

Coeur D'Alene Mines: A Successful Oracle Financials Implementation in Latin American Subsidiaries

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Abstract:

This session presents a case study focusing on Coeur d' Alene Mines Corporation Greenfield implementation of Oracle Applications from a central server in the United States to its subsidiaries in Latin America. Attendees will learn solution details about overcoming the localization challenges of migrating from legacy systems to Oracle in Latin America. Likewise, insights will be provided on configuring Purchasing and Inventory to meet local statutory requirements.

Presentation Objectives:

- Provide insight on how to overcome the localization challenges.
- Provide insight on how to configure Purchasing and Inventory to meet local statutory requirements.
- Present a successful Latin American case study.

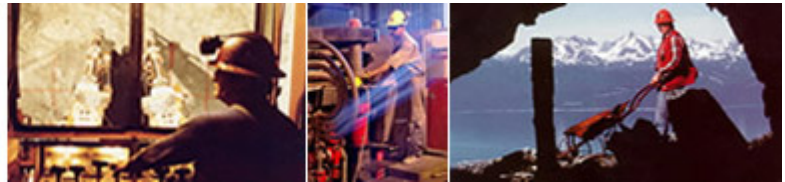


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Introduction

Coeur d' Alene Mines Corporation is the world's largest primary silver producer and a growing, low-cost gold producer. In 2007, the company produced 11.5 million ounces of silver and 92,000 ounces of gold. Coeur d' Alene Mines, which has no silver or gold production hedged, just completed construction on one of the world's largest silver mines, San Bartolomé in Bolivia and is presently constructing a second another of the world's largest silver mines, Palmarejo in Mexico. Coeur d' Alene Mines now operates San Bartolomé in Bolivia, two underground mines in southern Chile and Argentina and one surface mine in Nevada. Additionally it owns non-operating interests in two low-cost mines in Australia. Other key projects include a major gold project in Alaska and exploration activities in Argentina, Bolivia, Chile, Mexico and Tanzania.

In 2004, Coeur d' Alene was running legacy systems at its Argentine subsidiary. Each time the company needed to submit financial reports to the government for tax purposes, a lead time of 10 days was necessary to ensure on-time completion. Additionally, the company's system did not allow it to easily print checks or track purchase orders. Coeur d' Alene's new Bolivian subsidiary had no existing ERP system, which meant that all processes needed to be performed manually. Coeur d' Alene decided to streamline and standardize its financial processes by implementing Oracle Financials in these locations.

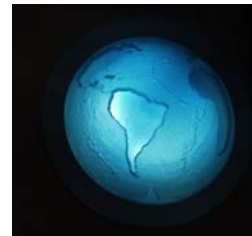
The company was already running a single Oracle instance in the United States, and it decided to integrate these new Financials implementations into its existing instance. Coeur d' Alene required a consulting partner with local financial reporting expertise and an ability to integrate newly implemented Oracle modules into an existing instance.

The high level project goals were:

- Improve ERP functionality by implementing and integrating Oracle modules in South America as part of an existing Oracle instance in the United States
- Streamline financial processes and compliance with local reporting requirements by implementing Oracle Financials

As an enterprise applications solution provider with global reach, IT Convergence was well positioned to meet Coeur d' Alene's needs. ITC offered both extensive experience in performing global Oracle E-Business Suite implementations and equally strong Latin American localization expertise. Moreover, ITC was able to reinforce the work of its on-site consultants with its remote service delivery capability. Because of this ability to provide both comprehensive services and senior-level expertise, Coeur d' Alene chose ITC as its implementation partner.





Latin America Overview

Oracle services more than 15,000 customers in the region. Although the company has a strong presence in the region, Latin America is a complex region that presents businesses with several challenges, the most prominent being language and legal requirements. Implementing Oracle applications is not an easy task because businesses must comply with many specific legal and financial requirements such as inflation adjustments, exchange rate management, tax calculation, and the production of customized packing slips and other transactional documents.

Latin America is a relatively small region that represents less than the 8% of Oracle's global sales. However, Latin America is one of the fastest growing regions, having duplicated its contribution to the total income in the last 5 years.

Latin America is a powerful market that is growing significantly. 60% of Oracle businesses are developed through a strong network of 1,772 partners.

The principal industries that Oracle serves in Latin America are: telecommunications, finance and banking, manufacturing, the public sector, and the hydrocarbon production sector. In addition, Oracle also does a lot of work with educational institutions and the public sector.

Oracle Latin America has grown 20% annually for the past five years, and it managed to grow by twice that rate during the last half year of 2007.

The favorable economic conditions of the region and the relative stability of the economy contributed to this performance. According to the Oracle representatives of the region, Oracle is not expecting its business to be affected by the tendency in some of its countries to turn away from free-market economic policies that were adopted in the 1990's.

In general, the business climate in Latin America can be characterized as one that presents both excellent opportunities and significant challenges. Doing business in Latin America can be very rewarding, but the region's historic economic volatility hints at some of the challenges that must be overcome. Oracle can provide Latin American companies with powerful business tools, but there are some critical issues that must be addressed if Oracle is to be implemented successfully.

Companies that globally implement Oracle applications, like Coeur d'Alene Mines can benefit from standardizing best practices throughout the enterprise. This strategic decision will allow everyone to effectively "speak the same business language" across different subsidiaries, which the Oracle E-Business Suite integrates together on a single platform.

Relying on the Oracle E-Business Suite provides business value by expanding the market opportunities in Latin America, embedding best practices into the subsidiary's business processes, providing fast adaptability to change, and improving overall corporate visibility.



IT Convergence Overview

IT Convergence (ITC) is a global enterprise application services provider with core competencies in Consulting, Support, Development, Education, and Web Services. The company's comprehensive full-service value offering allows businesses to streamline the process of implementing, upgrading or customizing an application, supporting their environment and effectively managing the application lifecycle.

Founded in 1998, IT Convergence has successfully partnered with more than 600 top companies, in over 50 countries around the world, delivering senior-level expertise which spans the enterprise application and technology stack.

IT Convergence was an ideal partner for Coeur d' Alene Mines because it had the global reach and local expertise to support the project. Specifically, ITC had extensive experience in performing global Oracle E-Business Suite implementations and equally strong bilingual Latin American Oracle specialists. Moreover, ITC was able to reinforce the work of its on-site consultants with its remote service delivery capability, and this was particularly important, given that Coeur d' Alene's business units were spread out over such a wide geographical area.

The solution ITC helped implement brought the following benefits to Coeur d'Alene Mines:

- Flexible and scalable IT infrastructure that helps the company reduce the processing time and accelerate the adaptability to change among the subsidiaries.
- On-Line and real-time information for all the employees around the world
- Financial information automation and integration with Oracle Financials
- Centralized Financial information
- Resources optimization and reduced time and labor costs
- Extended Purchases tracking ability
- Robust and reliable data base guaranteed
- Increased employees productivity

Global Reach, Local Expertise:

From our strategically located offices around the world, we serve leading corporations in Asia, Europe, Latin America, as well as North America. This global experience in turn has allowed us to develop significant localization experience.

ITC's consulting staff is diverse, multilingual, and has global experience. They can quickly identify and bridge gaps between standard system functionality and local business requirements. ITC can leverage its global network of resources to cost effectively deliver the module extensions needed to tailor your systems to your localization requirements.

Every implementation is unique. However, effective project management is a common thread in all successful implementations. Quality project management provides the planning, control, and execution that ensures predictability and minimizes risks. ITC gathered critical information about CDM's business processes, and used that information to design and deliver the solution that allowed CDM to achieve its business objectives.

Coeur d'Alene Mines Overview

- **Who we are**

Coeur d'Alene Mines Corporation is one of the world's leading silver companies and also a significant gold producer. Coeur, which has no silver or gold production hedged, just completed construction on one of the largest silver mines in existence, San Bartolomé in Bolivia, and is presently constructing an even larger silver mine, Palmarejo in Mexico; Coeur also operate two underground mines in southern Chile and Argentina and one surface mine in Nevada; and owns non-operating interests in two low-cost mines in Australia. The Company also owns a major gold project in Alaska and conducts exploration activities in Argentina, Bolivia, Chile, Mexico and Tanzania.

Where Coeur d'Alene Mines sites are located:

- North America:
 - Rochester Nevada – in end of life wind-down operations
 - Coeur Alaska – ready to start operations, waiting settlement of environmental litigation
- Latin America:
 - Argentina/Bolivia/Chile: Full operations
 - Mexico: Construction stage
- Australia:
 - Financial operations only



Geographic:



One of the challenges we face in operating the Oracle system in all of our sites but especially in South America is the remoteness of the sites themselves. Our South American sites are currently located in extreme southern Argentina at a site called Mina Martha, a similarly remote site in extreme southern Chile, at a site called Cerro Bayo and a site in the high mountains of Bolivia called San Bartolome, near Potosi, Bolivia. In addition to our mine sites, we have exploration and administrative offices in Santiago, Chile, Buenos Aires, Argentina and La Paz and Potosi Bolivia. Similarly, in the US our sites are fairly remote with a mine site in the mountains in central Nevada and a mine site in the high mountains north of Juneau, Alaska. The remote locations present unique communications issues. Our sites have relatively slow communications by either microwave, as in Nevada and Alaska or by satellite as in Mina Martha, Cerro Bayo and San Bartolome in Argentina, Chile and Bolivia. We are in the process of implementing the Oracle system at our newly acquired mines within the mountains southwest of Chihuahua City, Mexico. In addition, we have an administrative office in Sydney, Australia to support our cooperative interests in silver assets in a relationship with two mines there. And we have a business development presence in Tanzania in Africa.

In addition, being spread across the globe means vast time differences which make direct communication more difficult in that the differences in time mean a smaller window of opportunity to talk directly with the people spread from Tanzania to Australia and everywhere in between. E-mail becomes the primary mode of communication.

Regulatory and Reporting:

Another of the challenges is the differences in the local legal and reporting requirements within each country as well as the variations in the political environment and level of economic development of the various countries. We have attempted to implement Oracle in a standard model with any localizations being handled by custom reporting rather than any customizations in the forms or process coding. The highly configurable structure of Oracle has given us the ability to use configurations rather than custom coding to implement the system for each site. One area where we have not been able to use Oracle for our system needs is in the area of Payroll. Oracle still lacks adequate localization support for payroll within each of the countries we operate within.

Language/cultural Differences:

Another obstacle to overcome in our projects internationally is the differences in cultures and language. Each country in Latin America have their own local cultural differences and language variations that make communication in general more challenging but also make technical and business understanding more difficult.

▪ **Oracle System Implementation History:**

1. Original implementations:
 - a. Consisted of separate instances for each operation
2. Variety of upgrades in each separate instance – costly and time consuming
3. New implementations:
 - a. Implement in multi-org, single instance environment with a plan to migrate stand alone instances to the multi-org, single instance environment

Instance/site history:

From five separate instances to three instances today; should be at one instance by sometime in 2009.

- Corporate (CORP): Financials only: GL, AP
 - Version 10.6 – 1995
 - Multiple upgrades through several versions of 11i until 2005
 - Upgraded to version 11.5.9 and added CE – 2005
 - Upgraded to version 11.5.10 - 2007
 - Rochester mine (CRI): GL, AP and Purchasing integrated with a 3rd party inventory and asset management system (EMPAC)
 - Version 10.6 – 1995; 10.7 - 1996
 - Migrated to version 11.5.10: Migrated to single instance, multi-org instance - 2007 on the instance with Corporate, Argentina and Bolivia, implemented Inventory and dropped the EMPAC inventory and asset management system; operations reduced to late stage ore processing only (no excavation of new ore)
 - Silver Valley mine (CSV): GL, AP, Purchasing and Inventory
 - Version 11.5.8 - 2000
 - Sold – 2006
 - Still have historical data
 - Cerro Bayo, Chile mine: (CB): GL, AP, Purchasing and Inventory
 - Version 10.7
 - Upgraded to version 11.5.9 – 2004
 - Alaska mine (CAK): GL, AP
 - 10.7 - 2005
 - Version 11.5.9 – 2005
 - Implemented Purchasing and Inventory - 2006
 - Upgraded to version 11.5.10 – 2007
 - Bolivia mine (EMM): GL, AP, CE, FA, Purchasing and Inventory
 - Version 11.5.10
 - Implemented on the multi-org single instance with Corporate
 - Version 11.5.10
 - Argentina mine (ARG): GL, AP, FA, Purchasing and Inventory
 - Implemented on the multi-org single instance with Corporate operations
 - Version 11.5.9 – 2005
 - Upgraded to version 11.5.10 - 2007
- **Project Goals - Since going to the multi-org, single instance:**

The objectives are to implement the appropriate applications using a model of using:

- Financial, Purchasing, Inventory, and now EAM and Project Costing
- Using standard functionality
- Zero customization with the exception of customizing reports, where required

- Controlling, where possible, at the master/operating unit level. This is a particular issue where sharing suppliers, inventory categories, etc. can cause problems where some sites are English speaking and other Spanish speaking.

▪ **Network and communications configuration and how this impacts the project**



Coeur provides system access to 5 mines sites, 24 offices, thousands of hotels, hundreds of airports and many home offices to support our world wide operations

As our sites are mostly located in remote and usually mountainous areas and our Oracle systems are centrally located in Coeur d'Alene, Idaho, we need to use slower communications networks to keep costs down and because other forms of network access are just not available. At our sites in Nevada and Alaska we use microwave relay networks to access the system from the mine site. In our sites in South America we use satellite communication at the sites to gain access to the WAN back to Coeur d'Alene. We also use other proven technology such as wireless, VPN, E1 and T1 as well as Wireless, Blackberrys and Edge Cards for e-mail communications and remote access where available and needed.

▪ **How we manage the project from within the Coeur d'Alene's structure**

Coeur d'Alene Mines philosophy is to leverage our IT staff through the use of partnerships with key system and communications consulting firms to allow a flexible staffing for global implementation and support of the business application and communications network requirements.

Coeur d'Alene Mines' IT department is made up of a staff of four people:

- IT Director
- IT Business Analyst
- Systems Administrator
- IT Network Analyst

For Oracle ERP implementation projects, Coeur d'Alene Mines have contracted with several Oracle partner consulting firms to help implement or upgrade the various ERP instances the company has in the both North and South America.

Site IT Technical Staff:

Each site employs one or more technical infrastructure support staff whose responsibility is to support the LAN, WAN, hardware and communications infrastructure for each mine site and administrative offices. Currently, there are nine (9) technical support personnel spread around all the sites and administrative offices.

The company has several local network and communications firms at various sites to help their own technical staff with major upgrade or implementation projects of the network or technical infrastructure while their own staff performs normal day to day support as well as acts as a project manager for those technical upgrade and implementation projects.

Strategic Consulting Partnership:

Due to the geographical, language and cultural differences within the business sites in Latin America where Coeur d'Alene is currently implementing the Oracle ERP system, the company developed a close business relationship with IT Convergence. The key factors in the development of this relationship with ITC, is their:

- Experience in the countries where Coeur d'Alene Mines does business (a strong presence in South America)
- Knowledge of the regulatory localizations needed in different countries
- Fluency in the local languages where Coeur d'Alene Mines is currently operating
- A larger global presence that should support Coeur d'Alene Mines' further expansion of global acquisition of mining opportunities

- **How we gathered the initial requirements**

Initial requirements were gathered, at the sites, by the ITC Functional Consultant and the Coeur IT Project Manager. They gave the functional users an overview of how the Oracle applications worked and how they were integrated. Then discussions of current processes were discussed and a gap analysis was completed drawing out the differences between the sites current processes and the 'best practices' processes available within the Oracle applications. From there the requirements were defined by the key users and a gap analysis was done to fine the areas where differences between the requirements and the processes defined within the Oracle applications. Then a requirements document was prepared and reviewed by the key users and IT Project Manager and approved.

- **Issues and lessons learned which revolve around improved requirements gathering, personnel time commitments, and post implementation support**



- Improved requirements gathering:
 - Define the standard model of implementation currently in use
 - Define the special local regulatory and reporting requirements
 - Create a Gap Analysis in processes
 - Create the Initial Requirements Document
- Personnel time commitments:
 - Talk with Site Sponsor management regarding the need for balancing the need for user time on the project and doing their regular assigned work
 - Discuss frankly the need for user time commitments to the project. Agree on an average number of hours for training, testing and task completion between those major activities
 - Define the train the trainer process for continuation of process training at the site; make sure they understand the need to update their procedures and training documents with the goal to be able to train new employees in the functions and procedures to effectively maintain continuity of the processes, both system and non-system.
 - Get an agreement from the key users to those time commitments
- Post implementation support:
 - Setup support contracts with IT Convergence Support to support the users with system and process problems, errors and questions
 - Educate the site personnel in the difference between projects new requirements and requests and on-going support. Define the support processes between the users, ITC Support and requesting new functions and reports through the MIS Systems Request process, including:

- Request for service
 - Justification of the request through cost/benefit analysis
 - The corporate priority process for requests
- Support request to ITC
 - Ticket number for tracking
 - Priority process
- Status tracking with ITC, Corporate IT and the users

Localizations Implemented

Although Oracle Financials, part of Oracle's full-featured Enterprise Resource Planning (ERP) suite, is appropriate for most companies, implementation steps are not the same for every organization.

The Oracle suite is both global and localized for Latin America. Globalization is a core Oracle functionality that is supported by Oracle Corporation for all the countries in the region, and localization is an Oracle functionality that is supported by each country.

The issues faced in implementing Oracle Financials in Latin American countries can be divided into three general categories:

- Legal Requirements: These are mainly based on strict controls for tax calculations and revenue control.
- Technical Issues: Problems faced when the system is installed in a language other than the original version in English.
- Business Practices: Each country has special practices, which are not legally required, but are "traditional" ways of doing business.

Every country has its own specific regulations, but many of them are common in the Latin American region.

Legal Requirements:

Every country has its own legal and fiscal requirements. These requirements affect certain modules more than others. Most of the legal requirements fall into a few modules: General Ledger (GL), Fixed Assets (FA), and Accounts Receivables (AR).

Here are some examples of the legal requirements and the challenges they present:

1. Many governments require the companies to have preprinted forms with preprinted number sequences for sales invoices, credit memos and debit memos.
2. Some countries require the printing of special Sales Journals
3. In countries with high inflationary levels, special reports are required. These reports "translate" the accounting results to "current" results based on inflationary indexes.
4. For the AR module, each country has different tax handling rules.

Oracle solves many of these requirements with additions to the financials base code called "Localizations". The localizations add functionality to the Financials modules; this is achieved with the use of Globalization Flexfields, country specific reports, country specific processes and modified versions of processes.

Although localizations exist for many Latin American countries (but certainly not all: none exist for example for Central America), they don't cover all the legal requirements, so the implementing organization still has to tackle a number of customizations.

"Enterprise applications" have various localizations to cater to individual regions. Localizations are important to adhere to legislative requirements and local customs. Language for example is an important aspect of localization. Oracle's MLS (multi-language support) is an important feature that helps to gain acceptance amongst the user community for whom English is not their first language.

Technical Problems:

The Financials base code is written for the English language. In Latin American countries, many organizations prefer to install the Spanish version and avoid the steeper learning curve of using the

system in English. The use of the non-English version requires more time for patch application, because system administrators must first apply the patch in English, and then apply the Spanish version. Often, the patch required to solve a problem has not been translated to Spanish, so the time to deliver a solution for a problem is substantial.

Localizations require additional patching of the applications besides the language-related patches. Many users believe localizations are unstable and so prefer to develop their own customizations. This paper recommends using localizations provided by Oracle and minimizing customizations, because upgrades may negate customizations or make them unusable. Also, localizations are supported by Oracle and Oracle is continuously adding to their functionality.

Oracle technical support does not have Spanish language analysts for 24/7 support, so organizations often have to hire bilingual technical staff, which in some countries may be difficult to find.

Business Practices:

Many requirements come from the “traditional” way of doing business rather than formal legal requirements.

Other kinds of issues happen when the organization is a subsidiary of a US or European company. The accounting and all the organization must be done in the country’s currency, but the reporting to the holding must be done in US dollars or Euros. Oracle provides many tools to solve this issue, including the Multi Reporting Currency (MRC) functionality. MRC allows reporting in many currencies from Oracle’s modules, and directly records the transactions in multiple currencies.

Many companies in Latin America that are changing from non-integrated systems to an integrated solution like Oracle Financials tend to have extensive Charts of Accounts (COA). These COAs are designed to enable all of the company’s financial analysis on the basis of General Ledger information. Oracle Financials provides extensive analysis and drill-down capabilities based on the sub-ledger modules. It is important to let customers know that these capabilities can greatly simplify their COAs while maintaining or even enhancing their analytic capabilities.

IT Convergence made a number of localized configurations to cover business requirements which could not be covered through standard Oracle functionality.

Effectively implementing Oracle Financials in Coeur D’Alene Mines entailed making the necessary localized configurations.



Argentina:

Purchasing has been customized so that Coeur d’ Alene now enjoys an integrated purchase order system that produces purchase orders which comply with Argentine regulations. The company’s systems are now also configured to produce cargo manifest invoices which comply with local standards.

These were all the localizations implemented in this country:

- A x I (Inflation Adjustment) on GL (General Ledger)
- A x I (Inflation Adjustment) on FA (Fixed Assets)
- GL – Argentine Daily Book/Major Book
- AP (Accounts Payable) – VAT & CITI/SICORE files (AFIP flat files)

Standard Functionality implemented:

- Financial Statement Generator (FSG) – GL Functionality to generate reports to be sent to Corporate

Custom developed:

Inventory reports (“remitos”) with specific numeration.



Bolivia:

There are not localizations in Bolivia so what has been implemented in this country was a standard Solution applied to functional currency (from Dollars to Bolivianos), and also a customization required for VAT/Purchases Book (legal requirement), in order to generate Purchase Orders for the Account Payable department. This customization was required because there was a modification in the rules for the presentation of the Purchases and Sales Book of the Da Vinci software.



Current Implementations: Mexico

We are currently in the beginnings of a project to implement the Oracle system for a newly acquired subsidiary of a mine site in the state of Chihuahua in Mexico. The original company was an exploration company who does mineral exploration and then finds a mining company to buy and develop the property and manage the actual mining of the silver. That company had a small system that had mainly a simple accounting system and did not have the other ERP applications needed to develop and run a mine. Therefore, the implementation of the Oracle ERP system is a fresh implementation without a significant 'legacy' system to convert data from. The project has started with the basic initial requirements gathering and definition.



We are using the implementation model from the previous Argentina and Bolivia implementations in 2005, 2006 and 2007. In addition, we are using lessons learned and variations in the configurations developed in our Alaska and Rochester, US operations and implementations and our implementation in Cerro Bayo, Chile.

Future Implementations and Migrations to Single Instance Multi-org

CDM has previously implemented stand alone instances of Oracle ERP for our Cerro Bayo and Alaska sites. They are running on separate servers and have some variations on how they were configured due to having been done on stand alone instances. Our corporate plan is to put all of our sites on one single instance multi-org instance.

The company is also planning a migration of the Cerro Bayo separate instance to the multi-org single instance system early this year and a migration of the Alaska separate instance to the multi-org single instance in 2009. In addition, it is planning to begin an implementation of eAM, Enterprise Asset Management, application beginning later this year and rolling it out to our other sites over the next several years.

Conclusion

New Implementation leads to Business Process Standardization

Effectively implementing Oracle Financials at Coeur d' Alene's Argentine and Bolivian subsidiaries, entailed not only making the necessary localized configurations, but it also involved migrating a number of the company's processes from legacy systems.

Cash Management and Accounts Payables were implemented to standardize and centralize the company's cash flow process which had previously been managed by a decentralized, legacy system operated out of Coeur d' Alene's Argentine offices in Buenos Aires and Rio Gallegos. The implementation of Inventory replaced the manual inventory control process that the company had been using. Implementing General Ledger allowed the company to streamline its month-end closing process, which had been based in Excel prior to the engagement.

IT Convergence also made a number of localized configurations to cover business requirements which could not be covered through standard Oracle functionality. Purchasing has been customized so that Coeur d' Alene now enjoys an integrated purchase order system that produces purchase orders which comply with Argentine regulations. The company's systems are now also configured to produce cargo manifest invoices which comply with local standards.

After completing the Argentine implementation, IT Convergence's consultants continued to work from the Coeur d' Alene's Buenos Aires headquarters to remotely implement Oracle at the company's Bolivian subsidiary. ITC implemented the same modules in Bolivia as it had in Argentina, integrating all of the Bolivian subsidiaries' manual processes into Oracle.

Processed streamlined, systems integrated into single Oracle Instance

Coeur d' Alene enjoys a number of business process improvements as a direct result of the successful implementation of Oracle Applications at its Argentine and Bolivian subsidiaries. The company's accounting and transaction processes are now centralized and standardized, and the ERP systems which support these processes now consistently provide timely and accurate information. Likewise, the company has replaced its decentralized, manual purchase order system, with a streamlined, automated purchase order system which utilizes Oracle Purchasing. Coeur d' Alene has now reduced the time necessary to complete month-end closings by more than half, and the information is instantly available to the company's world-headquarters, whereas previously month-end closings had to be e-mailed to headquarters.

This project also marked the first time the company had implemented Oracle at its subsidiaries via its main server in the United States. This has given the company the confidence it needs to consolidate all of its Oracle Applications into one single global instance. Moreover, Coeur d' Alene now knows that ITC is a reliable partner capable of assisting with future ERP initiatives.

To successfully implement Oracle Financials in Latin American countries, it is imperative to understand the idiosyncrasies of the legal environment of each country.

Latin American governments tend to impose stricter controls on accounting, fixed assets and invoicing controls than their counterparts in the US. ERP software like Oracle must adapt to those requirements.

Oracle Financials is a powerful tool that can address many country-specific requirements. To cover those requirements, Oracle provides localizations, and although these sometimes lack some of the functionality required, it is better to use them to minimize the use of customizations.

Other requirements are merely business practices that can be changed with proper change management and making the users decide if their practices are the best or are truly required.

Oracle provides an answer for Latin America's business needs, and the Oracle E-Business Suite is a powerful platform that enables the information flow to the global enterprise systems. Thousands of companies run Oracle in Latin America, taking advantage of the flexible integration it provides. Latin American roll-outs should be carefully planned, taking business decisions in advance and relying on experienced partners.

The real challenge is then managing the implementation project so that all localization issues are proactively addressed. After successfully implementing Oracle apps, the different challenges become assets and the company speaks the same "business language."

Relying on the Oracle E-Business Suite provides business value by expanding the market opportunities in Latin America, embedding best practices into the subsidiary's business processes, providing fast adaptability to change, and improving overall corporate visibility.

After successfully implementing Oracle Applications, a common business language will help the company overcome any local language differences.

The importance of continued support from the consulting partner to maintain the current as well as add any additional localizations required, maintains the integrity of the localizations within CDM's system for each site.

