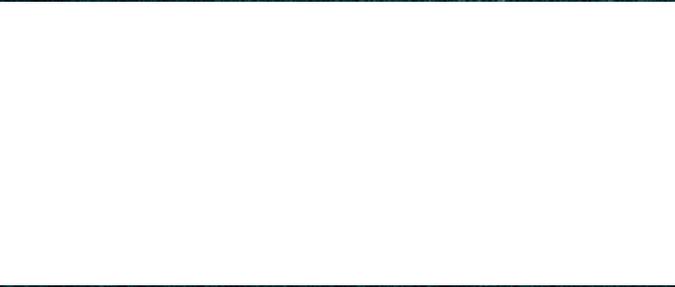
From the **BASEMENT** to the **CLOUD:** Lessons Learned on the Way

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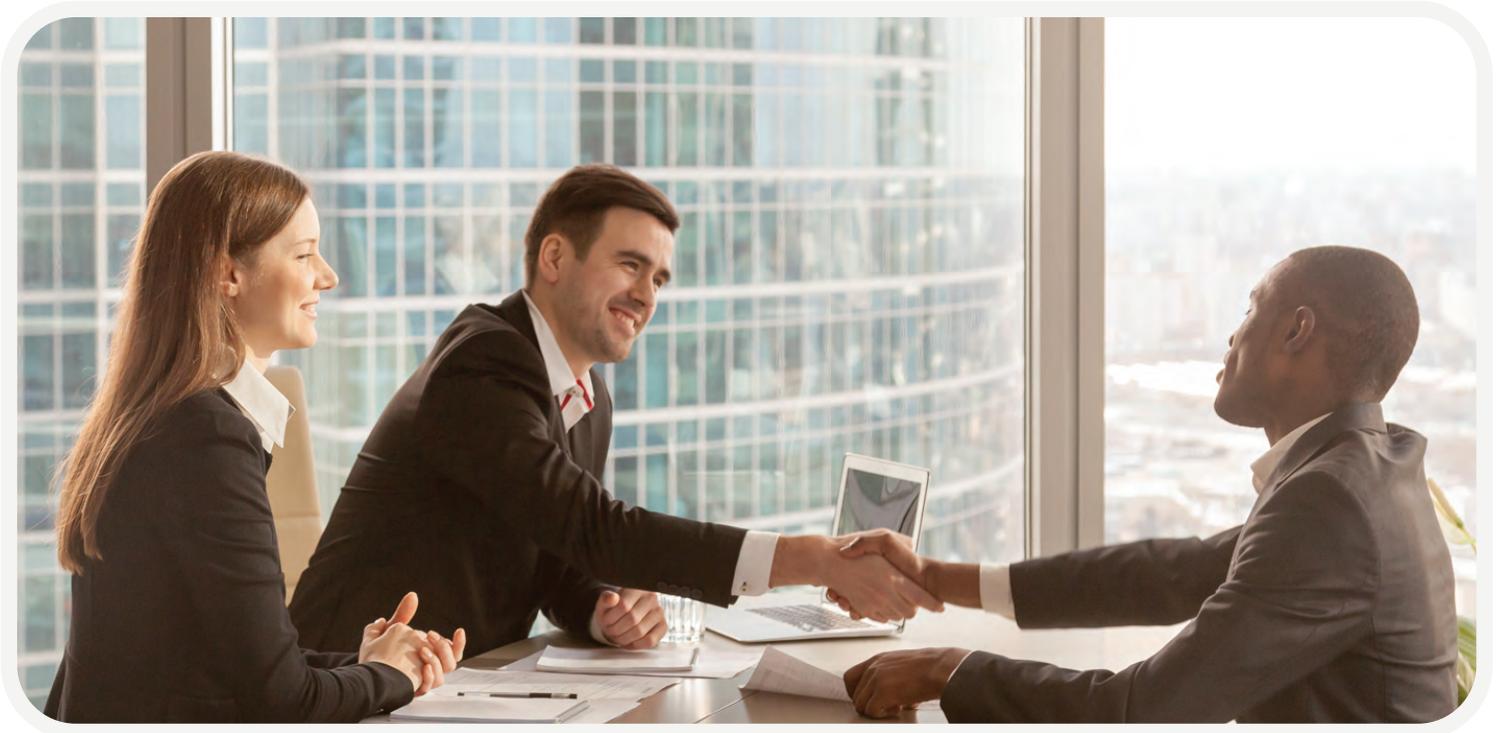
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PRESIDENT'S PERSPECTIVE

CLOUD: DESTINATION AHEAD.

What's your plan for the cloud? Already there?
Still learning? Co-existence with on-premises systems?
Working on a longer-term strategy?



Christine Hipp
OAUG President
chipp@oaug.org
Twitter: @Chipp123Hipp

We hear all of these things from OAUG members. While there may not be a one-size-fits-all cloud destination, there is a universal resource for helping you get there: Your users group community.

Information

We recently shared via the OAUG Blog (bit.ly/2OcfMGq) an update on Oracle's E-Business Suite (EBS) product support and release timelines. The collective eyes and ears of the users community, along with our relationships with Oracle, are instrumental in keeping us apprised of important news like this.

Education

In the results of a survey* published last year, 81 percent of respondents felt that learning about cloud solutions will maintain or enhance their career development.

OAUG Cloud Week 2018 featured more than 20 OAUG eLearning sessions exploring the "why and how" regarding the cloud. Many of the sessions were presented by actual customers who are live on cloud products. Their stories cover the deciding factors, the transition experience, the biggest hurdles, the successes, ROI and long-term considerations.

OAUG members have exclusive access to the OAUG Cloud Week 2018 recorded sessions at oaug.org/cloudweek. We will continue to bring you educational opportunities for navigating your cloud journey.

Networking

Connecting with other members through virtual education, regional meetings, annual conferences and the OAUG Membership Directory can help you fast-track projects to save time and money.

As one of our members said, "Being able to reach out to someone who could help us quickly solve a problem or point us in the right direction with design questions literally saved us hundreds of hours of wasted research and development costs." (bit.ly/2A22LMY)

Advocacy

Use your OAUG advocacy channels to express wishes and concerns to Oracle with the support and strength of the greater OAUG community on issues such as product enhancements, usability, support and development. The **OAUG Customer Support Council** (oaug.org/resources/csc) is one of the OAUG's most established and active channels for communicating and advocating to Oracle.

As cloud and other emerging technologies grow and evolve, the OAUG will keep pace to provide information, education, networking and advocacy opportunities to help you reach your destination.

Contact me at chipp@oaug.org.

*How Do You Measure Up?: A Survey on Cloud Adoption and Co-Existence (bit.ly/2mBxzKH)

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When running a business on older Windows hardware, IT departments may be reluctant to embrace EBS R12 projects where the architecture can't handle new demands. This list of sysadmin, technical and functional upgrade tasks can help.

BY RAMAKRISHNAN RAMASUBRAMANIAN,
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It is essential to understand the complex interdependencies of postmodern ERP scenarios. Using the right integration tools and the development of reusable components can reduce the overall cost of implementing SaaS-based solutions.

BY ADNAN A. BUKHARI, FIRST AMERICAN
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There are always requirements and demands initiated by business and strategy changes that impact your data management.

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From the
BASEMENT to the
CLOUD:
Lessons Learned on the Way

BY ALLAN SPITZER, ABT ASSOCIATES INC.

THIS ARTICLE HIGHLIGHTS 10 LESSONS LEARNED - FROM CLARIFYING REQUIREMENTS TO ESTABLISHING PROCESSES TO CULTIVATING PARTNERSHIPS - FROM A JOURNEY TO THE CLOUD.

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October 22-25, 2018
San Francisco, CA, USA



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For more information on the OAUG Star Partner Program, please contact Marci Nessing at +1.404.760.8179, or via email at mnessing@oaug.org.

From the **BASEMENT** to the **CLOUD:**

Lessons Learned on the Way

Abt Associates Inc. is a for-profit company known as an effective agent for social, health and economic change worldwide. The company was founded over 50 years ago and currently has \$501M gross revenue, more than 2,500 staff working in more than 50 countries worldwide (including 55 percent outside the U.S.) as reported in our 2016 Annual Report.*



ALLAN SPITZER, ABT ASSOCIATES INC.

*2016 Annual Review, Abt Associates Inc., bit.ly/2IILRBw

To help put our work in context, following are a few examples of the projects in our portfolio.

- Leveraging our expertise gained in fighting malaria to address Zika in Central America.
- Restoration efforts in the Gulf of Mexico.
- Our “Family Options Study” helping to shape federal housing policy.
- Strengthening health finance in Africa.

FUN FACT: Abt is named for its founder, Clark Abt. It is NOT an acronym and is NOT pronounced A-B-T.

And who am I? I am the director of Enterprise Platforms Operations at Abt Associates with a background in technology management and software-as-a-service (SaaS) implementation and support. When Abt’s IT department hired me four years ago, it was my first formal position in an IT organization. I typically describe myself as the “non-IT” IT guy who was brought to Abt to engage with the business and be their liaison to IT. I brought my ability to talk IT to my IT colleagues and talk business to my internal business partners.

Why am I telling you all this? I bring a mix of perspectives to the work we were undertaking that I hope brings some interesting findings and guidance as I look back. The goal of this article is to highlight the lessons learned from the journey we took. I read all the articles, attended all the webinars and made many (most?) of the mistakes that I was warned about. This article is based on my presentation at the COLLABORATE 18 conference.

It has taken me a few years to learn what others have probably experienced in their own work: “Oracle” means a lot of different things to different people. We have worked hard recently to get a shared understanding across Abt that Oracle is a (central, important) part of our enterprise platforms ecosystem.

Finally, all of the lessons learned, opinions and conclusions described here are my own.

The Challenge

The challenge faced by the project leadership was how to continually drive down our “wrap rate” – very important as a government contractor – while helping our business partners across the company do their jobs more easily. Adding to the challenge, our implementation of Oracle E-Business Suite (EBS) and our other enterprise platforms had evolved, i.e., been customized a great deal over the years. Changes to any single piece of our ecosystem were difficult, painful for our users and, in some cases, just not possible.

Top Ten Lessons Learned on the Way to the Cloud

- 1 Requirements – What is the problem you are trying to solve?
- 2 Guidance and governance are key focuses for project leadership.
- 3 Process drives technology. Period.
- 4 Culture will dictate how much change your enterprise can handle.
- 5 Decision-making authority is a key criteria for all business partners.
- 6 Choose your cloud partner carefully. Oracle may not be the best partner to move Oracle to the cloud.
- 7 Lift & shift can deliver improved user experience.
- 8 Change management is a dialogue with the entire company.
- 9 Communication and collaboration drive true partnership with your business partners.
- 10 Success is much more likely when IT is viewed as a trusted business partner.

Lessons Learned

As is often the case, some lessons were learned the hard way. The hard way for us meant that we first planned to address our challenge by “ripping the bandage off quickly.” The plan was to retire Oracle and find a best-of-breed, cloud-based solution to address the issues our users were reporting about Oracle EBS and at the same time continue to focus on maintaining a competitive wrap rate. This is what I now affectionately refer to as **Plan A**.

LESSON 1: Requirements – What is the problem you are trying to solve?

We engaged ERP consultants to help us learn how to implement an ERP successfully and to help us select the right tool(s) and the right cloud provider / hosting partner. As part of this effort, we went through a very lengthy process to understand the entire business' requirements for an Oracle replacement.

While our requirements were robust, they were not embraced across the board by all of our business partners. We bit off more than we could chew, which led to a complicated attempt to implement a new ERP with our selected vendor. The "Oracle" issues we ultimately were being asked to address boiled down to:

- The tools are slow.
- We can't get the data we need without going through IT.
- Our processes are too convoluted and overly customized.

However, what we asked our potential vendors to bid on were many pages of details collected from the disparate organizations that comprise Abt.

LESSON 2: Governance and guidance are the key roles for the project leadership.

The implementation team and leadership team were very eager to address the problems and, at the same time, drive efficiencies into Abt's business processes (keeping in mind our goal to lower our wrap rate). One of the valuable lessons we learned during Plan A (and which we addressed in Plan B described below), was for the leadership of the implementation team to focus on the appropriate governance of the complicated project and provide overall guidance.

LESSON 3: Process drives technology. Period.

All of the advisors, consultants, seminars, webinars and publications were very clear: Do NOT start your implementation until you understand the future state of your business processes, start-to-finish.

We planned to leverage a state-of-the-art, cloud-based tool to drive change throughout the business through industry best practices with the understandable goal of leveraging the "How does everyone else do it?" approach. We had many years of customized processes to untangle and understand. Ultimately, we found a solution that met the business needs and process requirements of Abt's users AND enabled future transformations and evolution of business processes.

Driving ERP change inside our own company presented a big challenge.

LESSON 4: Culture will dictate how much change your enterprise can handle.

Much of the work that Abt executes for its clients is driven by research. Furthermore, according to our 2016 Annual Report, more than 50 percent of our employees have master's or PhD level degrees. We are a company that has built its success by collaborating, making joint decisions and reaching consensus. Completely redesigning and re-implementing an ERP system was just too much for our culture to absorb in one fell swoop.

Your corporate culture may be different than Abt's, but you must know your culture and know what level of change your firm can handle. Abt was just not ready for its ERP bandage to be torn off. The implementation team did not have the time to work with and prepare our business partners across the company for the dramatic change that would be required to move from Oracle to a completely new tool. We bit off more than we could chew and did not have enough time to manage dramatic change within the company. This is another lesson where technology was not the prime factor or consideration in deciding how to move forward, as discussed above in Lesson 3.

LESSON 5: Decision-making authority is a key for all business partners.

Our project team included business process owners from both the revenue-generating and support sides of the business to help us through the big change we were planning. Some of the business process owners, however, did not have the authority to make decisions that we thought they needed – for such a dramatic change affecting all aspects of our business, we needed the ability to make quick decisions.

LESSON 6: Choose your cloud partner carefully. Oracle may not be the best partner to Lift & Shift Oracle to the cloud.

It became clear to our sponsors that we needed a **Plan B**. We were falling behind our plan and coming up to an immovable deadline. So our sponsors came up with a bold Plan B. There would be no bandage ripping. Instead, we would stop the current implementation and move to a more iterative approach that would enable future transformations

Continued on page 12.

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of our current Oracle EBS environment and also provide enhanced user experiences.

Plan B was to Lift & Shift Oracle EBS (and all of the associated enterprise platforms from our data center in the basement of our Cambridge office) to the cloud. The sponsors made the tough call to stop work on our full-blown move away from Oracle and we moved toward an incremental change of our enterprise platform via Lift & Shift.

We took some of the lessons described above to come up with the criteria to identify the right Lift & Shift partner. We had to pick the right partner for our newly planned journey to the cloud. The key criteria included:

- Proven experience Lifting and Shifting our version of Oracle EBS.
- Their own hosting facilities so we could deal with just one vendor from Lift, to Shift, to operations.
- In-house Oracle expertise.
- Ability to host and integrate our many non-Oracle applications (platform as a service [PaaS]).
- Understanding of our business and industry.
- Sound business that will be around for a long time and grow with us.

LESSON 7: Lift & Shift can deliver improved user experience.

A key lesson for the implementation team and for the company as a whole was that we would be able to deliver improvements to our users' experience with Oracle as part of our Lift & Shift. Following are some examples of the enhancements and improvements that we were able to deliver as we lifted and shifted our Oracle EBS environment:

- Improved performance.
- 24 X 7 monitoring and alerts.
- Upgraded database and operating systems.
- Savings by consolidating / decommissioning servers and bringing some processes back into the Oracle environment.
- Scalable hardware and service support (up and down).

LESSON 8: Change management is a dialogue with the entire company.

Everyone agrees that a change to any business system and/or business process must include the participation of stakeholders affected by the planned change and those who should be driving the change. Some of the fundamental elements to change management that drove success in our ultimate project execution were:

- Setting realistic expectations.
- Sharing the plan and hitting key milestones.
- Availability of key team members and organizations.

- Clear testing goals and timelines.
- Training on new processes and capabilities.

LESSON 9: Communication and collaboration drive true partnership with business partners.

True communications and collaboration drove a true partnership with our business partners. They very much appreciated the transparency that resulted from our focus on:

- Communicating the plan.
- Communicating the risks, challenges and successes.
- Communicating their role.

Our business process owners had a stake in the outcome and felt like true partners in the process. They were not consumers of presentations but engaged decision makers, co-planners, test planners and testers.

LESSON 10: Success is much more likely when IT is viewed as a trusted business partner.

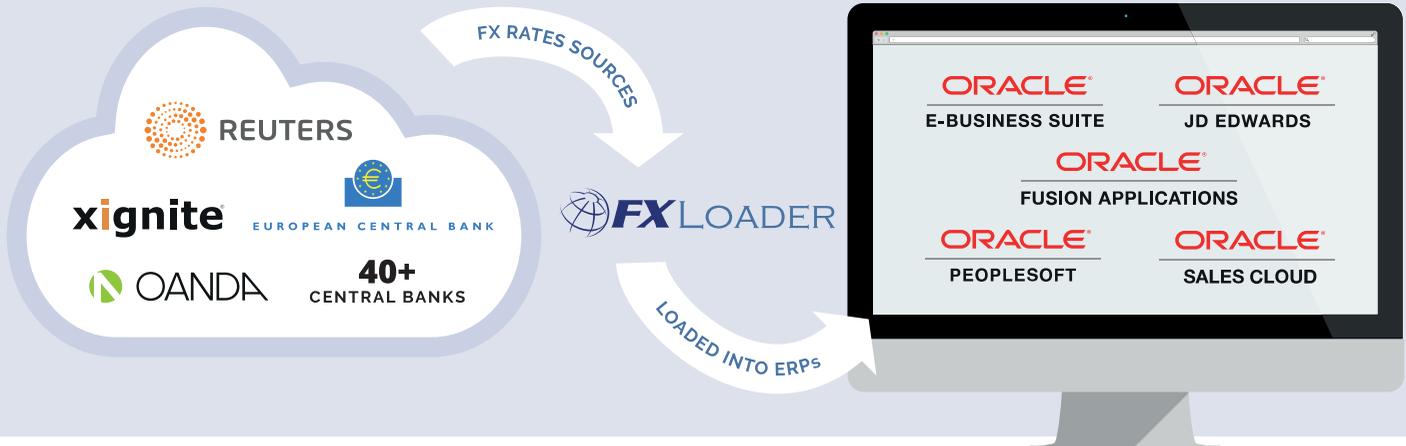
This lesson is still in process and represents the future of Abt's enterprise platforms. With our ecosystem now safe and sound in the cloud and with the trust that continues to build between enterprise IT and our business partners, we are ready and energized to leverage Oracle and our entire ERP ecosystem to deliver the efficiencies that the business identifies. The process of queuing up opportunities that our business partners identified during the Lift & Shift continues. Working closely as partners, we will prioritize these opportunities and continue to jointly plan upcoming enhancements to our ERP ecosystem. ♦



Allan Spitzer is the director of Enterprise Platforms Operations at Abt Associates in Rockville, MD. He has broad experience in customer relationship management, software implementation and operations at start-up and established technology-oriented organizations in industry and government.

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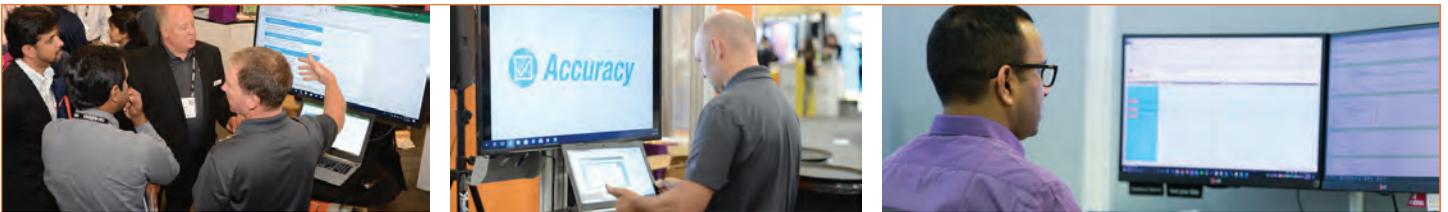
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ORACLE E-BUSINESS SUITE

R12.2 Upgrade and Maintenance on Windows Platform

Oracle E-Business Suite (EBS) R12.2 has some great new functionality. Some customers that have upgraded to EBS 12.2 are experiencing great benefits, including reduced applications downtime, customizations, faster and simplified reporting, increased visibility into performance metrics and lower operating costs.

RAMAKRISHNAN RAMASUBRAMANIAN
NTT DATA SERVICES

However, with any upgrade, there are always challenges, as well as quirks and interesting factoids, you find as you go through the implementation. This makes the whole process so much fun!

Problem Definition

Driving innovation is very difficult when running a business on older Windows hardware because IT departments may be reluctant to embrace EBS R12 projects where the architecture can't handle new demands. From countless hours spent at client site upgrades, I have compiled a list of lessons learned and potential gotchas that you can now plan for and hopefully avoid. The list is grouped as sysadmin, technical or functional, but some can be either, depending on who you ask.

Overall Approach

- Complete all functional/technical pre-tasks before upgrade.
- Migrate database to Windows 2012 R2 platform 64-bit platform and upgrade to 11.2.0.4 minimum database version from Windows 2003 version.
- Install upgraded EBS R12.2 software and run upgrade driver.
- Enable Online ADOP patching.
- Apply latest AD/TXK patches.
- Enable multinode setup.
- Complete custom migrations.

See **Figure 1**.

Windows Operating System Upgrade Tasks

- In Windows 2012 64-bit, make sure PATH variables are less than 900 characters. Before running 12.2 Rapid Install or Rapid Clone, make sure that there are no entries in the PATH that contain parentheses.

- Decrease process count from 20 to 12. Bounce the server if required (application node).
- Run Rapid Install and Maintenance commands in a command shell as Administrator.
- Perl.exe in MKS toolkit location must be moved on application node.
- Create folders tmp or temp in APPL_TOP on application node.
- Unzip utility to be installed.
- Set variable MSVCPP to E:\VisualStudio\VC\ in Path on application node.
- Set variable WindowsSdkDir to C:\Program Files (x86)\Windows Kits\8.1\ on application node.
- Set variable VS120COMNTOOLS to E:\VisualStudio\Common7\Tools\ on application node.
- Check with system admin regarding page filesystem on VM server.
- Use robocopy utility to move files in windows faster.

Technical Upgrade Tasks

- Make sure all custom triggers exist and are attached to the correct tables. We have had custom triggers that were moved to new archive tables, rather than staying on the tables we wanted.
- Review all AP customizations, as well as all drillbacks from PA to AP or GL to AP. The AP data structures change quite a bit in R12 and this has caused problems.
- Update all custom concurrent requests to be “single-mode” for operating units, or else access to multi-org views in the requests may not work properly.
- Set the “initialization SQL” profile option for all custom responsibilities, or else access to multi-org data in DFFs may not work properly.

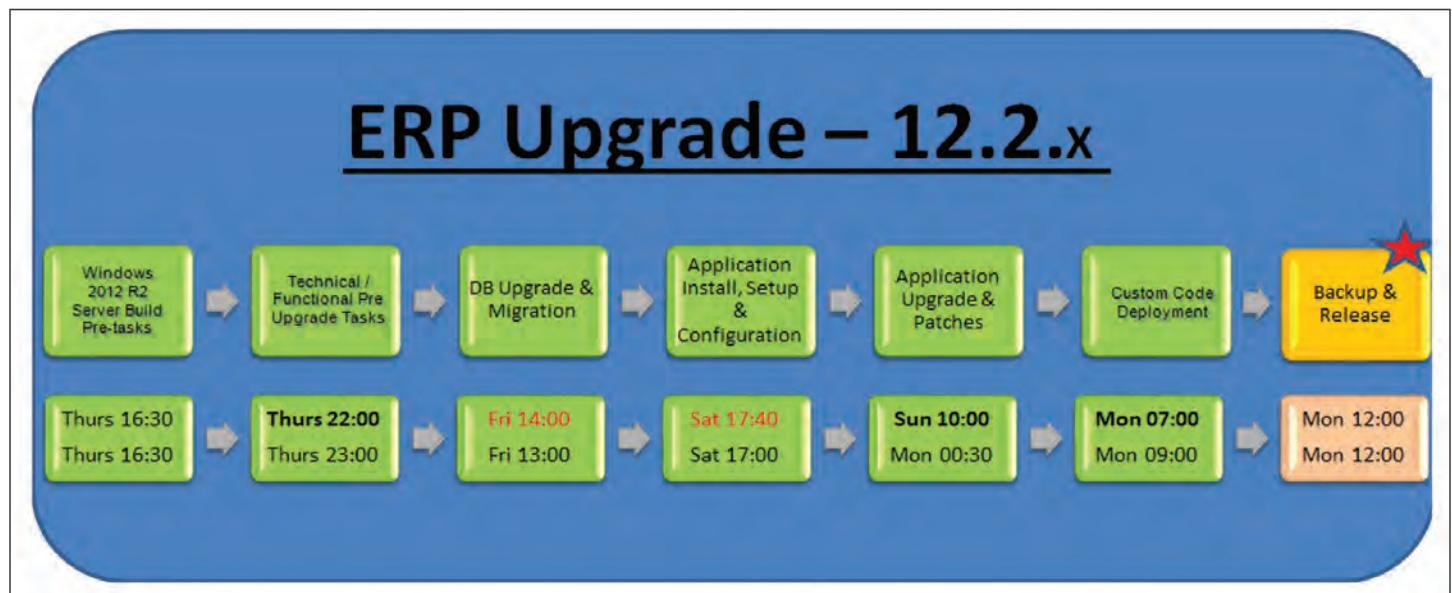


Figure 1: ERP upgrade process flow and milestone timelines.

- You don't have to cancel or complete workflows prior to the upgrade in order for those to be upgraded.
- Confirm that you migrate the account generators to the new upgraded instance to ensure your account generation is accurate (Payables, Purchasing, Expense Reports, Fixed Assets, Inventory).
- Hold all scheduled concurrent jobs, compile all invalids and run gather schema stats.
- Make sure ALL subledger transactions are transferred to PA and GL before the upgrade. We have had problems with ones that were not.
- Make sure all ledger and OU profile options are set at the responsibility level, not just the site level, or else some access to data may not work properly.
- Confirm DQM synchronization method to insure you see new customers in the new customers form after upgrade.
- You should use the Accrual Reconciliation Load Run program for balancing the Receipt Accrual account for Inventory with GL balance. The Accrual Reconciliation Rebuild Manager is obsolete in R12.
- There is a new AP Trial Balance created and the old AP Trial Balance is obsolete after you upgrade to R12.
- Confirm the Legal Entity definitions and Accounting Setup Manager definitions are completed after the upgrade.

It is critical that you are able to make at least two passes through the upgrade (at the start of patching in the down system through post-upgrade patches) with no variations

before you go live. Eliminate as much human error as possible. A script that you can cut and paste from is a great way to accomplish this.

Working with the Applications DBA Online Patching Tool (ADOP) in Windows Platform

Online patching is supported by the capability to store multiple application editions in the database and the provision of a dual application tier file system. At any given point in time, one of these file systems is designated as run (part of the running system) and the other as patch (either being patched or awaiting the start of the next patching cycle). The current run file system appears to the user in exactly the same way as the single application tier file system did in Oracle EBS releases prior to 12.2.

The existence of the dual file system has implications for patches that change the system configuration. The adop utility is required for applying software patches to the patch file system but is not required to perform configuration changes. Depending on the specific situation, configuration changes can be made to either the run file system or the patch file system; automatic synchronization subsequently takes place in both cases.

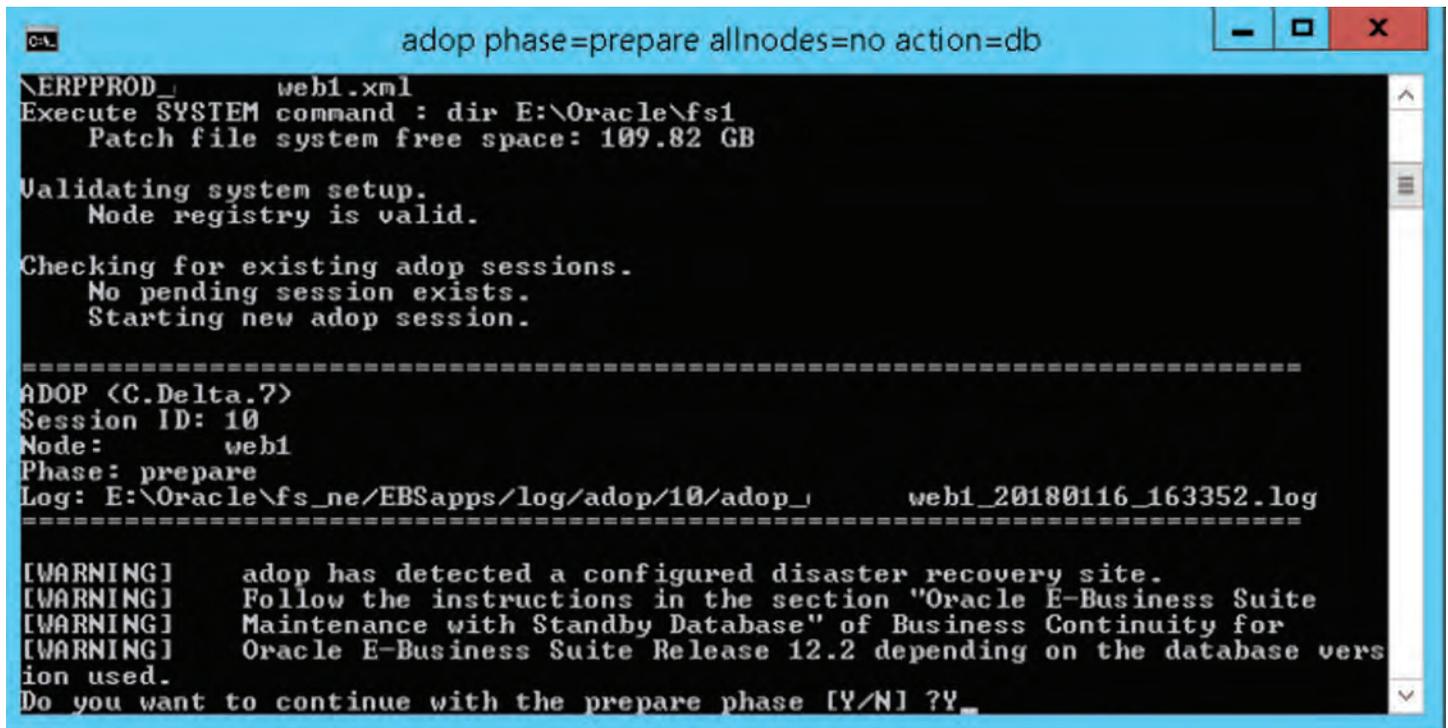


Figure 2: ADOP cutover phase shows active Dataguard configured.

Continued on page 18.

SAVE THE DATE



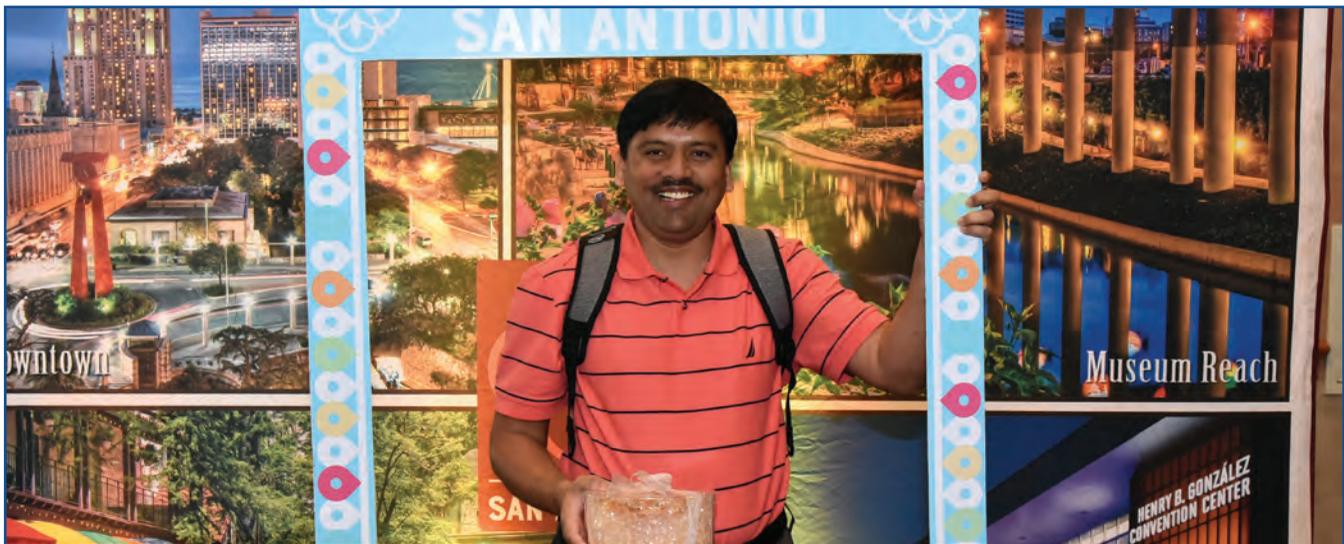
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Important Additional Points for Windows Platform

- Since there is no ssh utility in Windows, you have to run adop commands separately on each applications node for all phases of adop:
 - Primary Node: **adop phase=prepare allnodes=no action=db**
 - Secondary Node: **adop phase=prepare allnodes=no action=nodb**
- In the event active Dataguard is configured, disable the log sync activity before the cutover phase. (See **Figure 2**)

Functional Upgrade Tasks

- After completion of the cutover phase, make sure Middle Tier services are not started automatically after operation as ssh is not configured in Windows. Execute the cutover on secondary applications node when prompted. (See **Figure 3**)
 - Primary Node: **adop phase=cutover allnodes=no action=db mtrestart=no**
 - Secondary Node: **adop phase=cutover allnodes=no action=nodb mtrestart=no**
- After an online patching cycle is started, you should not perform any configuration changes in the run edition file system. Any configuration changes that are made will not be propagated and will, therefore, be lost after cutover is complete.

- The prepare, apply and fs_clone phases all require at least 10GB of free disk space. All other phases require 1GB of free space. A warning message will be displayed if less than the needed amount is available.
- The directories where you extracted the patches applied in a given patching cycle must be retained, in the same location and with the same contents, until the next prepare phase completes. This is also a requirement for patches applied in hotpatch or downtime mode.
- Any customizations must be applied to the patch edition during the apply phase, normally after any Oracle EBS patches have been applied.
- In order to sync patches with DR, convert DR database as snapshot and run adconfig after applying ETCC patches and flipping file systems as per primary node. ♦



Ramakrishnan Ramasubramanian is a database administrator - senior principal consultant for NTT DATA Services. He is an Oracle-certified R12 applications DBA with lots of field experience in several sectors such as healthcare, manufacturing, retail, telecommunications, printing, and oil and gas.

```

C:\> adop phase=cutover allnodes=no action=db mtrestart=no
Connecting to <ADDRESS=(PROTOCOL=TCP)<Host= web1<Port= 6>>
The command completed successfully
adalctl.cmd exiting with status 0

.end std out.
.end err out.

*****

All enabled services on this node are stopped.
Check logfile E:\Oracle\fs2\inst\apps\ERPPROD_ web1\logs\appl\admin\log\ads
tpall.txt for details
adstpall.cmd exiting with status 0
ERRORCODE = 0 ERRORCODE_END

Waiting for non-Admin Server nodes to shut down their application tier services.

Non Admin MT Services Shutdown did not complete on node(s): < web2>
Will wait for another minute and check again.
Non Admin MT Services Shutdown did not complete on node(s): < web2>
Will wait for another minute and check again.
    
```

Figure 3: ADOP cutover phase waiting for secondary node shutdown to complete.

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SOA for Postmodern ERP

ADNAN A. BUKHARI,
FIRST AMERICAN FINANCIAL SYSTEMS

We are living in unprecedented times.
The technological advances that we
have seen in the last 20 years are
unique and exceptional.

Mobile, internet of things (IoT) and cloud computing are transforming the way we do business, and so the role of information technology is also changing. This change is also impacting on enterprise resource planning (ERP) implementations. Traditionally the ERP is monolithic, providing all the business functions in a packaged software. Although there are many benefits of the packaged ERP solution, it lacks the agility today's business demands.

Cloud computing is one of the greatest disruptors for traditional ERP. The business wants agility and flexibility and, therefore, Software as a Service (SaaS)-based applications. The vast adoption of these SaaS solutions is creating new challenges of security, interoperability and adaptability in ERP implementations.

For the last several years, service oriented architecture (SOA) has been adopted by many organizations as an IT strategy to combat the challenges of enterprise application integration. SOA principles are proven and provide the strong foundation necessary to resolve the challenges of modern IT in cloud-based ERP implementations.

This article provides an overview of the integration challenges in distributed ERP implementations and examines how SOA principles are used at First American Title Insurance Company for postmodern ERP implementation.

Postmodern ERP

ERP applications have been in the market for the last few decades and have evolved significantly since their inception. There are three main waves or eras that ERP systems have gone through:

- Classic - 1980s to early 1990s.
- Modern - mid 1990s to mid 2000s.
- Postmodern - late 2000s to today.

Initial ERP applications were driven by market and user immaturity. We saw ERP as a set of "best-of-breed" applications providing users the ability to solve business problems. Although users were happy, integration of those applications was challenging, and proper reporting was a nightmare.

At the end of the last century, due to the vast adoption of internet technologies that were based on open and interoperable standards, the IT function became centralized in its control. We saw mega suites of ERP systems driven by vendors. Users matured but were frustrated because of long implementation cycles and lack of agility.

In postmodern ERP, the mega suites are deconstructed, and mega vendors are not in control any more. Cloud computing has made it possible for users to choose the best-of-breed SaaS based applications. This deconstruction of ERP systems and SaaS-based cloud applications created new integration and implementation challenges for IT.

Gartner defines postmodern ERP as:

*"...a more federated, loosely coupled ERP environment with much of the functionality sourced as cloud services or via business process outsourcers."*¹

Postmodern ERP Integration Challenges

Data and Process Integrity

Adopting distributed business applications means that we cannot rely on the inherent integration available in traditional ERP packaged applications. The data residing in different applications can easily get out of sync and can create significant issues, resulting in delay in completing core business functions. Simply interfacing applications will not result in the same level of data and process integrity that ERP suites have historically delivered.

Implementation Methodology

The market is changing rapidly in terms of business applications available, deployment options and application integration products. Managing this complex and changing environment requires a strategic approach to acquiring, managing and maintaining business applications and their integration.

Service Oriented Architecture (SOA)

SOA has a different meaning to different stake holders.

- CIO: Path to reduce cost and maximize ROI.
- Business executives: Quick response to changing business needs and market conditions.
- Business analyst: Well-defined business processes to serve business needs.
- Enterprise architects: Reduced IT complexity and rigidity and increased agility.
- IT architects: Promote loose coupling and reuse.
- Developers: A development paradigm using Web Services without intimate knowledge of other IT systems.

Although it is hard to define SOA, the following definition of SOA was produced by the SOA Definition team of The Open Group SOA Working Group.:

*"Service-Oriented Architecture (SOA is an architectural style that supports service-orientation. Service-orientation is a way of thinking in terms of services and service-based development and the outcomes of services."*²

SOA Principles

SOA provides us a framework and a set of principles. By following these principles, one can combat the challenges of postmodern ERP.⁴

Explicit Boundaries

A service exposes its functionality through an explicit interface that encapsulates its internals. All access to the

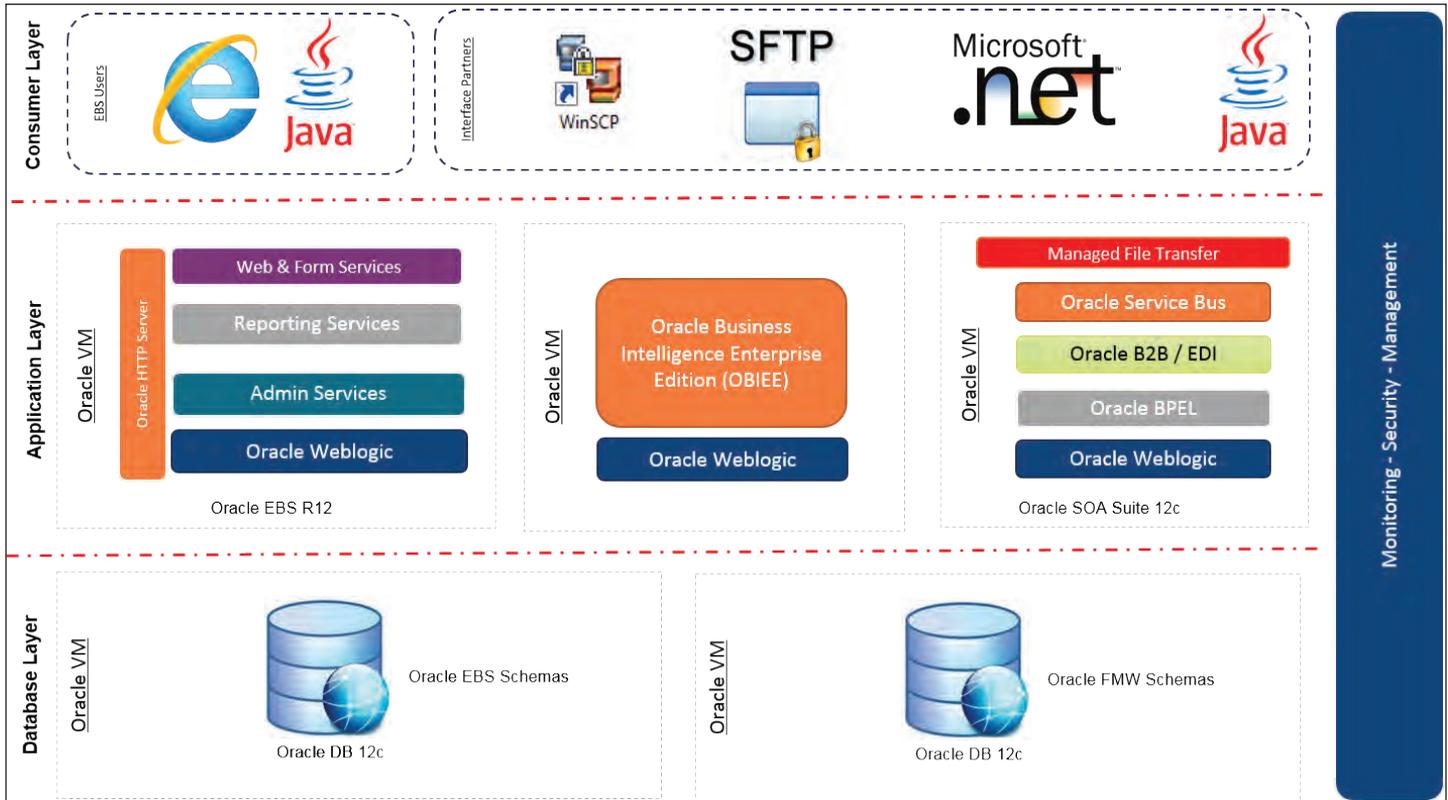


Figure 1: High-level overview of First American Financial Systems technical architecture.

service should be via its publicly exposed interface.

Policy-driven

All non-functional capabilities and needs of a service are specified using policies.

Autonomous / Loosely Coupled

Services can be changed and deployed, versioned and managed independently.

Standards-compliant

Reliance on standards instead of proprietary APIs and formats.

Metadata-driven

Enables discovery and retrieval of artifacts both at design and runtime.

SOA and Integration Capabilities

SOA principles has been proven to increase the Integration capabilities of an enterprise. Mostly, enterprises start at a “NOVICE” level where most of the integrations are “point to point” and without any integration strategy. At this level, the integration development is costly and time consuming.

By adopting SOA principles, tools and technologies, the enterprise can reach to the “PRACTIONER” level with systematic integration capabilities. At this level, an enterprise has an emerging role of Integration Competency Center (ICC).

By maturing the ICC and leveraging technologies, an enterprise can reach a “MASTER” level with Systematic and Adaptive Integration Functionality.

First American Financial Systems - Technical Architecture

The following architecture diagram (Figure 1) provides a high-level overview of First American Financial Systems technical architecture.

The diagram in Figure 1 shows that there are different types of consumers to support. On the top left we have IE and Java for Oracle EBS core ERP users. There are also many interface partners connecting to core system using services or interfacing using files.

On the Applications / Integration layer, there is Oracle EBS core ERP Financial System and Oracle Business Intelligence Enterprise Edition for reporting. On the right most is Oracle SOA Suite 12c with Oracle Managed File Transfer as the Integration Middleware platform. All the files-based interfaces use MFT and all services are exposed through Oracle Service Bus OSB for .Net and Java based consumers.

On the database layer, separate database instances are for Oracle EBS and other applications including SOA middleware.

Continued on page 22.

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SAMPLE POSTS

- Oracle Reaffirms Commitment to EBS Customers
- Let's Talk Localizations
- EBS Output Post Processor Configurations
- Overcoming Fear and Resistance to Embracing a Cloud Solution

OVERCOMING FEAR AND RESISTANCE TO EMBRACING A CLOUD SOLUTION

🕒 Wednesday, 21 June 2017 ✍️ Tusar Das 📁 General, Education
👁️ 2217 Hits 💬 0 Comments

Before documenting requirements, cultivating executive sponsorship and getting to the nuts and bolts of a recent Oracle Sales Cloud solution, we had to overcome some initial concerns and misconceptions.

Three things were top of mind:

1. A previous bad experience with a cloud product.



Tusar Das, Worthington Industries

Fighting Inertia in Financial Processes:

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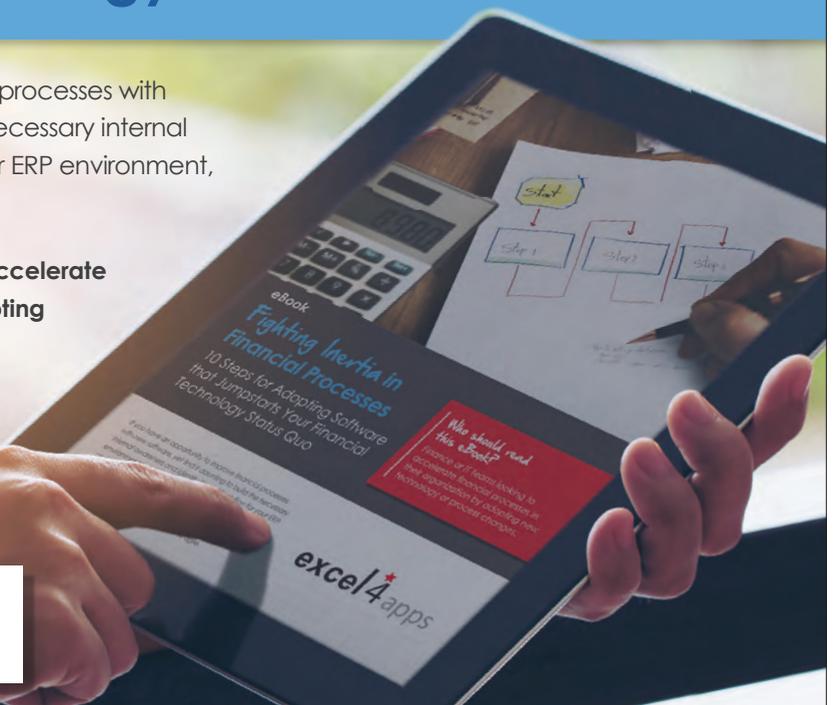
This eBook is for Finance or IT teams looking to accelerate financial processes in their organization by adopting new technology or process changes.

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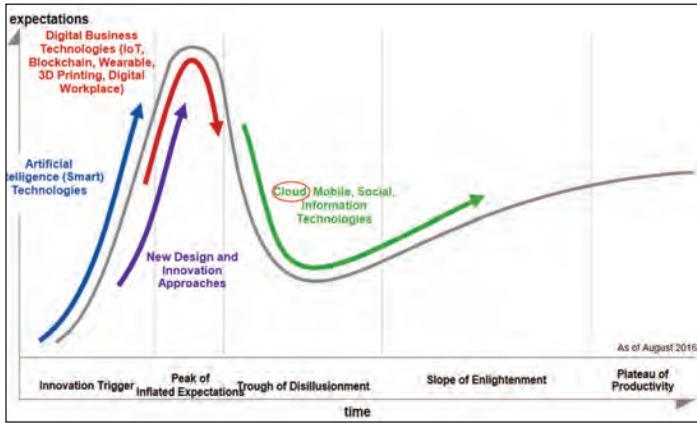


Figure 2: Gartner hype cycle for emerging technologies as of August 2016.

First American Financial Systems - Cloud Adoption

In the past few years, cloud-based SaaS solutions are increasing and getting popularity. **Figure 2** is the Gartner hype cycle for emerging technologies as of August 2016.³

As you can see in Figure 2, cloud computing is considered in the Slope of Enlightenment, which indicates that:

- Cloud technology is now widely understood, and enterprises know how to use it.
- Second- and third-generation products are in the market.
- More enterprise funds are allocated for this cloud.

First American adopted a few SaaS-based financial applications in the past few years. We currently have some key systems in the cloud utilizing a SaaS model. Oracle SOA Suite with Managed File Transfer is providing all the necessary capabilities to integrate these applications on real time or batch mode (See **Figure 3**).

By adopting SOA principles and using required tools, First American is handling the integration challenges of postmodern ERP.

Data and Process Integrity

Having a flexible architecture with the proper tool set, scalable and robust integrations are developed with business process outsource and SaaS vendors. The SOA principles help in streamlining the business process across the different applications. By validating the data before inserting in a real-time manner, data integrity issues can be avoided, hence avoiding production support and data fix issues.

Implementation Methodology

By adopting SOA as a methodology to implement IT projects, the challenges around most implementations can be avoided. By keeping the systems boundaries and implanting reusable services on top of applications, the implementation time can be reduced, and deployed options can be increased.

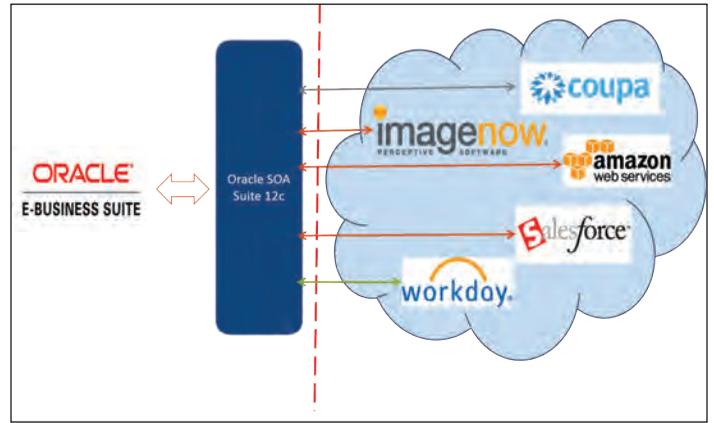


Figure 3: High-level integration view of SaaS applications at First American.

Conclusion

It is essential to understand the complex interdependencies of postmodern ERP scenarios. The postmodern ERP implementation using SaaS applications may result in integration challenges. These challenges can be avoided by adopting an integration strategy based on SOA principles. Using the right integration tools and the development of reusable components can reduce the overall cost of implementing SaaS-based solutions. ♦



Adnan Bukhari is a multifaceted technology leader with a unique blend of business and technical acumen. As a sr. solutions architect in his current job, the solutions he provides to integrate First American’s enterprise systems result in streamlining order to cash and procure to pay business processes. His comprehensive experience spans cloud computing, enterprise architecture, systems integration, business continuity and strategy.

Reference:

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O2Works has nearly 20 years of history in putting Oracle to work for your Organizations around the globe - on time and within budget. We have the knowledge to be your trusted consulting partner. Our team includes some of the first consultants to work with the Oracle E-Business Suite from some of the first versions of the product release in the late 1980s.

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ORACLE OPENWORLD 2018

OAUG members will be leading educational and networking sessions to represent the Oracle Applications users community's areas of interest and success stories during Oracle OpenWorld 2018.

Visit oracle.com/openworld to browse the Session Catalog. Enter the Session IDs below in the keyword search to locate specific sessions.

Session ID	Session Type	Session Title	Speaker Name
SIG3176	Special Interest Group (SIG) Meeting	Provide More for Less with Oracle's Planning and Budgeting Cloud Service (PBCS)	Medik Ghazikhanian
CAS1664	Customer Case Study Session	Maritz Migration to Modernization: E-Business Suite from On-Premise to the Cloud	Alyssa Johnson
CAS2709	Customer Case Study Session	How to Build An Analytics (EPM/BI) Business Case When The Future Is Cloudy	Kirby Lunger
CAS1302	Customer Case Study Session	University of Pittsburgh's BI and Analytics Journey to the Cloud	Dianne DeNezza & Kirby Lunger
SIG3082	Customer Case Study Session	What's new with Blockchain, AI, and IoT? How to connect this with Oracle Cloud?	Hans Kolbe
BUS2269	Business Use Case Session	Award Winning Cloud-based 'Real-Time' Tax Analytics Built on Oracle PaaS	Andrew Bohnet
CAS2810	Customer Case Study Session	Leading Practices Right Out of the Box: Oracle EPBCS at New Flyer	James Kubik
BUS1813	Business Use Case Session	Implementing Highly Complex Supply Chain Planning Process at Bloom Energy	Manoj Rathi
SIG1294	Special Interest Group (SIG) Meeting	User Mgmt SIG-RBAC-How the Foundation in EBS is Fully Built Out in Cloud ERP	Susan Behn
CAS1651	Customer Case Study Session	Oracle E-Business Suite on Oracle Cloud Infrastructure	Oleg Pyatnychko
CAS2783	Customer Case Study Session	Creating a Brighter Future for Retail Sales with Oracle CPQ Cloud- Customer View	Alyssa Johnson
SIG3864	Special Interest Group (SIG) Meeting	Governance, Risk, and Compliance Special Interest Group	Lewis Hopkins

Oracle OpenWorld takes place October 22-25, 2018, in San Francisco, CA, USA
oracle.com/openworld

GEO-SIG NEWS

LETTER FROM THE CHAIRS

JON RILEY AND MICHELLE THIESSEN

A complete list of Geos and SIGs, upcoming meetings, website addresses and contact information is available at oaug.org under the User Communities tab.



Jon Riley



Michelle Thiesse

*Jon Riley and Michelle Thiesse
Geo/SIG Committee Co-Chairs
Email us at geo-sig@oaug.org.*

The fall is here, and the OAUG has several new User Communities to announce! We are so excited to announce the following new OAUG Special Interest Group (SIGs):

OAUG Emerging Technologies SIG: Blockchain technology holds tremendous promise. However, it can be quite confusing, and in the current excitement, can be easily misunderstood. This SIG will be a forum to understand the current reality, the multiple variations and participants of Blockchain. Together we will explore the future impact on business, personal and legal transaction management. The SIG will review and follow Oracle's Blockchain offering and compare it to others in the emerging market. Be sure to visit our website at emergingtech.communities.oaug.org for the most up-to-date news, and save the date for upcoming events:

1. Cloud Compliance – September 27, 2018
2. Cloud Reporting – October 18, 2018

OAUG E-Business Suite Advanced Architecture and High Availability SIG: The OAUG E-Business Suite Advanced Architecture and High Availability SIG will demonstrate and help lead, guide, aid and educate OAUG member companies to scale up for performance and scale out for high availability, and win. Be sure to visit our website ebsadvanced.communities.oaug.org for the most up-to-date news.

For the most up-to-date information on OAUG Geos and SIGs, please visit the OAUG website at oaug.org under the "User Communities" tab. Here you'll find a list of OAUG Affiliated Geos and SIGs and view upcoming events and live webinars.

At this time, the OAUG has temporarily suspended accepting new SIG applications as we have some new and exciting news that will affect all SIGs in the next 30-45 days. Stay tuned! If you have questions or concerns, please send an email to the

Geo/SIG Manager at geo-sig@oaug.org.

The OAUG is looking forward to COLLABORATE 19, as we will be in a new location! Save the date for COLLABORATE 19, April 7-11, 2019, in San Antonio, Texas!

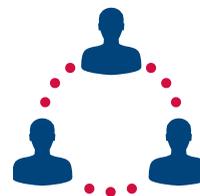
We are always looking for ways to enhance the offerings of the OAUG User Community. As always, we invite your feedback, questions and suggestions. Please contact us at geo-sig@oaug.org. ♦

GEOGRAPHIC USER GROUPS

Geographic User Groups (Geos) participants reside within a defined geographic region and meet to facilitate discussion among local and regional Oracle Applications users.

SPECIAL INTEREST GROUPS

Special Interest Group (SIG) members share a common interest or shared industry concerning specific Oracle Applications products. Participants may be geographically dispersed and typically meet at OAUG conferences.



Geographic & Special Interest **GROUPS**

oaug.org/communities

NEW TOOLS MAKE OAUG NETWORKING EASIER

Thousands of Oracle Applications users and expert consultants connect through the OAUG for networking, information sharing and problem solving. Two OAUG members recently shared the value of networking through the OAUG:

“Being able to reach out to someone who could help us quickly solve a problem or point us in the right direction with design questions literally saved us hundreds of hours of wasted research and development costs.”

—Matt Youmans, Worthington Industries

“There are networking capabilities available that you can’t get through LinkedIn or other sites. I have made so many great connections through the OAUG membership.”

—Lissa English, Alticor/Amway

The OAUG has recently introduced new and innovative tools for enhanced networking, including the OAUG Mentor Program, OAUG Career Center and the OAUG Membership Directory.



Mentoring Enhances Success

The new OAUG Emerging Leaders Mentorship program is an opportunity for young and new professionals to guide their professional and career goals with an OAUG mentor. Through an online survey, those desiring to be mentored will be matched with OAUG members who volunteer as mentors.

Mentees will be matched with a mentor who will help them set goals in areas such as networking, career aspiration, being a new manager or general professional development guidance in the applications and technology space.

OAUG members who volunteer as mentors will have the chance to develop a meaningful connection with a new professional, refine their coaching skills and learn more about the next generation of professionals and the challenges they face.

Details about the new OAUG mentor program are available at oaug.org/mentor.



Career Center Connects Job Seekers with Oracle Apps Positions

The new OAUG Career Center features a comprehensive jobs board that enables Oracle customer organizations to post open positions specifically requiring Oracle Applications expertise. Hiring organizations can post jobs, search resumes and review applications. Job seekers can create a professional profile, set up job search agents, post a resume and apply for jobs.

OAUG member organizations save 30 percent on all job postings. And, searching and applying for positions is free and available to everyone. In addition, the Career Center features free professional development tools to help with resume writing, personal branding and career planning.

Job seekers as well as hiring managers and HR professionals are encouraged to visit oaug.org/careers to learn more.

OAUG Membership Directory Facilitates Networking

The recently enhanced OAUG Membership Directory makes it even easier to find and connect with fellow members who share common interests or live nearby.

Members can use the OAUG Membership Directory to find information about individuals within other OAUG member organizations (by using the Individual Directory) or organizations in a particular industry or area (by using the Corporate Directory). Members can search with the following fields:

- Company Name: Name of the company or organization.
- First or Last Name: Name of specific person associated with a member organization.
- State or Country: Location of member organizations (Company Directory only).
- Job Function or Business Solutions or Oracle Products: Role, solution or products used by individuals associated with member organizations (Individual Member Directory only).
- Primary Industry: Choose from a list of industries.

Browse By: Name

Results

Company	Industry	Ambassador	Job Function	Address	City	State	Zip Code	Country
oaug								
OAUG	Education and Research	Dawn James	Content Management	3525 Piedmont Rd NE	Atlanta	GA	30305-1578	United States

Company Directory

In the Company Directory, members can search by company name, location and industry.

Member Directory Search

Search by Name: OAUG

Member	Company	Job Function	Address	City	State	Zip Code	Country
dan							
Janelle Daniels	OAUG		3525 Piedmont Rd NE	Atlanta	GA	30305-1578	United States
Karen Daniel	OAUG	Other	3525 Piedmont Rd NE	Atlanta	GA	30305-1578	United States

Name: Karen Daniel

Title: Director of Operations and Membership Marketing

Company Name: OAUG

Email Address: KDaniel@oaug.org

Preferred Phone Number: 1 404 869-2568 x

Address: 3525 Piedmont Rd NE
Building Five, Suite 300
Atlanta, GA 30305-1578
United States

Job Function: Other

Business Solutions: Customer Relationship Management

Oracle Product Lines: E-Business Suite

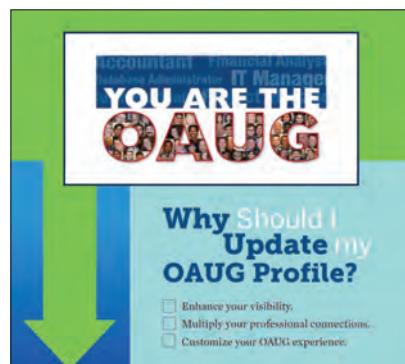
You Use or Service:

Primary Industry: Communications

Individual Directory

In the Individual Directory, members can search by company name or location or by individual's name, role or products used.

And, clicking on the company name or individual's name provides additional contact information.



Updated Information is Key to Successful Online Networking

Keeping up-to-date information in individual OAUG profiles and corporate member records is a critical factor in the usefulness of the Membership Directory.

The data in each member's OAUG profile flows into the OAUG Membership Directory. If a member has not updated his profile with current information, he may not come up in the directory when another member is trying to connect.

Updating an individual profile is easy. Members simply need to visit oaug.org, log in and then click the My OAUG Profile button.

OAUG Ambassadors have access to their company's OAUG record to make changes in company name, address or industry.

The OAUG staff is available to assist anyone who needs help updating their profile or company record or using any of the new networking tools. The staff can be reached at +1 404.240.0897 or membership@oaug.org.



MANAGING YOUR EBS DATA DURING ORGANIZATIONAL CHANGE

DAVID WRIGHT AND MARIA MESSITER, MORE4APPS

Once your Oracle E-Business Suite (EBS) implementation go-live is behind you, there follow a few months of ironing out business processes, workflows and attaining maturity in conducting day-to-day business smoothly without much IT intervention.

Even after steady state is achieved, there always are requirements and demands initiated by business and strategy changes that impact your data management.

For example, restructures and organic business growth can put a strain on how you deal with data and data entry. Issues can arise with timeliness and data quality.

In the case of a restructure, there are many varying factors that can have an impact on the success of the project: whether the project is company-wide or limited to one area, changing the human resource structure or changing the reporting requirements within the company. Changes like these will have an impact on the processes, reporting and data collection methods.

Understanding and scoping out any process change is key in determining the scale of the restructure, which then allows you to identify the metrics of how much data will be impacted.

How do you improve your processes during data restructures?

Identify the scale of your changes:

- Are you dealing with a larger volume of data?
- Are a multitude of functional areas affected?
- Can you get away with a small bit of manual data entry?

Methods of processing data

- Traditional methods of manual user entry: Cost effective and efficient when dealing with a small amount of data changes.
- IT-built processes: Expensive but may be required when working with very large volumes of data.
- Third-party solutions: Solutions that are out-of-the-box and already created to help assist users who know the data with their specific data processing needs.

Typically, larger volumes of data require an IT department that will create bespoke code for the project; traditional manual methods are inefficient, risky and result in high costs.

Within the EBS space, there are third-party solutions that are available within the market to empower and allow end users to own their data, resulting in improved data quality and

user engagement. However, these involve building templates, maintaining them and keeping patches up to date.

At More4Apps, we have software products that help our customers with their data needs. These are pre-built, off-the-shelf, Excel-based templates that are ready to plug and play into EBS and load volumes of records without being stuck with a 1-record view of Oracle forms.

Let's take James Avery, a family owned jewelry company. How did More4Apps work out for them?

Previously all Bill of Materials changes were performed manually. However, as the company grew, manual updates became inefficient and lagged behind manufacturing planning and production requirements.

The biggest drivers behind James Avery's process changes were:

- Company growth.
- New manufacturing facilities.
- Competing responsibilities for functional users.
- More products.

Using the More4Apps products, James Avery was able to:

- Increase the ability to introduce new items from 300 to over 700 annually, without additional headcount.
- Update routings for over 20,000 finished products and 5,000 sub-assemblies in four organizations.
- Update inventory categories for 18,000 items and introduce min/max planning for a range of supply items.
- Update supply sub-inventories for components, on over 20,000 Bills of Material.

As well as giving staff their weekends back, the setup times for new products improved by over 600 percent.

Learn how you can improve your data processing methods at www.More4Apps.com. ♦

More4Apps simplifies business processes by providing intelligent data capture and integration solutions. Since 2000, More4Apps has gained more than 20,000 EBS users in over 45 countries, establishing a loyal customer base.

THE SOLUTIONS SPOT

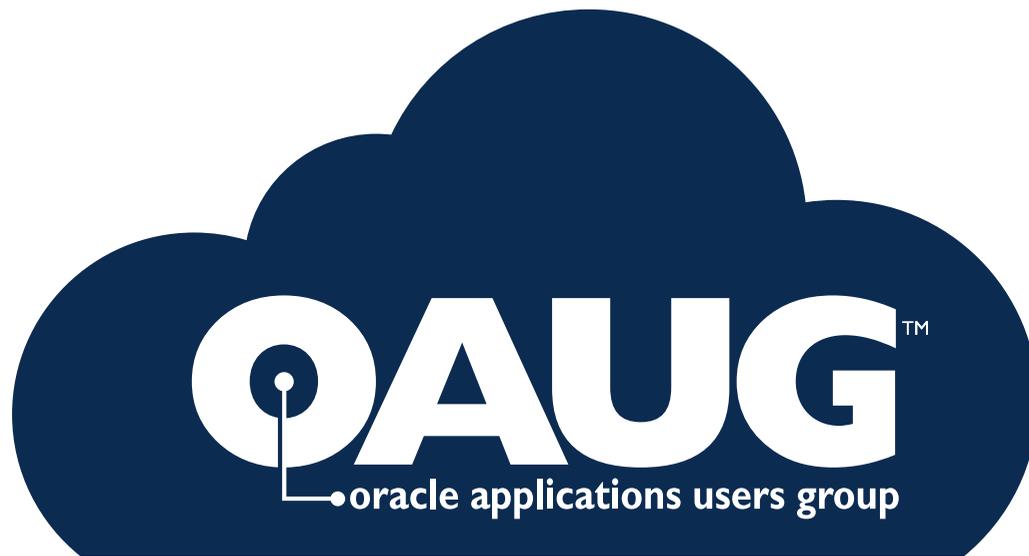
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