So, You Want to Implement Oracle ERP…Why Not Make a Movie?

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The Hook (Introduction)

Companies' approaches to implementing Oracle, PeopleSoft or JD Edwards have changed greatly in the past few years. No longer are companies automatically turning to and relying on big systems integrators to provide that "one stop shop" for implementation resources and services. Rather, organizations have increasingly come to recognize the availability of talented professionals with significant implementation experience of a decade or more. Although not directly connected, as in the traditional sense of employees of a systems integrator, these resources have been implementing Oracle ERP solutions in generally consistent ways, possess significant intellectual property, and most likely share less than a "6 degrees of separation" from each other. Companies who seek to build a project team from this pool of talent are finding that conducting the implementation is not unlike, well, making a movie.

In this paper, we examine the parallels between the roles and critical success factors important to making an award-winning movie and those required for a successful ERP implementation. We also look into why, in the end assessment, it is the Director who either basks in the glory of success or suffers the ridicule of failure and why choosing the right "Director" for your ERP implementation project is absolutely critical to your project's success.

Prologue

Making a modern-day movie requires a significant number of people (cast and crew) all working in an orchestrated and coordinated fashion toward a common goal: a finished film ready for opening night. And, it is a very complex undertaking. Multiple locations, lighting, music and sound, costumes, special effects, permits and the people all contribute to a significant amount of financial and execution risk.

Prior to the 1960s, the big movie studios like MGM or Paramount were the "one stop shops" of movie making. To manage risk they maintained a team of core talent under exclusive contracts and provided the key infrastructure for making a movie. In the 1950s, the big studios ceased being the one-stop-shops as they released their core talent (producers, directors, writers, actors, designers and other key professionals) from their exclusive contracts. Thus these critical resources became independent of the studios rather than direct employees of them. This change allowed these professionals to work on a variety of projects with different people under different production methods.

The result of this change over time has been the development of a group of movie professionals with a wide variety of experiences that they can leverage in any given movie project. Likewise, because the movie industry involves a fairly small universe of people, it is not unusual to find that, at a minimum, the people working on a movie know of each other and their work. More likely they have either already worked together on other projects or have worked with others who have worked with the current individuals on the project. Either way, this familiarity leads to a mutual respect for each other's work and an implicit understanding of how each will perform their function in making a movie. Consider how many times Tim Burton and Johnny Depp have worked together. They neither work for each other nor are employed by any one studio. Yet, when a studio does bring them together, along with a host of other independent professionals who have worked with them or understand their process, there is a high likelihood of a successful outcome.

Also evolving over time are two constants that seem to be factors in all great movies. The first is a core set of individuals playing key roles in the movie-making process. The second is a key set of success factors that when all present and strongly applied by the key individuals result in great cinematic successes.

The Story, Scene I

Although the number of individuals involved in making a movie may range in numbers from tens to several hundred, there are certain roles that are consistent and necessary from movie to movie. These individuals play key "parts" in managing risk, providing leadership and keeping the process moving forward with predictable results. These roles are:

Key Roles in Making a Movie	
Executive Producer	Key Grip
Producer	Lead Actors
Director	Supporting Actors
Production Assistant	Extras

Executive Producer – The highest-level individual assigned by the studio to oversee the project. The "EP" ensures the movie stays on budget and on time and protects the financial interests of the studio. From a strategic perspective, the EP considers market conditions and demand for each type of movie and delicately balances the interests of the studio with those of the consumer. At a tactical level, the Executive Producer works with the Director to make sure everyone else are doing their jobs and presses for solutions when challenges arise. They typically are also the key liaison between the movie team, other key stakeholders such as the financial backers and other senior studio executives.

Producer – Often, on large projects where the Executive Producer is largely the financial backer, the Producer takes on the oversight role. Mostly, though, the Producer provides the infrastructure, technical and operational resources and know-how to complete the project.

Director – The Director is responsible for successfully converting the script, or story, to a finished film. From the script, the Director establishes the overall vision for the movie and the approach for achieving that vision. The Director manages downwards and upwards all of the people and activities involved in accomplishing the day-to-day tasks of making the movie. Managing upwards, the Director works with the Executive Producer to communicate production status and address any changes or issues that will significantly impact the film's budget or timeline. Managing downwards, the Director sets the master plan of rehearsals, shots, location changes and all the details that influence the outcome of the movie. Furthermore, the Director is responsible for managing the cast and crew and facilitating their collaboration in order to achieve the common goal. Most importantly, the Director maintains a macro view of the final product, ultimately allowing the individual shots and scenes to seamlessly integrate as a cohesive whole.

Production Assistant – The Production Assistant helps manage the production schedule and handles all the odd jobs and "little things" that no one else wants to handle. These can include running errands, delivering coffee or even serving as a background Extra. The Production Assistant is a true "gofer" on the movie set. While this role does not necessarily dictate the outcome or final product, the Production Assistant facilitates other individuals in focusing on their core, value-added activities.

Lead Actors – Lead Actors drive essential elements of the storyline. Working with Supporting Actors and possibly even Extras, the Lead Actors bring to life the story envisioned by the Director based on the script.

Supporting Actors – Whether a substantial on-screen presence or just a bit part, Supporting Actors provide support to the Lead Actors' roles, add context and help keep the overall storyline connected.

Extras – Extras are people who are used in a movie on an "as needed" basis. Although they will not get their names in the credits, Extras play an important role of adding credibility, local color and "texture" to the scenes in which they appear.

Key Grip – The Key Grip is the chief supervisor of the crew responsible for moving lights, dolly tracks, cranes, scenery and other infrastructural elements of the movie. Working with the Director, Location Producers and others, the Key Grip is essentially responsible for planning, establishing and operating the "behind the scenes" infrastructure that makes a movie possible.

Given the independent nature of the people involved in a movie production, we generally do not think of them represented in an organizational chart. Yet, like all complex initiatives, there needs to be some level of hierarchy, reporting relationships and accountability in order to ensure people are working in a coordinated fashion and everyone is where they need to be, when they need to be. The following picture shows a simplified representation of an organization chart for making a movie.
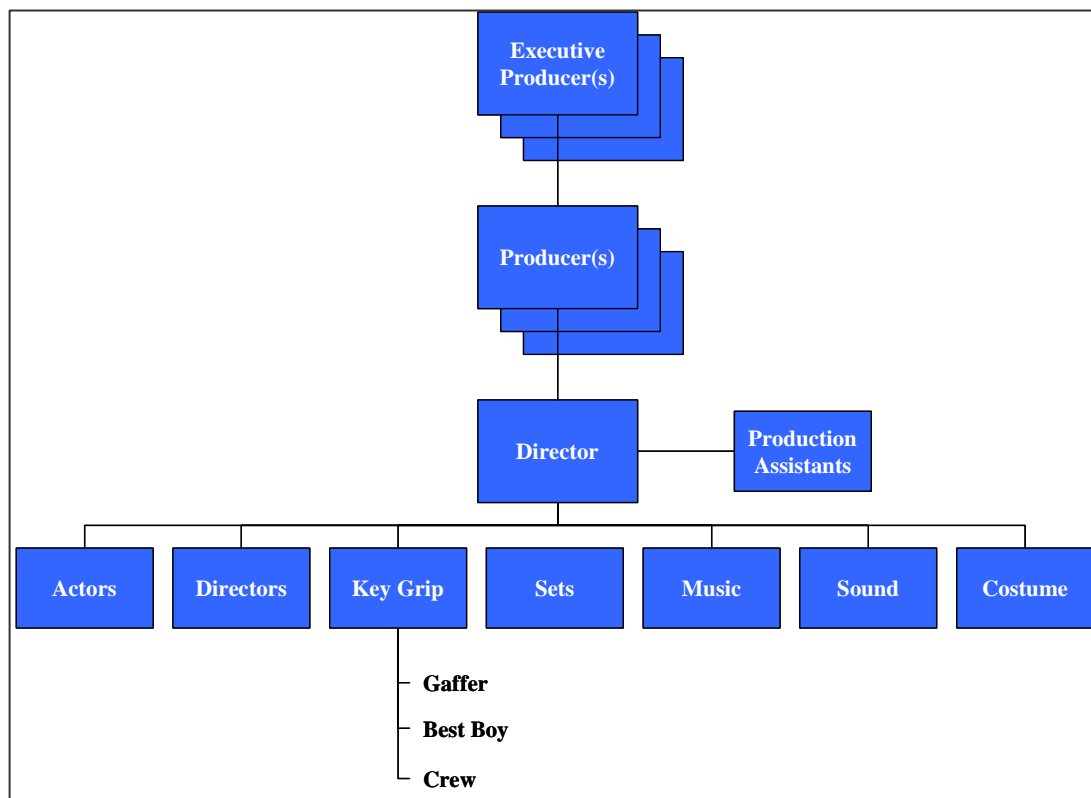
Although the people involved in the movie are critically important, there also exists a number of factors that are necessary for success. Ranging from the importance of a good script to an uncompromising vision, these success factors provide a framework for managing risk, navigating complexity, dealing with the unexpected and obtaining the best possible performance from the highly independent cast and crew. In the midst of this very dynamic process, someone must integrate the individual components into a cohesive manner.

It helps to start with a great script. Generally, a great script results in a great movie because the script defines the storyline. Furthermore, critics have claimed that a great script can make up for mediocre acting or sets. Conversely, even the greatest acting cannot turn a poor script into a great movie. According to Dean Simonton, an expert on human creativity and a professor at UC Davis, movies that garner the most awards or are most critically acclaimed start with great scripts that are adaptations of existing works. In other words, build one success on top of another. Whether an adaptation or an original screenplay, the script is critical to the movie as it defines the "who, what, when, where, why and basic how" of the story. Without a script, there is solid foundation for making the movie.

Find a good Director. A great movie requires great leadership, vision and a strong conviction for how to get things done. No successful movie is ever made without a clear vision of the finished product and the confidence, fortitude and leadership to get the many independently-minded people involved to carry out that vision. This is the Director's job. The Director is in the eye of the storm that is the movie. He or she creates a vision from the script, defines guiding principles for the movie, establishes the overall production schedule and works with all the key individuals to ensure they do the best job possible.

Start with the end in mind. As one of the first tasks in preparing to make a movie, the Director will create a storyboard. Similar to a high-level implementation plan, the storyboard helps the Director and other key personnel (such as the Key Grip) establish the sequence of shooting; gain a general understanding of what resources will be needed and when, including specialty personnel; assess the degree of complexity of each sequence; and, determine where key checkpoints need to take place. Overall, the storyboard translates the vision into an executable series of actions. Should the movie run into unforeseen challenges (such as bad weather at a location), the storyboard allows the Director to quickly adjust and focus on a different shot sequence while the challenges are being addressed and without jeopardizing the integrity of the vision or the final product.

Build a solid schedule and stick with it. From the storyboard comes the detailed production schedule. Because so much expense is incurred each day in the making of a movie, each day has to be planned in exacting detail: locations, equipment, props, cast, crew, permits and support services. Critical resources must be in the right place at the right time or a significant amount of time and money becomes wasted.   Although the Director may not necessarily create the detailed schedule, the Director is responsible for communicating and coordinating with the cast, crew and other professionals to identify the necessary information for the detailed planning process.

Use the right talent. As we have seen, not all roles are suitable for a given actor. The same can be said for the other individuals involved in making a movie. For example, a Gaffer (who is responsible for the lighting on a movie set) experienced with brightly lit daylight productions may not be the best choice for a subtly lit indoor movie. Likewise, a costume designer accustomed to romantic period movies may have difficulty designing costumes for a futuristic action movie. It is the Director's responsibility to ensure each team member has the right skills for him or her to achieve their part of the Director's vision and contribute to the success of the film. The Director must be adept at assessing people's capabilities and assembling a team that not only has the right skills and experience but can work collaboratively to achieve the Director's vision.

Make sure people know their motivation. We often hear actors talk about their motivation for a particular role. Identifying and understanding these motivating factors helps the actors focus their efforts and achieve the Director's vision. Likewise, understanding the "motivation" is critical for the other individuals involved in making the movie. This understanding comes from the Director's ability to articulate and communicate his or her vision in such a way that each person understands it and appreciates their specific role in achieving the vision. For a quality end product, everyone involved in the production, from the Executive Producer to the Extras, need to clearly understand the vision, buy into it and understand their role in it.

Rehearse many times, shoot once. Very few scenes ever meet the Director's expectations the first time they are shot. However, with movie budgets in the hundreds of millions of dollars, a Director must increase the chances that a scene can be shot in as few attempts as possible. The Director may achieve this by emphasizing pre-staging and rehearsing, also known as 'blocking.' This approach allows the cast and crew to practice and workout the finer details of the scene (such as voice inflections, lighting, sounds levels, etc.). Pre-staging and rehearsing also allow the Director to identify and address any issues that might complicate shooting the scene.

Communicate often and manage expectations. As with any complex undertaking, making a movie can be full of unexpected surprises and issues. A Director's life is no different as each day can bring any number of surprises that adversely impact the movie's cost or schedule.   Being able to effectively communicate these impacts to the Executive Producer(s), cast and crew is critical to managing expectations, developing workable solutions and minimizing the impact of the unexpected. Communicating and managing expectations is also very important when everything is going well. The cast and crew need coaching, feedback, and when appropriate, constructive criticism in order to stay focused, motivated and doing the best they can. Not doing so can have dire consequences. Consider the impact when a key actor walks off the set because their expectations were not correctly set about their role or the amount of influence they would have on their character. It can cost millions of dollars and waste valuable

production time to find a replacement, editing out the previous actor and making script adjustments to accommodate the new actor's style.

No unnecessary changes or compromises. Why do we enjoy seeing movies made by Directors like Tim Burton, Steven Soderbergh, Martin Scorsese and Quentin Tarantino? It is because each brings a predictable execution to the vision they create for any given movie. Take Martin Scorsese for instance. No two movies could be more different than Taxi Driver and Gangs of New York. Yet, each has the unmistakable touch of the Director. In the midst of day-to-day challenges, each Director inherently realizes when to adjust and when to hold their ground. And, they are able to confidently work with actors, crew, Executive Producers and others to maintain a collective buy-in and confidence that their decisions are the right ones.

The Story, Scene II

How is a comparison to movie making relevant to us as Oracle implementers and what can we learn that will help us in our ERP implementations, our own "movies?" Like a movie, an ERP implementation is a complex undertaking involving a significant amount of financial and execution risks and requiring coordination of multiple, independent "actors and crew," all who must work together toward achieving a common "vision," the solution. If you accept that an ERP implementation is like making a movie then we can learn a lot.

In the Oracle ERP implementation arena, an interesting trend has emerged over the last few years. During the late 1990s and early 2000s a company implementing Oracle hired a single (and typically large) systems integrator as their one-stop-shop for an implementation. Much like the large movie studios of old, those systems integrators provided the infrastructure and necessary personnel required for an implementation. Today, the scenario is much different. While systems integrators still provide certain infrastructure and some of the required personnel, companies realize that a significant talent base exists outside of the systems integrators. Over the past several years, a vast pool of independent implementation professionals has developed. For the most part, individuals in the pool share multiple years of implementation experience, a relatively consistent approach to implementing and, quite likely, six degrees or less of separation from each other. So, as with the making of a movie, a company now has the ability (and flexibility) to custom assemble an implementation "cast and crew" from a widely available pool of independent talent. Thus the interesting, if not unorthodox, comparison to making a movie.

As with making movies, there also seems to be two constants that differentiate successful implementations from those that do not meet expectations (or worse, fail). The first constant involves the core roles necessary to mitigate risk, establish accountability and provide leadership and vision. The second constant involves the guiding principle necessary to manage the complexity of an implementation and effectively manage the very independent resources increasingly involved in today's implementations.

The key roles that are consistent across successful implementations parallel very closely those found in successful movies, as shown in the following table:

Movie	Role	Implementation
Executive Producer	Overall Financial Accountability	Executive Sponsor
Producer	Facilities, Props, Equipment, Technical Crew	Infrastructure Provider
Director	Vision, Creativity, Overall Accountability for the Result	Implementation Leader
Key Grip	Infrastructure Planning and Operation	Technical Track Leader
Production Assistant	Project Plan Administration, Gofer	Project Admin
Lead Actors	Deep Skill, Broad Experience, Translation of Vision into Action (Solution)	Functional Track Leads
Supporting Actors	Support Development of the Story/Solution	Track Team Members
Extras	As-needed Story/Solution Support	Subject Matter Experts (SMEs)

As a company assembles its implementation "cast and crew" it implicitly, as well as explicitly, trusts them to get the job right and deliver a successful solution. This is not easy and it is risky. While the roles above are critical, they alone cannot create success. Thus, in addition to the key roles, there must also be a set of guiding principles that enable the company and the team to achieve success. And, there must be a single person to lead the effort.

The first important guiding principle comes from **starting with a good script**. Like a movie, our ERP implementations must have a good "script," or foundation, upon which to create a solution. In an implementation, this foundation is defined by the **business requirements**. Unfortunately, sometimes the process of defining requirements is viewed as tedious and mundane and organizations move too quickly into solution design. One option to counter this is to look outside the organization for relevant examples and insights. Similar to great movies starting with adaptations of existing works (success building on success), defining business requirements can involve discussing with other companies who have addressed similar business needs to understand what is important, what is not, what works and what does not. Regardless of how a company gathers its requirements, those requirements are a necessary part of a successful implementation. Consider, for example, an implementation team that embarks on creating an organizational structure before understanding that management wants to consolidate some business units and allow for the easy divestiture of others. Because these business requirements were not understood, the team will incur a lot of unplanned redesign and testing time. Without a good and complete set of requirements, our implementation teams are just actors wondering aimlessly around a set.

How many times have we heard about poor implementations that suffered from a lack of leadership or vision? While business requirements provide a framework for the desired solution, successful implementations require something more. They require a clear vision of how the business requirements will be turned into a value-added solution with lasting positive impacts on the organization. This vision must clearly define the "what" of the solution and be articulated by an individual with the confidence and capability to establish management's and the team's buy-in. For successful ERP implementations, like successful movies, this vision results from and is maintained by a key individual, the **Implementation Leader.** Whether titled the Program Manager, Project Manager or something else, this person ultimately holds the key to implementation success or failure. No matter the size or complexity, a constant factor in the success of ERP implementations is a strong and experienced leader who can develop a clear vision of the end goal. Many examples exist of projects that fell short of expectations because they had a "revolving door" of implementation leadership or because the Implementation Leader did not have a strong vision with which to motivate and guide the project team. Executive Producers often bet great sums of money and their reputation on picking the right Director for a project. Similarly, Executive Sponsors need to ensure they have selected the right Implementation Leader for their project. The stakes are just as high.

The next guiding principles are **starting with the end in mind** and the importance of developing a **solid schedule (project plan)**. Along with the "what" (vision) of the solution, the Implementation Leader must also help the team define, articulate and act on the "how." In other words, through the Implementation Leader's leadership, the team has to "plan the work and work the plan." Just like a good Director, a good Implementation Leader does not feel their way through the implementation process or leave anything to chance. They require and expect a strong discipline to follow direction, stick to the script and work collaboratively. In an implementation, the best way to effect this discipline and set the expectations is to have a strong project plan that clearly defines the "who, what, when and where" of the implementation. Everyday, team members should have unambiguous knowledge of what they need to accomplish and what is planned for the next day. Only then can the Implementation Leader have confidence that everyone of the team is moving together in the right direction and toward the right results. Overall, the Implementation Leader has to be the constant advocate of and visionary for the project plan.

The Implementation Leader must also have the experience, foresight and ability to not get lost in the multitude of details that are part of an ERP implementation. In other words, the Implementation Leader must be able to concurrently lead the execution of the project plan while also maintaining a macro perspective of the overall project. Through a strong vision, starting with the end in mind and having a good underlying project plan, an Implementation Leader develops an intuitive sense of the implementation's critical path and the "non-negotiables" that cannot be compromised. In the face of critical issues and unexpected events, these give the Implementation Leader the ability to quickly adjust and redirect members of the team without compromising the project plan or jeopardizing the quality or completeness of the end result. For example, an implementation with teams in the U.S. and Canada runs into an unexpected data conversion issue. Knowing that the Canadian team is working on a less critical component of the design, the Implementation Leader can quickly redirect the Canadian team to help in root-

cause analysis. The Implementation Leader intuitively knows that the impact on the Canadian work is much less than the impact on the overall project if the data conversion issue is not resolved quickly.

The next guiding principle is **using the right talent**. As in making a movie, this can be one of the most challenging jobs for the Implementation Leader. The pool of candidates is big and, just like actors, not all candidates are adequately suited for all implementation roles. The Implementation Leader must be selective in picking the implementation team members and matching them to the right roles. In addition, like Actors, prospective team members must be capable of "stretching" when called upon and must be willing to trust the Implementation Leader as "Director" of the implementation. This is especially true for those who will fill lead roles on the implementation. For example, Track Leads, like Lead Actors, hold the implementation together and provide context and leadership to the rest of the team. Therefore, it is critical that the Implementation Leader selects team members who have the right chemistry, can establish mutual respect among each other and are not going to compete with each other for "the spotlight."   It is also very important that the candidate team members have previously worked with implementation methodologies or approaches that are consistent with the Implementation Leader's vision for the project.   Just as Directors and Actors who have previously worked together collaborate more effectively, an implementation team becomes productive faster if the team members already have an appreciation for the Implementation Leader's approach and expectations.

Once the team is in place, the Implementation Leader has to make sure everyone understands their role and their personal measure of success in the implementation. In other words, each team member must understand their **personal motivation** for making the implementation a success. All too frequently individuals are selected for an implementation team without consideration for how they should or will personally grow through the experience. While very important for a company's employees on the implementation, this is also important for the independent professionals involved. Everyone has an inherent expectation that they will complete the implementation with increased personal knowledge, skills and experience. Failure to recognize this and help enable this growth can be a major de-motivator for the team members. A key way to keeping the team motivated is to create an individualized goal and measurement plan for each team member. Additionally, for internal team staff, each team member should understand what role in the organization awaits them after the implementation. A very quick way for people to lose motivation is to feel there is no place for them after the implementation. For example, one company lost practically all its employees who were on the implementation team because no consideration was give to the roles they would assume after the project. Without a post-implementation career path these employees became the *de facto* ERP help desk. Underutilized and feeling unappreciated, the team members started leaving the company. In less than two months, most had left for other jobs, leaving a huge skill, experience and leadership gap in the organization.

In addition to motivating their team, a good Implementation Leader understands the importance of testing. Comparable to **multiple rehearsals or blockings of scenes** in a movie, testing is critical to validating requirements, identifying issues and refining design details prior to implementation.   But testing alone will not get you to a good solution. Just as it is highly impractical to back into a script by conducting a series of rehearsals (how would you know where to start and what to rehearse?), it is impractical to believe you can back into a solid base of requirements through multiple test events. Rather, testing validates and helps refine the decisions made during the requirements and design processes. Testing too soon or waiting too long to "rehearse" however can have negative effects. Testing too soon in the design process has limited value because not enough of the design is ready to effectively validate that the overall solution supports the requirements and is tracking to the vision. Testing too late in the design process may allow incorrect or suboptimal decisions to be propagated into the solution to the point that correcting them becomes extremely expensive. Rather, the Implementation Leader must have a sense of when testing will add value, even if it means testing different parts of the design at different times. For example, one company was building an integrated financials and supply chain solution. The financials design team was in the U.S while the supply chain design was in Europe. While the final design would be integrated, the Implementation Leader knew the initial design work would be focused on the specific requirements of the two areas. This allowed the Implementation Leader to alternate the first few test cycles between the U.S. and European teams with just enough information from one area being incorporated into the other to make the tests effective. This produced less stress on the project team as a whole and allowed the U.S. and European teams to work out specific design details before bringing the two together for the formal integration testing cycles. By starting with the end in mind and by maintaining a vision, a good Implementation Leader, like a good Director, is able to balance the creative activities (design) with execution (build and testing) to ensure proper progress is being made toward a successful solution that is consistent with the vision.

On good days and bad, an Implementation Leader must be highly adept at **communicating and managing expectations**. Rarely is there a day in the life of an ERP implementation where the unexpected does not manifest itself. Like a poltergeist, the unexpected can be mischievous, a minor nuisance or down-right threatening to the project. Good Implementation Leaders have to anticipate and plan for the unexpected and then be capable of effectively communicating and managing expectations around the likely impacts and outcomes. Conversely, good Implementation Leaders, like good Directors, have to be observant of and engaged with the team to provide them feedback, support and encouragement. Implementation Leaders cannot spend the majority of their time in their office, only to emerge when something needs their attention. Whether a good day or bad, not continuously communicating with the team and managing expectations can de-motivate and possibly destabilize the team and the project. This is especially true as implementation teams are more and more staffed with independent professionals with minimal barriers to leaving one project for another. Like a Lead Actor walking off a set, the unexpected departure of a Track Lead or other key team member can be extremely costly to an implementation, in terms of time, cost and team stability.

Lastly, once the requirements have been defined, the vision established and the schedule finalized, it is the Implementation Leader's job to champion a philosophy of **no unnecessary changes or compromises**. In an ERP implementation, this means minimizing scope creep. Just like a Director does not let his actors or crew independently make unauthorized 'tweaks,' the Implementation Leader must maintain a very small tolerance for team members agreeing to unplanned deviations to the requirements, vision or plan. Doing so can create confusion, require additional cost or time and possibly reduce the success of the overall implementation. No matter how small, individual instances of scope creep ultimately add up to measurable impacts. Consider the example of a team member who agrees to create a user-requested report "on the side." Because the report is not formally registered in the development inventory, its effect on the individual's workload, or the project budget, cannot be taken into account. Neither can the need to include that report in the testing scenarios and scripts. Working on the report may cause the team member to miss a deadline on another key deliverable impacting the team's progress. Furthermore, since the report is not included in the test process, it cannot be validated that it meets the user's requirements and is not factored into the validation of the underlying business requirements and business processes, possibly making the user unhappy. Lastly, should the user have a future problem with the report, it will be difficult to provide support since the report is not part of the documented "build" of the environment.

Epilogue (Conclusion)

We all admire a great movie. The story, dialogue, scenery, acting, action and special effects all come together in a seemingly magical way that leaves us wanting more. However, we rarely appreciate the complexities and challenges involved in making a great movie: the complex story, multiple locations, numerous crew, intricate costumes, sound effects, music, unexpected events and, of course, the actors. With today's movie budgets in the hundreds of millions of dollars, making a movie is not unlike running a small company. What makes these "companies" different from traditional enterprises is they are solely reliant on the outcome of a single product (the film itself) and are almost entirely made up of independent professionals all with their own sense of creativity and success. For the product and the enterprise to be truly successful, someone has to be in the middle of all the complexity, guiding the process and people toward a common vision in a disciplined and structured way while extracting the best possible performance from all. The person who makes this "magic" happen is also the same person who receives accolades for success or ridicule for failure: the Director.

In our world, ERP implementations share a lot of similarities. They have large budgets, involve a lot of people, have complex requirements, often span multiple locations and are full of the unexpected. And, like movies, the "actors and crew" consist more and more of independent professionals, each with their specific talents and skills but also each with their own ideas about "creativity" and success. To be a success, these projects need a strong guiding hand. They need someone with a clear vision for the end result; someone who can facilitate structure, planning and execution; someone who has an intuitive feel for how to navigate the unplanned; and, someone who can help everyone involved find and maintain their personal motivation to perform to their best. In our world, this is the Implementation Leader.

Just as picking the right Director can make the difference between a box-office disaster and an Academy Award®, picking the right Implementation Leader almost always means the difference between a successful implementation and a major disappointment.

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	Personal Tax	Change Management	Business Integration
		Sourcing Advice	Risk Management
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KPMG's IT Advisory professionals provide advice independently from systems integration vendors, solutions vendors, and business process outsourcers. Our deep knowledge in the following areas can mean the difference between seeing the broad issues and focusing solely on the immediate problems:

- Finance, accounting, and taxation to facilitate IT decisions that are supported by CFO-approved business cases
- Regulatory requirements (e.g., privacy, integrity) that impact IT projects
- IT controls, including the requirements of Sarbanes-Oxley and the views of financial reporting regulators (e.g., SEC, PCAOB)
- Industry knowledge across various industry sectors to address your industry-specific business and regulatory requirements

KPMG Oracle ERP Advisory Services

KPMG's Oracle ERP Advisory Services professionals combine deep business, finance and accounting experience with technical and functional Oracle and PeopleSoft applications knowledge. As a result, we can help your organization benefit from:

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- Objective and comprehensive pre- and post-implementation reviews
- A practical post-implementation support strategy and plan

In short, KPMG brings both a business and an IT perspective to major systems projects.

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This white paper could not have been written without the valuable contributions of the following supporting cast –
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