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Oracle OpenWorld 2016
Special Issue

DIGITAL TRANSFORMATION

“Cloud technologies allow enterprises to benefit from the power of digital technologies very quickly with very low startup costs, and that’s what makes it so exciting.”

—ORACLE CEO SAFRA CATZ

IN THIS ISSUE

Oracle OpenWorld by the numbers (p. 04) Q+A with Oracle CEO Safra Catz (p. 06)
Highlights from Oracle OpenWorld 2016 (p. 12) Overheard @ Oracle OpenWorld (p. 24) Five Oracle customers share their digital transformation stories (p. 26)
Oracle executive insights from Loïc Le Guisquet (p. 30), Hiro Sugihara (p. 32), and Andy Mendelsohn (p. 34)

PROFIT



EDITORIAL

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CASE STUDY



ORACLE HYPERION PLANNING AND BUDGETING CLOUD SERVICE IMPLEMENTATION

LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT (KY)

Lexington-Fayette Urban County Government's planning and budgeting process was labor intensive and complicated with much duplication of effort. They needed a streamlined process that increased efficiency and eliminated redundancies. Improved reporting was also a necessity for forecasting, and ultimately increasing ROI through saved time and effort.

DUPLICATION, DATA INTEGRITY, & FORECASTING

LFUCG's process not only duplicated efforts but also suffered from problems with data integrity. Managing separate databases for personnel, capital, and operating requests meant maintaining accurate data across multiple spreadsheets was a challenge.

The cumbersome nature of the process made forecasting and scenario analysis nearly impossible, as the databases were too large and slow for timely reporting of multiple projections.

RESULTS & FUTURE EXPECTATIONS

A single data source for reporting is a key improvement. All reports point to the same application, improving accuracy and greatly increasing confidence in the information provided. This single data source eliminates redundant data entry by the different divisions when creating budget requests. Because reporting is vastly improved, processing time has decreased perceptibly.



WORKING WITH METAFORMERS

LFUCG chose Metaformers for our clear solutions designed to maintain data integrity, simplify personnel computations, provide forecasting and reporting abilities, and for our knowledge of their existing financial systems and experience with their processes.

Metaformers provided excellent project management that kept the project on schedule while implementing all identified functionalities, as well as extensive testing and training that allowed for fine tuning of the system to ensure a smooth transition to the LFUCG staff.

"Outstanding project management allowed for quick issues resolution. We saw immediate progress, and with Metaformers' understanding of our present state and processes, changes were implemented quickly. These factors allowed the project to be completed within both our timeframe and budget."

Aldona Valicenti, Chief Information Officer, Lexington-Fayette Urban County Government

Fall 2016

Oracle OpenWorld Special Issue



COVER STORY

- 06** **DIGITAL TRANSFORMATION**
Oracle CEO Safra Catz says embracing digital transformation can enable businesses to do more, know more, and spend less.

COVER: ORACLE CORPORATION

■ UPFRONT

- 04** **ORACLE OPENWORLD 2016: 20 YEARS BY THE NUMBERS**
After two decades, Oracle OpenWorld is on its way to becoming a “zero-waste to landfill” event by 2018.

■ HIGHLIGHTS: ORACLE OPENWORLD 2016

- 12** **DAY 1: CLOUD FIRST—AND FAST**
Oracle Executive Chairman and CTO Larry Ellison showcased innovations across Oracle's cloud computing platform.

14 **DAY 2: CLOUD DRIVES INNOVATION**

Oracle CEO Mark Hurd offered solutions on how CIOs can spur innovation and break out of the 80/20 IT spending trap.

18 **DAY 3: CLOUD FOR GOOD**

Oracle President of Product Development Thomas Kurian shared his bold, optimistic vision for the future of cloud computing.

20 **DAY 4: DATA CENTER TO CLOUD**

Oracle Executive Vice President of Systems John Fowler and Senior Vice President of Systems Juan Loaiza discussed the revolution in compute and data management in the cloud.

22 **DAY 5: COMMUNITY SPIRIT**

Georges Saab, Oracle's vice president of development, Java Platform Group, highlighted how scientists are using the “write once, run anywhere” Java code.

24 **CLOUD'S BRIGHT FUTURE**

At OpenWorld 2016, Oracle customers offered a glowing report on cloud-driven business.

■ BIG IDEAS

26 **MORE THAN TALK**

Five Oracle customers are betting the future of their business on digital transformation.

30 **FIVE KEYS TO DIGITAL TRANSFORMATION**

Execution is essential for companies looking to benefit from the cloud.

32 **DIGITAL RISING**

Oracle's Hiro Sugihara sees “digital aid” as an energizing force in the era of transformation.

34 **PICK YOUR HORSE WISELY**

From cloud to big data and in-memory analytics, which database technology will you ride through the transitions ahead?

36 **WHERE IS YOUR COMPANY ON THE PATH TO DIGITAL TRANSFORMATION?**

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ORACLE OPENWORLD 20-YEAR HISTORY



US\$3.2 BILLION
POSITIVE IMPACT OF CONFERENCE ON SAN FRANCISCO BAY AREA



1,256,964 POUNDS OF ORGANIC WASTE COMPOSTED—EQUAL TO THE WEIGHT OF 81 SAN FRANCISCO CABLE CARS



133,712 POUNDS OF MATERIALS DONATED, BENEFITTING MORE THAN 14 BAY AREA CHARITIES



1,946,164 HOTEL ROOMS RESERVED BY ATTENDEES



3 BILLION+ CUPS OF COFFEE CONSUMED BY ATTENDEES



WES ROWELL

ORACLE OPENWORLD: 20 YEARS, BY THE NUMBERS

ORACLE OPENWORLD 2016, WHICH TOOK PLACE IN SAN FRANCISCO, CALIFORNIA, SEPTEMBER 18–22, marked the 20th anniversary of the conference that brings together top technologists and innovators to discuss the future of technology. During those two decades, the conference has had a significant, measureable impact on the vitality of the San Francisco Bay Area—adding billions of dollars to the local economy and diverting (literally) tons of material and waste away from the landfill and toward local charities. The goal? To continue to showcase the unique culture and vibrancy of San Francisco to all attendees and make Oracle OpenWorld a “zero-waste to landfill” event by 2018. —BLAIR CAMPBELL

KPMG Achieves Oracle Cloud Elite Partner Status

The highest distinction in Oracle PartnerNetwork is awarded to companies that have exceptional experience in Oracle Cloud solutions.

KPMG recently earned a number of prestigious designations and awards from Oracle, including Oracle Cloud Elite Partner status in Oracle PartnerNetwork (OPN) and six Oracle Excellence Awards for Enterprise Resource Planning Cloud Partner of the Year globally and in North America and the Asia-Pacific region. In addition, KPMG is the only Oracle partner to achieve Advanced Specialization status for Cloud Finance, and one of only three



With the innovation that the KPMG Powered Enterprise solution brings to the Oracle Cloud space, we have a tremendous opportunity to help clients transform their businesses.” -Linsey Ryan, KPMG

Oracle partners with Advanced Specialization for Global Cloud Human Resources. Oracle also appointed its vice chairman of the board of directors, Jeff Henley, to be KPMG's executive sponsor. This is the first time KPMG has had an executive sponsor at Oracle. Linsey Ryan, principal and Oracle leader at KPMG, discusses KPMG's new distinctions, and their benefits for customers.

Why was KPMG bestowed with Oracle Cloud Elite Partner status in OPN?

Oracle Cloud Elite Partner status recognizes KPMG's longstanding and successful partnership with Oracle in the cloud market. It acknowledges KPMG's impact on the market, our track record of successful cloud deployments, and our significant investment in Oracle's cloud solutions.

How does achieving Oracle Cloud Elite Partner status benefit your clients?

Clients are looking to engage with a provider who has deep experience and an established track record. Oracle Cloud Elite Partner status is a statement that KPMG is one of Oracle's most strategic partners. We're now in some exclusive company, and such a designation helps clients make more timely and informed business and technology decisions.

Why has KPMG invested in the area of cloud for so many years?

No matter where our clients operate, the cloud has become the place for digital transformation. Nearly a decade ago, KPMG first recognized the cloud's impact on the market and made a significant investment in this space. And now,

with the innovation that the KPMG Powered Enterprise solution brings to the Oracle Cloud space, we have a tremendous opportunity to help clients transform their businesses.

Why has KPMG devoted resources to achieving expertise in Oracle's cloud solutions?

It's about opportunity and teaming with a leader. Oracle is one of the world's most advanced enterprise cloud providers with broad and extensive experience in the market. And for a long time, Oracle has been one of KPMG's most strategic industry partners. We've built an entire alliance sales and marketing organization and have ramped up training and enablement around Oracle Cloud including training and certifications, dedicated go-to-market resources, and joint solution development.

What is the role of the cloud in your clients' digital transformation initiatives?

Clients are increasingly moving to the cloud across their businesses to transform their businesses. They realize that the cloud isn't just for sales and marketing functions, but should be leveraged for mission-critical operations to achieve real change.

For more information, visit www.kpmg.com.



DIGITAL TRANSFORMATION

Oracle CEO **Safra Catz** says embracing digital transformation can enable businesses to do more, know more, and spend less.

BY JOHN FOLEY

When Oracle CEO Safra Catz discusses the myriad advantages that digital transformation can bring to an organization, she acknowledges the changes required to do it right are seldom easy.

“People say they love change. Actually, they love it when *you* change,” Catz told an audience of business and technology executives at Oracle OpenWorld 2016. “Even if they hate a process, hate a system, when you try to change something, you have to peel their hands away from it.”

However, for most businesses these days, change is not an option—it’s an imperative driven by customer expectations and the pace of innovation. And Catz is engaged in conversations with business leaders from across industries about how to seize the opportunities and overcome the challenges.

“It’s critical to simplify and run the business in such a way that resources are released to invest in your main business,” she said at Oracle OpenWorld 2016.

Catz knows from first-hand experience the careful planning and collaboration that must happen to bring these projects to fruition. She played a key role in Oracle’s own move to web-based enterprise applications, which saved the company over US\$1 billion in the first year. And more recently, Oracle has adapted its systems and processes to make it fast and easy for



ORACLE CORPORATION

THE WONDERFUL BENEFIT OF AN ENLIGHTENED DIGITAL ENTERPRISE IS, ASIDE FROM MAKING BETTER DECISIONS AND OPTIMIZING ALL YOUR ASSETS, YOU ARE ALSO SPENDING LESS. THAT'S A SUPERB OUTCOME.

customers to procure cloud services via its Oracle Accelerated Buying Experience program.

Profit spoke to Catz to get her thoughts on what works and what it takes to succeed.

PROFIT: What does the term “digital transformation” mean to you, and why do you think it’s important?

CATZ: Digital transformation brings companies into the future, and it enables them to be more competitive. Through the use of new technologies, you not only gain a better understanding of your environment, your customers’ needs, and your own business, you also benefit from putting all your best assets—whether they’re your employees, supply chain, processes, or products—to the newest and best possible use.

For each department, digital transformation provides new insights into its own organization and allows a sharing of information between organizations that empowers better decision-making. So now, organizations can optimize for the whole company, including for employees and customers. Each department is released from doing things the way things have always been done, unshackling it from limitations, whether they’re technical, historical, or even process-oriented.

For example, for a head of human resources, digital transformation provides deep insights into new-hire candidates and current employees. In addition, it enables new and better

engagement with those candidates and employees along with the sharing of information cross-departmentally. Imagine bringing your most-important asset, your people, together with your other assets—financial, product, management, and so forth. That kind of interaction and sharing of information is where even deeper insight and new opportunities come in.

The wonderful benefit of an enlightened digital enterprise is, aside from making better decisions and optimizing all your assets, you are also spending less. That’s a superb outcome because you do more and you know more, and yet you spend less, because so much less is spent on things that don’t advance the agenda of the company or empower employees or customers.

PROFIT: Oracle’s leadership has embarked on several successful transformations over the history of the company. How has Oracle applied modern technologies and taken advantage of the benefits of digital business?

CATZ: We look at simplifying our processes, empowering our employees, and using our own systems to help meet our customers’ needs.

For example, through the Oracle Accelerated Buying Experience, which we introduced to streamline the procurement of cloud services, we stepped back and reimagined our contracting process—without being bound by how we did

So all of these areas that used to be siloed now need more technology for greater insight. And that is where the CIO has to be the partner of every line of business. Every player on the team is important, but the CIO has to organize it in a way that makes the most sense for the company long-term. You need someone who understands the fundamentals and can orchestrate a company's success. Plus, the technical decisions required for digital transformation can be complicated and the partnerships and commitments with others often last for many years.

PROFIT: From your experience handling what many would consider complex business transformations, what words of advice do you give to executives considering digital transformation?

CATZ: There are always a hundred reasons not to do something. There are always people who will put off what needs to be done, what should be done. But it's very important, for the health of the business, to have a culture that brings in new ideas and new technologies.

The hardest part of a transformation isn't actually the technology. The hard part is managing a business through change. So, start by acknowledging and telling your employees that to be competitive you need to meet your customers' evolving needs and that means you constantly have to change, to improve. Then, don't be limited by how you did things in the past. Instead, focus on the best way to meet your customers' needs.

And this is a unique time in technology. Digital transformation can be done at far less cost and much faster than ever. Cloud technologies allow enterprises to use the power of digital technologies very quickly with very low startup costs, and that's what makes it so exciting. □

John Foley ([@jfoley09](#)) is senior director of strategic communications at Oracle.

things in the past—and used our cloud technologies to meet the up-to-the-minute needs of our customers. With the power of digital technology, we're empowering our employees, and they in turn are putting that same power into the hands of their customers so they can focus on their own needs and unleash productivity within their organizations.

PROFIT: What role does the CIO play in this transformation? **CATZ:** The CIO's role is more important today than at any time in the past. Now, marketing is interested in technology and wants to take advantage of it to engage more meaningfully with customers. HR managers care about technology, because it enables them to gain greater insights that will help them partner with the business to attract and retain the best employees and manage them for peak performance. And of course the CFO wants not only to keep track of what happened in IT systems, but also to be able to use technology and information about the past together with sales forecasts and marketing to look into the future.

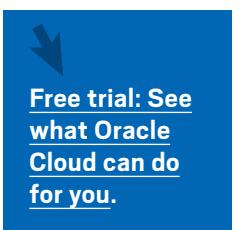
DIGITAL IN ACTION: THE ORACLE ACCELERATED BUYING EXPERIENCE

When Oracle set out to create a fast, simple way for companies to buy its cloud services, it did so by first focusing on the success of the customer and then transforming its internal operations to offer the best procurement experience in the cloud. Oracle's reimagining of the cloud purchasing process is an example of how a technology company is using its own offerings to deliver the best customer experience and leapfrog its competitors.

The new Oracle Accelerated Buying Experience, introduced earlier this year to more than 20,000 Oracle salespeople worldwide, revamps the purchasing process for Oracle's platform-, infrastructure-, and software-as-a-service cloud services. What used to take weeks or months now takes just minutes or days.

This massive acceleration was enabled by Oracle's own technologies—Oracle Sales Cloud, Oracle Service Cloud, and Oracle Configure, Price, and Quote Cloud (Oracle CPQ Cloud). The Oracle Accelerated Buying Experience project team used Oracle Sales Cloud and Oracle CPQ Cloud to run the new cloud-buying process, with real-time, click-to-chat support throughout the process driven by Oracle Service Cloud.

And now that the Oracle Accelerated Buying Experience program has been rolled out, the project team is able to quickly fine-tune and improve the purchasing process based on user feedback, because the system runs on cloud applications. Already, more than two-thirds of Oracle cloud transactions are taking advantage of this new process. —Chris Murphy



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Western Union uses BlackLine and Oracle solutions to reduce risk, improve efficiency, and increase visibility.

Western Union has a rich history encompassing more than 165 years of innovation and has successfully diversified and transformed its business model to a global FinTech payments company. Today, the company is rapidly growing its online presence with transactional website and mobile apps in 37 countries, as well as business-to-business and retail money-transfer capabilities across more than 500,000 worldwide agent locations, over 100,000 ATMs and kiosks, and via connections to hundreds of millions of bank accounts and mobile wallets. To help millions of people worldwide transfer money, Western Union uses Oracle E-Business

“BlackLine has given us a greater level of efficiency in terms of workflow.”

Shay Carroll, Western Union

Suite along with Oracle Hyperion Financial Management.

The company was looking to reduce manual steps and time in its reconciliation process. According to Shay Carroll, accounting director GSAS at Western Union, “We were looking to enhance and improve our workflows. For remote Accounting groups and peer reviews we had hard-copy reconciliations and respective backups that had to be

scanned and sent as an email—and then signed and sent back. This was incredibly time-consuming. There was very little automation.”

Why BlackLine?

To help improve and automate accounting processes, Western Union chose BlackLine among a list of best-in-class vendors. Western Union rolled out BlackLine’s Finance Controls and Automation Platform over a period of four months. The platform complements Oracle’s capabilities by automating manual period-end accounting processes and also enables customers to move beyond these outdated processes to a “continuous accounting” model. With continuous accounting, real-time automation, controls, and period-end tasks are embedded within day-to-day activities.

“We were impressed by how well it went,” says Carroll. “Four months in, we turned off the old system because our users were already performing 100 percent of their reconciliations in BlackLine.”

The Results

The results of the implementation were impressive:

Improved workflow efficiency and employee productivity by eliminating manual processes. With BlackLine’s Account Reconciliations, Western Union brought all monthly reconciliations online, eliminating the need for duplicate

data entry, printing, and back-and-forth emails. According to Carroll, “BlackLine has given us a greater level of efficiency in terms of workflow. It replaced all our manual processes. We have everything in a one-stop shop. All reports are produced out of BlackLine, and we have significantly reduced our printing needs.”

Increased compliance and efficiencies were achieved by having real-time visibility into reconciliation status and results throughout the process, allowing managers to focus resources more effectively.

Enabled access to all records, from anywhere in the world, at any time. By eliminating paper and spreadsheet-driven processes, Carroll and his team have not only reduced spending but also improved workflow through real-time access to critical data. According to one user, “Team assignments are magic. There’s no panic when someone is out of the office.”

Gained the ability to reconcile in multiple currencies, not just US dollars. As a global business, Western Union has over 25 currency ledgers in Oracle, yet previously all ledgers were reconciled in US dollars. “Users were also challenged because they weren’t reconciling in local currency,” says Carroll. “With BlackLine, for the first time, we have multicurrency reconciliations.”



The background of the entire page is a vibrant underwater photograph. In the upper right, a large hammerhead shark swims gracefully. The water is filled with schools of blue and white striped fish, likely surgeonfish or tangs. A large, textured rock formation covered in purple coral sits in the center-left. The overall atmosphere is serene and aquatic.

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Day 1 | CLOUD FIR



The Howard Street



Diane Bryant, Intel Center Group, gave

Oracle Executive Chairman and CTO Larry Ellison shared his vision for the cloud during the opening keynote.

With a strong emphasis on cloud, Oracle OpenWorld 2016 brought together top technologists and innovators to share their ideas about the future of technology. The conference hosted 60,000 attendees from 141 countries; offered 2,240 sessions; provided a speaking platform for more than 2,000 customers and partners; featured some 400 Oracle technology demos; and engaged more than 15 million followers, views, and interactions on social channels.

In his opening keynote at San Francisco's Moscone Center, Oracle Executive Chairman and CTO Larry Ellison showcased innovations across Oracle's cloud computing platform. Ellison underscored the fact that, a decade after the company started rewriting all its applications for the cloud, Oracle is now the fastest-growing large-scale cloud service provider. And the company continues to roll out a range of new products, build new second-generation cloud data centers, and take on new

competitors. "We're kind of an overnight success—if you call 10 years one night," quipped Ellison during his address.

Oracle's all-in move to the cloud is pitting the company against new competitors, Ellison noted. In infrastructure, "first mover" Amazon Web Services (AWS) is clearly Oracle's biggest cloud rival, Ellison said—though he emphasized that Oracle's next generation of infrastructure services will deliver twice the compute power, twice the memory, four times the storage, and

ST—AND FAST



The entrance had a new look for this year's conference.



As always, the Exhibition Hall was bustling with Oracle OpenWorld attendees.



Donna Dubinsky, executive vice president and general manager, Data Cloud, gave a keynote on the next wave of enterprise opportunity.



Oracle Technology Network's ever-popular TechFest offered great networking opportunities for all attendees.

10 times the input/output speeds as AWS. "Amazon is going to have serious competition going forward," he said.

Among the major new products Ellison introduced during his keynote was Oracle Database 12c Release 2, the latest version of Oracle's flagship database management system. As part of the company's "cloud-first" strategy, Oracle Database 12c Release 2 is being released in Oracle Cloud.

It's All About Infrastructure

That cloud-first imperative was echoed by Don Johnson, vice president of product development at Oracle, in a general session on how infrastructure as a service (IaaS) is the foundation of the modern cloud enterprise. Describing the move to cloud as a matter of "when, not whether," he emphasized the need for Oracle to build the necessary infrastructure in order to be the

cloud platform provider of choice for its customers.

Johnson's team built the foundational pieces of Oracle's IaaS solution with the goal of securely managing a large, complex cloud infrastructure deployment. For example, Oracle Bare Metal Cloud Service offerings, the first set of services to take advantage of this new infrastructure, are highly scalable public cloud services and include bare metal cloud servers—meaning they have no Oracle software running on them—in a fully virtualized network environment. The servers are under total customer control and, therefore, provide the best-possible cloud security available, said Johnson.

"Oracle has a clear mission and purpose, and we have a very forward-leaning, innovative approach to doing this," he said. "We have the know-how and the skill set, and we're coming in fast."

Day 2 | CLOUD DRIV



HCM Central celebrates during the HCM Cloud Keynote.



Aerobatic pilot extraordinaire poses with two of Oracle's Formula 1 race cars.

Oracle CEO Mark Hurd focused on the generational shift to the cloud during his keynote.

On Monday at Oracle OpenWorld, Oracle CEO Mark Hurd declared that the cloud can help relieve pressure on company CIOs, who are expected to increase earnings, cash flow, and stock prices. Hurd predicts that the number of company-owned data centers will decrease 80 percent worldwide by 2025 as companies commit all-in to the cloud, allowing them to free up a much larger percentage of their IT budgets for innovation.

Saddled with old, inefficient IT infrastructure and applications, most companies today are forced to spend about 80 percent of their IT budgets on support, upgrades, and patches—leaving only 20 percent for new development, Hurd noted during his keynote. But those CIOs who cede their time-consuming and costly data center operations to cloud providers will be able to break out of that 80/20 IT spending trap, Hurd said.

This isn't just an abstract exercise. Company CEOs, under intense pressure to boost revenues and profits amid slow global

economic growth, are leaning on their CIOs to deliver more business returns from their IT investments. "All the investors want [CEOs] to do is grow earnings, grow cash flow," Hurd said. "They have very little patience for any long story you have about why it's so hard."

Hurd offered the example of one CIO who got that message: Jaime Vogel of Australian Finance Group (AFG). Hurd reports that AFG is already realizing the innovation benefits of its all-in cloud commitment, having shut down its two data centers in May

MOVES INNOVATION



corporated innovative customers
oud Rubies Awards.



Fujitsu Executive Vice President Goro Watanabe
discussed Fujitsu's partnership with Oracle Cloud.



Patrick Benson, CIO at ClubCorp, discussed the
future of the cloud during a Monday keynote.



extraordinaire Sean Tucker of Team Oracle air show fame
his many fans.



Students from d.tech High School, soon to be located on the Oracle campus,
demonstrated the school's innovative STEAM curriculum.

2016 after progressively moving about 80 applications and all its IT infrastructure to the cloud. In presenting the cloud migration plan to AFG's board, Vogel set a stretch goal: spend 75 percent of the financial services company's IT budget on innovation, not the 20 percent it was spending when he joined the company.

Vogel estimates that the shutdown will save AFG about AU\$500,000 (US\$385,000) per year in operational costs. More importantly, cloud services provided by Oracle and others bring a modern feature set to the business, while freeing up operational budget and people for work "purely focused on creating new products for our brokers," he says.

Getting Transformation-Ready

The process of preparing your organization for a transformation of that magnitude, with the goal of gaining competitive

advantage, was the topic addressed by Lyn Craven, program director for Strategic Value Services at Oracle, and Annette Wellinghoff, vice president of Human Capital Management Transformation at Oracle.

Craven and Wellinghoff took the stage at Oracle OpenWorld to present some of the best practices that inform their work helping organizations ensure they achieve business value from their technology investments. Their recommendations include identifying a transformation leader who is able to drive the program, knowing what you want to achieve, and measuring results.

Thirty years ago, the biggest concern organizations had about new technology was "does it work? Does it have the functionality I need?" said Craven. "When you move to the cloud and you take a lot of that worry about the infrastructure away, you can start to think about strategic support for the business."

Database and Application Virtualization—Efficient, Reliable, and Secure

Clonetab improves DBA productivity 45 percent by automating the cloning and replication of Oracle E-Business Suite, Oracle's PeopleSoft, and Oracle Database solutions.

The reasons for database and application virtualization—consisting of cloning or replication—are myriad, ranging from having a backup for disaster recovery, to patching and testing, to upgrading to a new software version, to having a database instance for reporting. Nevertheless, while database and application virtualization is a common IT practice, it can be time-consuming and expose your organization to unwanted security and compliance risks.

Homegrown scripts and manual execution of sequential commands

“ROI with Clonetab can be rapid. Enterprise customers typically see the time for database cloning and replication shrink by 90 percent, while reducing the storage needed by target database by 99 percent.”

remain the most prevalent way to clone and replicate databases and applications today. But these are time-intensive processes fraught with security and compliance issues such as lack of an audit trail, separation of duties, and unencrypted passwords. Further, beyond the actual time spent cloning and replicating, there is also a significant expenditure of time managing refreshes and patches.

Solution

An Oracle Gold Partner, Clonetab offers Oracle customers an integrated cloning technology solution. Our technology supports Oracle E-Business Suite, Oracle's PeopleSoft, and Oracle Database. The latest release of our technology enables cloning between Oracle databases, as well as replication between Oracle databases and heterogeneous databases such as MySQL on any storage system.

Regardless of whether your database is on premises or in the cloud and whether you want to clone or replicate a database from the cloud to one on premises or vice versa, Clonetab streamlines your processes. This includes database and application migration from on premises to the cloud, between different operating systems, or during version upgrades. An appliance-based solution, including a virtual option as well as modules such as Replication, SQL Self-Service, and Data Scrambling, Clonetab gives you a complete audit trail and ensures compliance with various financial and security controls.

Benefits

On the market for nearly four years and having completed several thousand Oracle E-Business Suite and Oracle Database refreshes, Clonetab touts a list of blue chip enterprise companies that have seen substantial ROI. At the top is time

savings. A typical database cloning takes a DBA 12 to 24 hours to complete for an average database size, which shrinks about 90 percent with Clonetab and translates into higher uptime and faster disaster recovery. And because cloning and replication are automated (presuming 50 clones by each DBA per year), the time savings for DBAs is huge.

SQL script executions can also be a big time sync for IT teams, comprising up to 15 percent of DBA requests. Clonetab's SQL Self-Service module allows non-DBA IT team members to run their own SQL self-service requests without sharing any passwords.

The time savings for refreshes and SQL script executions equate to a DBA productivity gain of around 45 percent: 4,500 hours or US\$198,000 annually for a team of five, 9,000 hours or US\$396,000 annually for a team of 10, and 13,500 hours or US\$594,000 for a team of 15 (assumes an average DBA salary of US\$44 per hour).

The benefits reach beyond productivity gains. For example, our CTCclone technology optimizes the amount of database storage required for cloned instances by capturing and storing only incremental changes once a clone is created. This thin provisioning capability reduces the initial storage needed by target instance by 99 percent, which equates to substantial cost savings over time.

For more information, visit www.clonetab.com
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Day 3 | CLOUD FOR



Bhanumurthy B.M.
Wipro, spoke abou



Oracle CEO Safra C
in Maharashtra, Ind

Thomas Kurian, president of product development at Oracle, showcased innovation in his Oracle Cloud keynote.

Oracle President of Product Development Thomas Kurian shared his bold, optimistic vision for the future of cloud computing during his Tuesday morning keynote at Oracle OpenWorld. And it's a vision that goes well beyond delivering more-flexible IT resources at lower costs.

Kurian's presentation included nearly a dozen examples of how major companies around the world—including American Express, Macy's, Manchester Airports Group, and SoftBank—are using Oracle Cloud to pursue their own innovations.

One demo combined Oracle Cloud analytics, chatbots, and voice-activated queries in a modern analytics application that pushes data to a user from multiple sources. Another involved live data feeds from Oracle Internet of Things Cloud Service, machine learning, and the data visualization of more than 1 trillion data points.

A third demo showed how mobile, commerce, and customer experience capabilities could be used, along with consumer data from Oracle Data Cloud, to create a highly personalized car shopping experience that provides adaptive recommendations.

Kurian also shared that when his group set out to develop cloud services, the ultimate goal was to achieve far-reaching impact. "We believed we could transform every company and every institution in the world," Kurian said. That included changing not just the way people thought about IT, he added, but the way they used IT "to make the world a better place."

GOOD



Safra Catz, president and COO of Oracle, spoke about integrated cloud services.



Dr. Vishal Sikka, CEO of Infosys, shared a purposeful approach to artificial intelligence.



Oracle Senior Vice President Steve Daheb addressed a Leaders Circle session.



Safra Catz and **Devendra Fadnavis**, chief minister of government of Maharashtra, India, shared a vision for smart cities during their keynote.



ORACLE TEAM USA teammates signed autographs during the John Fowler systems reception.

Historic Partnership

Tuesday's presentations offered ample evidence that this goal is being realized. Only a few minutes before Kurian stepped onto the stage, [Oracle announced the signing of a memorandum of understanding](#) with the government of Maharashtra, India. This partnership accelerates a smart cities program that aims to improve the lives of the state's 113 million citizens through investments in infrastructure, digital technologies, and cloud services.

"We are going through a massive digital transformation," said Devendra Fadnavis, chief minister of Maharashtra, in an onstage conversation with Oracle CEO Safra Catz, who announced the partnership. Fadnavis said that the goal of the smart cities project in his state, and of the collaboration with Oracle, is to improve healthcare, education, agriculture, commerce, and government services across Maharashtra.

As part of their new agreement, the Maharashtra government and Oracle will create a Center of Excellence, relying on Oracle Cloud to design and develop new capabilities for government services. Proposed projects include a digital platform for delivering smart city services, infrastructure services for IT, and a mobile platform for answering service questions.

In his conversation with Catz, Fadnavis described the youthful advantage of his state and of India: four years from now, the median age in that country will be 29. "As a state, we need to create an ecosystem and convert this population into human resource," Fadnavis said.

"The technology is ready, the vision is there, at both the state and national level, and the need for this initiative is there," Catz said at a press conference following the announcement, "so all the stars are aligning."

Day 4 | DATA CENT



Sting and Gwen Stefani Appreciation Event



Executive Vice President of Systems John Fowler

During their keynote, Oracle Executive Vice President of Systems John Fowler and Senior Vice President of Systems Technology Juan Loaiza discussed the revolution in compute and data management in the cloud.

On Wednesday morning at Oracle OpenWorld, three senior Oracle executives took the keynote stage to talk about the present and future of the Oracle infrastructure story—on premises and in the cloud. They also shared best practices and new technology advances that can help with the process of downsizing data center operations in a move to the cloud.

In his keynote session on converged infrastructure, David Donatelli, executive vice president of converged infrastructure, discussed five ways companies can reduce their dependency on legacy data centers. “We have five different journeys—from an infrastructure perspective—to the public cloud,” said Donatelli. Many of those journeys include an intermediate step between an existing data center and the cloud: from data center, into engineered systems and storage, and then ultimately the public cloud; from data center, to hybrid cloud, to the public cloud; from data

center, to Oracle Cloud at Customer service, to the public cloud; and from data center, to a private cloud, to the public cloud. Of course, customers can also move directly to the public cloud.

Donatelli was followed by a joint presentation by Oracle’s John Fowler, executive vice president of systems, and Juan Loaiza, senior vice president of systems technology. The duo explained the performance, security, and cost benefits of systems in which software and hardware are engineered to work together. “Coengineering is what happens in the cloud,” said

FROM DATA CENTER TO CLOUD



Cesefani rocked the crowd at the annual Oracle concert on Wednesday night at AT&T Park.



The award-winning Oracle Support team was ready to answer questions about the different levels of their fully integrated enterprise support.



President David Donatelli explained Oracle's strategy for on-premises and the public cloud.



GE Digital CEO Bill Ruh addressed the crowd.



There were lots of photo opps for attendees to capture their Oracle OpenWorld experience.

Loaiza. "You get an integrated stack from a cloud vendor, and we've been doing that for a long time."

Fowler introduced a new version of Oracle's high-performance database engineered system, Oracle Exadata Database Machine SL6. It bundles Oracle's latest database, networking, and storage technologies and runs on Oracle's SPARC M7 processor, which incorporates security and performance features known as Software in Silicon.

The Right Strategy

The message from all three executives was clear: there's no single path in the move to the cloud, but the right hardware strategy is vital to getting there. That was but one of the themes Oracle Executive Chairman and Chief Technology Officer Larry Ellison emphasized during his two Oracle OpenWorld keynotes.

In his second keynote at Oracle OpenWorld, Ellison expanded on the Oracle Cloud at Customer service. He noted that for companies wanting the cost, performance, agility, and other benefits of Oracle's public cloud but wanting to keep their IT workloads on premises for regulatory or other reasons, this service offers some of the best of both worlds.

"We install these machines behind your firewall and attach them to your network, but they're a subscription service just like in the public cloud," Ellison said.

The Oracle Cloud at Customer service's software and hardware are identical to the software and hardware in Oracle Cloud and on customers' premises. Coexistence between on-premises and cloud workloads is "as transparent as possible," Ellison said. "With one click, you can move data; one click, move applications; one click, add high availability to your applications."

Day 5 | COMMUNITY



Star Wars fans unite



JavaOne4Kids ins

Georges Saab, Oracle's vice president of development, Java Platform Group, kicked off the JavaOne keynote.

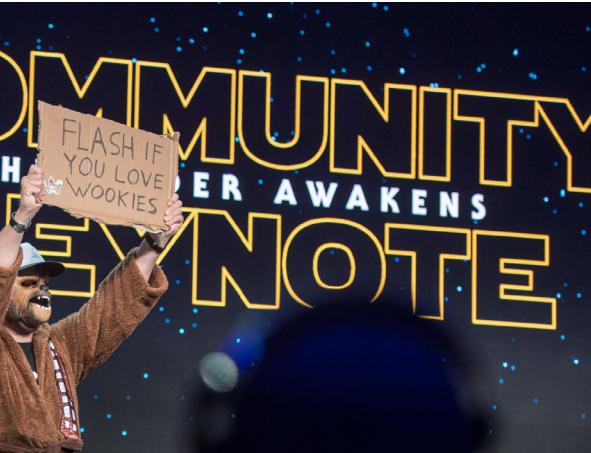
Thursday at Oracle OpenWorld marked the last day attendees could enjoy and absorb the show's many sessions, demos, and hands-on labs. It also offered a final opportunity to amble through the canopy-covered Cloud Lounge on Howard Street—a perfect spot to sit and recover from a late night at Wednesday's Oracle Appreciation Event, which featured headliners Sting and Gwen Stefani. This year's concert moved from Treasure Island to AT&T Park—home of the 2010, 2012, and 2014 World Series Champion San Francisco Giants. Sting and Stefani certainly did the Giants proud, dazzling the crowd with separate high-energy sets and an electrifying duet of a timeless classic from Sting's Police days, "Message in a Bottle."

Also wrapping up Thursday was the JavaOne conference—the premier conference for developers who want to learn from the luminaries in their field and celebrate the world's most popular programming language. This year's [JavaOne keynote](#) highlighted the ways scientists are using

"write once, run anywhere" Java code today.

Benjamin Wolff, staff software engineer for CERN, the European Organization for Nuclear Research, discussed CERN's large hadron collider (LHC)—which, with its nearly 17-mile circumference, is the largest machine ever built. Wolff

Y SPIRIT



ited at the JavaOne Community Keynote.



Duke spoiled his adoring fans with autographs, selfies, and high fives.



pired the next generation of Java developers.



Taylor Street in San Francisco was JavaOne headquarters during Oracle OpenWorld.

shared how the LHC's Java-based Accelerator Control System orchestrates more than 100,000 devices with more than 2 million I/O endpoints.

"We're speaking about a massive system involving more than 10 million lines of code, split over 1,500 Java artifacts," said Wolff, who shared the stage with Oracle's Georges Saab, vice president of development for the Java Platform Group; Anil Gaur, group vice president of engineering for the Cloud Application Foundation; and Sharat Chander, principal product manager for Java product management.

For the third year, JavaOne also hosted [JavaOne4Kids](#), a daylong series of computer science workshops for 450 children, 300 of whom come from underserved schools. Workshops covered such topics as assembling gadgets powered by Arduino boards, coding games and websites, and learning Java through

technologies such as Greenfoot, Alice, Scratch, and BlueJ.

And while the kids tried future careers in development on for size, several hundred adults got to indulge their inner child at Stephen Chin's Java Community Keynote, which closed out the conference. Chin, Java community manager at Oracle, hosted—or rather battled—Darth Coder and the Duke Troopers as they attempted to steal modules from developers across the galaxy. Attendees helped save the Java 9 release from the evil clutches of the Imperial Army, all while discovering how Java enables technology in drones, robots, games, and the cloud.

Oracle OpenWorld 2016 is a wrap! Are you ready to see how cloud can transform your organization? [Get started today with free trial access to Oracle Cloud offerings.](#)

CLOUD'S BRIGHT FUTURE

At Oracle OpenWorld 2016, Oracle customers offered glowing reports on cloud-driven business.

“A key factor in moving to [Oracle] ERP **Cloud** was cost, but this point is really behind us. Today we talk about transformation of the company and no more about the cost."

—Djamel Benallal, Head of Finance Group Solutions, Orange

Integration was another component of our digital transformation . . . the ability to interact with the other applications in our portfolio, be they on-prem or other cloud applications."

—Gail Guillotte, Vice President, Enterprise Solutions, Ricoh Corporation

“With the complexity of our company across the different industries, we needed a very comprehensive ERP product offering. Oracle fit that bill."

—Keith Causey, Senior Vice President and Chief Accounting Officer, Caesars Entertainment Corporation

We leverage SDN [software-defined networking] more effectively than in the past, with security zoning that creates a more secure environment all the way through development, test, and operation. We're better off in the **cloud** than what we could engineer ourselves."

—Scott Petty, Group Enterprise Technology Director, Vodafone

We bet on the **cloud**, and it works unbelievably well—especially the model of continuous improvements. Our reliance on IT is minimal, because we're cloud now."

—Ed Saras, Senior Vice President, Total Rewards and HR Operations, Eastern Bank

“We have over 700 users in our system, 190 different teams, and over 450 total properties. We're looking at about 70 million messages a month. That's a lot to sift through, so it's really important to have a tool that helps us get to what is really critical for us to act on."

—Dr. Rebecca Harris Burns, Global Head of Social Media, General Motors

“Getting to the **cloud** is big. We don't have servers to deal with and the pricing makes good business sense. We have a much more robust toolset compared to what we were paying all of our other vendors for."

—Ed Saras, Senior Vice President, Total Rewards and HR Operations, Eastern Bank

“We've transformed our contact center to glean insights. We've been able to tie our channels and data together, and have provided lots of insights to our developers to say, 'Hey, let's make this a more effortless experience for our consumers!'

—Shellie Dow, Vice President, Consumer Service, Repairs, and Product Testing, Nintendo of America

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THOUGHT LEADERSHIP

MORE THAN TALK

There's a lot of discussion about digital transformation. But five Oracle customers are betting the future of their business on it.

BY ROB PRESTON

■ In this hyperbolic age, every new cloud application a company subscribes to, mobile application it spins up, analytics tool it applies, and agile development team it assembles is said to be evidence of its “digital transformation.”

Not so fast.

Companies don't transform themselves simply by adopting new digital technologies or methodologies and then calling it a day. Yes, cloud, mobile, social, analytics, and other digital tools are the critical building blocks, but what matters are the long-term results they help produce. Are these digital inputs producing much more efficient, flexible processes? More tightly aligned departments? More engaged, productive employees? More rapid innovations? More profitable revenues? More satisfied, delighted customers? Are they doing so enterprise-wide, not just in silos?

“It's very rare today that I meet execs who don't acknowledge that digital is important and that they have to do something about it,” says Neil Sholay,

vice president of digital for Oracle's Europe, Middle East, and Africa operations. “But I still think less than half of the clients I speak to are actively doing something about it or have a plan in place.”

Digital transformation is ultimately about carving out competitive advantage—the ability to create new and different products, services, and features much more quickly than before, sometimes under unique business models. So while every company isn't destined to become the next Uber, Lending Club, or Pandora, every company does have the potential to remake itself digitally into a far more agile, insightful, customer-engaged innovator.

Does your company have the right stuff digitally? These five companies—big and small, in a variety of industries—have proved that they do.

GENERAL ELECTRIC

General Electric is undergoing nothing less than “the most important and largest transformation in its 130-year history,” remaking itself into a “digital industrial company,” GE CIO Jim Fowler told the 2015 Oracle OpenWorld attendees.

“Industrial companies are at a crossroads,” Fowler said, noting that revenue is rising and costs are declining, yet US industrial productivity gains

are less than half of what they were between 1995 and 2010, according to government data. GE's huge opportunity as a digital industrial company, he said, is to help its customers in the aviation, energy, power and water, healthcare, transportation, appliance, and other industries integrate their IT and operations technology in order to boost productivity.

But getting there will require fundamental changes to the structure of GE's business. It's why GE is selling off its financial services businesses and focusing on selling data analytics and other digital services to its industrial customers, a business it hopes will generate an incremental US\$15 billion in annual revenue by fiscal year 2020. Those digital services will do things like help customers improve the uptime of their GE systems, enhance system output/performance, reduce fuel consumption, and perform remote inspections. GE is even building an operating system for oil rigs, wind-farm turbines, and other industrial equipment to collect and process that information.

Underscoring GE's digital transformation is one of the company's current TV advertising campaigns, aimed at recruiting software developers, not showing off the company's jet engines or molecular imaging systems. One such spot, "What's the Matter with Owen?" features a 20-something developer crowing about his new job at GE writing a programming language to help planes, trains, and even hospitals run better, as his confused friends look on incredulously.

"Do you know what GE is?" Owen asks his friends near the end of the commercial. Clearly, it's becoming a very different company from the one their parents knew.

GENERAL MOTORS

Another huge manufacturer, General Motors, was operating under the terms of the US government's financial bailout when CIO Randy Mott arrived four years ago. GM's auto business had always thrived during the boom years, but amid stiff global competition the company struggled every time the global economy slipped into recession and consumer demand trailed off. As Mott assessed the IT organization's role in helping put GM back on more stable, consistent ground, he knew that half measures wouldn't cut it.

So Mott and his team started by overhauling GM's entire approach to IT—hiring more than 10,000 US IT pros to replace outsourcing contractors, eliminating and consolidating thousands of uncoordinated "shadow" IT applications that had sprouted at GM business units over

the decades, and pulling together the company's far-flung data into a 1 petabyte (and growing) enterprise data warehouse.

Now GM is delivering digital innovations and making data-informed decisions much faster than before, such as calculating the profitability of each individual vehicle it sells to make sure the company stays profitable and delights customers well beyond today's boom market. Another such innovation is GM's Social Center of Expertise (CoE), whose team members monitor and contribute to social media conversations about the company. Using a social media management system based on Oracle technology—a consolidation of more than 30 separate tools previously used worldwide—CoE agents can now tap into the enterprise data warehouse for a record of ongoing interactions with each customer or sales lead.

GM has gone all-in on "the connected car," installing 4G LTE in all of its vehicles. Passengers (and drivers, where appropriate) can play games online, download music, watch YouTube videos, and do just about anything else they can do on their home computers or gaming consoles. The in-vehicle 4G network also works with an algorithm-based predictive diagnostics system that notifies customers of potential problems with batteries, starters, fuel pumps, and other components weeks before they fail. GM continues to add telemetry services, letting owners remotely lock, unlock, and start their vehicles, as well as remotely check fuel levels, mileage, tire pressure, and oil life, using the company's RemoteLink mobile app.

"This is really the year, in terms of the kinds of projects we'll do and the number of resources we can put against them, that we've become an innovation-focused organization rather than just trying to clean up the environment or meet pent-up demand or do lots of enhancements in order to survive," Mott told *Profit* earlier this year, estimating that GM now spends about 75 percent of its IT budget on innovation, up from about 20 percent when he joined the company. "We're moving from having just a tolerable state to much more leaning forward."

AUSTRALIAN RED CROSS BLOOD SERVICE

The digital transformation that Australian Red Cross Blood Service is embarking on will allow it to communicate with donors "in a way that conveys we know who they are," says Janine Wilson, executive director of donor services.

Currently, when a donor walks into one of the Blood Service's 75 centers across Australia,

staff members know his or her name, blood type, and eligibility to donate—the basics. But they don't know personal details, such as if the donor had a birthday last week or if this is a milestone donation.

The Blood Service also doesn't connect the patchwork of channels through which its medical and administrative staffers communicate with donors: emails, SMS texts, phone calls, and postal mailings. So a staffer taking your blood at a donation center in Perth currently has no idea what you said to the contact center agent in Adelaide who scheduled your appointment, or what a medical staffer in Melbourne told you a month ago about your last test.

"And donors notice," Wilson says. "We get complaints from them saying, 'You don't know who I am. You don't know it's a milestone donation. You have three people ringing me up in a week to tell me something. Why can't you tell me just once? You send me something in a text message and send me the same thing by mail, which seems like a waste of money—which is correct.'" Blood donors today expect the organization to interact with them the way other companies do, Wilson says, but that wasn't possible "with our twentieth-century systems."

To meet and exceed those expectations, the Blood Service is rolling out DonorConnect, a donor relationship management system powered by Oracle Customer Experience Cloud that will tie together all of the organization's communications and marketing channels—helping fill those information gaps to make donor services more personal and productive.

Amid rising and always changing demand for blood and certain blood components, that personal touch is critical to ensuring that "the right donor turns up at the right place on the right day with the right blood type," Wilson says. The hope is that DonorConnect will help the Blood Service get to something close to just-in-time delivery (as each of the three main blood components has a shelf life), by connecting previously disparate information sources to understand donors better, and by targeting them through the channels they prefer. Ultimately, the goal is to build relationships with those donors so that they keep coming back regularly.

"My colleagues are champing at the bit for this," Wilson says. "They cannot wait, particularly in the contact center and in marketing and community relations, because they understand what a difference this will make. It might be slightly more difficult within the donor centers,

but it won't take long when they realize, 'My goodness, this is what we can talk with our donors about and have a conversation about, because we can now see it.'"

D+M GROUP

Digital business models and internet-connected devices will change how B2C companies interact with their customers—and what those consumers expect in return. For proof, look to D+M Group, a Mahwah, New Jersey-based maker of high-end home stereo equipment, known for its Denon hi-fi components and Marantz receivers.

D+M is pushing into the growing wireless speaker business with its new [HEOS by Denon](#) product line. HEOS lets customers use a smartphone app to manage and control their home speaker network—synchronize the same song playing in multiple rooms, for instance, or play different music on speakers in each room.

With this smartphone-centric, Internet of Things application, D+M's customer service can be more proactive. For example, based on one or two customer calls, D+M's customer support team discovered a performance issue with a particular line of speakers that could cause customers to lose the connection to their music source. As a support pro took a call and registered the problem, a record was automatically created in the company's Oracle Service Cloud system, the hub for all D+M customer information. D+M engineers then narrowed down the issue to a chip problem and developed a diagnostic that could use the HEOS app to find units that might have the chip flaw.

The company found that only three dozen of its products even had the problem, and only one customer had yet encountered it, so D+M was able to repair or replace the vast majority of defective units before customers ever lost their music connection. "It's much better than waiting for the customer to call upset when they're about to have a party or some major event," says James Flatt, service operations and facilities manager at D+M. "This is really about being proactive."

This example shows the potential of today's digital business models. Because customers are connected with the HEOS app, they had registered their products with D+M, which knew who had a model with the potential problem. But this digital connectivity also shows the challenge, in that customers will expect that when they download an app or otherwise connect their products to the internet, the seller will understand them and personalize service.

“
IT'S VERY RARE TODAY THAT I MEET EXECUTIVES WHO DON'T ACKNOWLEDGE THAT DIGITAL IS IMPORTANT AND THAT THEY HAVE TO DO SOMETHING ABOUT IT.”

—Neil Shalay, Vice President of Digital, Oracle EMEA

UL

UL, formerly Underwriters Laboratories, is known as a consumer products testing company. But now its IT organization, led by CIO Christian Anschuetz, is helping move the company toward more of a consulting and development role.

For example, UL's IT team launched a development platform that gives the company's testing engineers easy-to-use coding tools that allow them to develop apps that help them with their work. The team is also helping manufacturer customers design and produce regulatory-compliant products from the beginning of the process.

It's a wholly different way of thinking about UL's relationship with its customers, Anschuetz says. That relationship has always been driven by the work of talented engineers whose testing processes reveal the knowledge and insight customers need. But now those customers want that knowledge to be available at their convenience. "They want information as to what kind of components they should use that are more likely to allow

their product to be built according to a spec or standard," he explains. "They want to be able to pull that up as needed, on demand. That requires a technology solution."

The cloud is the crux of that solution, allowing UL to deliver applications to customers quickly and efficiently, creating more-sticky relationships with those customers, Anschuetz says.

"If I'm the CIO and I have to focus on all seven layers of the technology stack and I've got 100 resources, I have to divide them up against the seven layers," he says. "With cloud, maybe all I'm worrying about is the sixth and seventh layer, and I have the same 100 resources. It increases my ability to deliver something that presents well, that's intuitive. It's a matter of focus." □

Rob Preston is editorial director in Oracle's Content Central organization. Follow him at [@robpreston](https://twitter.com/robpreston).

Additional reporting by Chris Murphy and Michael Hickins.

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LOÏC LE GUISQUET

FIVE KEYS TO DIGITAL TRANSFORMATION

Execution is essential for companies looking to benefit from the cloud.

BY MICHAEL HICKINS

■ There is no doubt that companies need to—and desperately want to—undergo a digital transformation. Tepid GDP growth (on the one hand) and a slew of new digital challenges (on the other) have made a hash of conventional business models and planning.

The irony is that while companies must renew their IT to drive their transformation initiatives, they don't have money to invest in new projects because of the expense of running the existing IT. That reality requires them to rebalance their IT portfolios to spend less on support and maintenance and more on innovation, but even that effort also requires investment. To date this has been a conundrum faced by almost all organizations.

What now makes such a rebalancing possible, at long last, is the cloud, a platform built for speed and change.

"Everyone's been talking about cloud for a long time, but so far we've just scratched the surface," says **Loïc Le Guisquet**, Oracle president responsible for Europe, the Middle East and Africa; Asia Pacific; and Japan. He believes that business leaders have not yet fully committed to the cloud, deploying the technology only on the fringes of their operations. What is required is a deep rethinking of existing processes and the way they fundamentally operate.

"They've maybe added lead management or used it to manage their recruitment processes a



bit more efficiently. But it hasn't been transformative at all," he says. "That's not bad—it's a good thing—but it is very, very far from what cloud can bring."

What's lacking isn't executive vision, he says. It's the ability to execute on that vision. "They can't execute because they're stuck with legacy IT," he says. "There's no point in announcing a big digital transformation if you can't execute on it."

The irony alluded to previously—that there isn't enough money for IT to innovate—is obvi-

ated by the cloud. Moving to the cloud requires relatively little investment in time or money, and frees up IT budgets for much-needed innovation. And this IT-driven, cloud-enabled innovation can be the foundation for true transformation.

So where to begin? According to Le Guisquet there are five keys to pulling off real digital transformation.

GO BIG AND BOLD. Going step by step takes too long and risks stalling momentum. “If you change a piece of your HR systems but not your ERP [enterprise resource planning] system at the same time, you can’t leverage your changes. You can’t mobilize your HR people because you can’t account for the changes.” Going big and bold, Le Guisquet adds, requires leadership from the top.

EMPLOY AN AUTHORITATIVE CIO. Your CIO not only must have a proverbial seat at the table, but he or she must also be able to talk about business objectives in business terms, and demonstrate to colleagues that IT is more than a necessary evil. Such CIOs understand that they can drive transformation because of the cloud. “It becomes very contagious once people see what ‘great’ looks like. One of the prerequisites of transformation is a forward-thinking CIO who is empowered,” Le Guisquet says.

GO FOR QUICK WINS. While a digital transformation project can take place in as few as 18 months, that’s not fast enough to keep the momentum going and spirits up. People need to see results in no longer than three to four months. “Ambitious visions will fail if you don’t have quick wins,” he says. “It’s purely an emotional question. You need to deliver the first tranche of a big bang that is visible, successful, on time. Success brings success, and then people think positively about the transformation effort.”

PLAN FOR INTEGRATION. Most companies already use cloud services in some areas—and some of them have accumulated 10 or 20 cloud applications from multiple vendors. That mishmash doesn’t address the problem cloud was supposed to solve. A cloud strategy must be holistic, Le Guisquet says, so that companies can benefit from having a single view of their operations and customers. Otherwise, you “end up with 10 different clouds that don’t talk to each other, and you’re stuck with the same old bowl of spaghetti,” he says.

CHANGE THE WAY YOU WORK WITH THIS SMALLER

NUMBER OF STRATEGIC VENDORS. Today, companies should expect their vendors to understand and cater to their business needs, and to work closely with their staffs to bring the transformation vision

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THERE'S NO POINT
IN ANNOUNCING
A BIG DIGITAL
TRANSFORMATION
**IF YOU CAN'T
EXECUTE ON IT.”**

Loïc Le Guisquet,
President, Oracle EMEA
and Asia Pacific



Find more
new ideas for
cloud-driven
transformation

GENERALI DEPLOYS FLEXIBLE SOLUTION WITH ORACLE SAAS AND PaaS

Global insurance provider Generali Group used Oracle platform-as-a-service (PaaS) technology to connect its Oracle Human Capital Management Cloud system with several on-premises information systems and to gain more flexibility.

The company chose Oracle Database Cloud Service, Oracle Java Cloud Service, and Oracle SOA Cloud Service to standardize and streamline the process.

“We started by adopting software as a service [SaaS], and then we realized we needed a little bit more flexibility in the system. Thanks to PaaS we managed to add that flexibility,” says Federico Morosi, group head of workforce planning and HR information systems at Generali Group.

to fruition. “It's not about sell-and-run. It's about designing the transformation roadmap with customers, and then having a very, very strong engagement to ensure the success of that transformation,” LeGuisquet says.

Transformation isn't a nice-to-have; it's a must-do. Companies with the right corporate and technology leadership will seize the opening offered by cloud computing to begin their journey immediately—before it's too late. □

Michael Hickins (@Michael_Curator) is editorial director in Oracle's Content Central organization.

HIROSHIGE SUGIHARA

DIGITAL RISING

Oracle's Hiro Sugihara sees "digital aid" as an energizing force in the era of transformation.

BY AARON LAZENBY

■ For centuries, Japan has successfully navigated radical disruptions, both sudden and gradual: isolation, war, natural disaster, economic stagnation, and more. And the rapid advance of technology stands to further complicate the country's business environment, where cautious investment and a shrinking consumer market put new pressure on the well-established businesses that dominate the economy.

But for **Hiroshige "Hiro" Sugihara**, president and CEO, Oracle Japan, business outlook shouldn't be defined only by the challenges that

threaten the status quo—particularly when it comes to the role of technology. Rather, he believes strategy should be driven by a shared sense of purpose and the belief that technology plays more of an additive (as opposed to disruptive) role with respect to the future.

"I call this 'digital aid' rather than 'digital disruption,'" says Sugihara, favoring an optimistic view of technology and the future. "It is the benefit to society that is generated by digital technology."

Sugihara sees a direct connection between the technology that for-profit and nonprofit organizations use to support operations and the market benefit they provide. He believes that the con-

cept of "digital aid" allows Oracle (particularly the company's secure, cloud-based offerings) to support the products and services that enhance people's lives.

"Oracle is fundamentally a B2B enterprise, so we don't provide services directly to consumers," Sugihara explains. "But everything we support—companies, governments, communities, and schools—is created and run by people, for people."

Delivering on operational excellence—and securing trust in the systems and processes that support operations—is the essential role of enterprise resource planning (ERP) systems. Sugihara believes that Oracle ERP Cloud offer-

ings represent a new generation of benefits in the ERP space. That means there are new, unrealized operational advantages available in the cloud, and an enhanced downstream effect on the economy and broader society.

According to Sugihara, a series of commercial “digital divides” exists among organizations in the economy. For example, a small, innovative company might have an IT or operational disadvantage that limits its success against a larger competitor. Companies with the capacity to go global or reach into distant markets separate themselves from those that can’t. But affordable access to enterprise-class IT and operational systems, such as Oracle ERP Cloud, can bring competitors closer together and activate new ideas in the marketplace.

“I think that midsize companies, for example, can benefit from our cloud services in that they can now access business best practices and innovative technologies more affordably and more quickly,” says Sugihara.

That activity and spirit is very present in Tokyo, as Japan prepares to host the Olympic Games for the first time in more than 50 years. Sugihara is energized by the potential that preparations for the 2020 Olympics will help transform the host city—and show Japan’s spirit of innovation to the world at large. “It is said that this Olympics will fully utilize revolutionary IT technologies,” explains Sugihara. “This will help further advance digitalization in Japan.”

Indeed, Japanese Prime Minister Shinzo Abe has regularly advocated for an expansion of the use of robotics in the Japanese economy—so visitors in Tokyo for the Olympics should expect to interact with robotic hosts and translators. And investments in infrastructure—such as the continued development of Tokyo’s “future city” of Odaiba, home of the Olympic village—will provide an impressive stage for Japan to show off its technical prowess.

Don’t forget, it was the 1964 Olympics that sparked the creation of an iconic Japanese innovation—the bullet train.

This is what Sugihara means when he speaks of digital aid, the capacity for technology to improve society as a whole. As that technology becomes more prolific and accessible, so do the benefits. “We believe in, and aim to deliver, digital aid for the people and society of Japan as a whole,” he says. “We hope that Oracle’s cloud offerings will be used to improve the lives of the Japanese people.” □

Aaron Lazenby is editor in chief of Profit.

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EVERYTHING
WE SUPPORT—
COMPANIES,
GOVERNMENTS,
COMMUNITIES,
AND SCHOOLS—
**IS CREATED AND
RUN BY PEOPLE,
FOR PEOPLE.”**

Hiroshige Sugihara,
President and CEO,
Oracle Japan



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SAPPORO TAPS INTO INNOVATIVE PRIVATE CLOUD

Sapporo has always been a leader of the pack. Sapporo Lager was first brewed in 1876 in Hokkaido during the birth of Japan’s beer brewing industry.

Today, nearly 140 years since that first beer was brewed, Sapporo is innovating again to keep up with customers. The company is modernizing its IT strategy by consolidating its compute architecture onto a private cloud and by expanding collaboration with increasingly savvy lines of business.

“We knew this was our opportunity for a brand-new IT platform,” says Atsushi Ishihara, CIO at Sapporo Holdings. “Our new concept is to run the private cloud and use Oracle Exadata as the database platform.”

How does this new approach improve operations in the lines of business? According to

Shigeo Hoshino, director of sales and marketing for Sapporo Breweries, the new approach brought new flexibility to his organization.

“With the private cloud, our sales team members will be able to share data more easily, which makes them more efficient when it comes to their daily reports, budget reports, and sales forecasts,” he says. “They can also share lead information more immediately with everyone else in the company.”

And while the project will continue into 2017, the Sapporo team knows they are on the right track. “We already see the benefits of this work,” says Ishihara.

ANDY MENDELSOHN

PICK YOUR HORSE WISELY

From cloud to big data and in-memory analytics, which database technology will you ride through the transitions ahead?

BY JEFF ERICKSON

■ The database world is going through three simultaneous upheavals: cloud computing, big data, and in-memory analytics. Each offers business opportunities for those who can seize them—and trouble for those who can't. **Andy Mendelsohn**, executive vice president of database server technologies at Oracle, is responsible for making sure Oracle Database is way ahead on all three fronts. He shared with *Profit* some of the latest innovations in Oracle Database 12c Release 2 and Oracle's strategy for making sure customers come out on top.

PROFIT: With all the databases popping up in the cloud, why are customers choosing Oracle Database?

MENDELSONH: Given our long track record of database innovation, customers trust that Oracle is going to continue to innovate to ensure it remains the #1 database as they transition to the era of cloud, big data, and in-memory analytics. Another reason is that as we add new innovations such as the Oracle Database In-Memory and Oracle Multitenant options for Oracle Database 12c, we always ensure that existing applications can benefit without requiring application changes.

Customers can take all those applications they've written in-house for Oracle Database—all their independent software vendor [ISV] applica-



tions—and just run them on a cloud using Oracle Database without any change to the applications. Customers can leverage all their developer and administrator skills and get the same support for their on-premises and cloud databases.

PROFIT: What about Oracle Database in Oracle Cloud?

MENDELSONH: Database customers will find that all clouds are not equal. Only Oracle Cloud

offers infrastructure optimized for Oracle Database. So all critical Oracle features such as Oracle Real Application Clusters, Oracle Active Data Guard, and scale-out parallel query run well out of the box on Oracle Cloud but are generally not available on other clouds such as Amazon Web Services.

PROFIT: How does Oracle Database 12c make the cloud better?

MENDELSONH: In Oracle Database 12c, we rearchitected the database to help customers take advantage of the cloud more easily. Using Oracle Multitenant, administrators can manage many pluggable databases as one in a single multi-tenant container database. They can back up and recover, upgrade, and patch up to thousands of pluggable databases inside a single container, in a single operation.

It also makes the databases much more mobile. Administrators can unplug a pluggable database from one database container and plug it into another one. That could be moving a pluggable database from one data center to another or—in a hybrid cloud environment—it could be moving a pluggable database from on premises to Oracle Cloud, or vice versa.

PROFIT: What about big data?

MENDELSONH: Businesses often maintain multiple systems for big data analytics—for example, they might have a big data warehouse for analyzing transactional data from enterprise applications and another system running Hadoop or NoSQL for holding web and Internet of Things (IoT) data. For Oracle Database 12c, we brought these data management systems together with a technology called Oracle Big Data SQL. Now you can run standard Oracle Database SQL in a massively parallel way across your Oracle, Hadoop, and NoSQL databases. You don't need to move data between systems.

PROFIT: How do you plan to stay on top of in-memory analytics?

MENDELSONH: In Oracle Database 12c Release 1 [12.1], we introduced our revolutionary column store technology for in-memory analytics. This technology is unique in that we let you do high-performance analytics against live transactional data all in the same database. Our competitors don't let you do that. They make you copy the data to different tables or a different database to do analytics.

The most frequently requested enhancement to the version 12.1 in-memory column store technology was the ability to isolate the analytics users from the transaction users. In Oracle Database 12.2, we addressed this with Oracle

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Andy Mendelsohn,
Executive Vice President
of Database Server
Technologies, Oracle



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transformation

SEI SPEEDS DEVTEST AND TIME TO MARKET WITH ORACLE PaaS

Financial services
company SEI adopted Oracle's platform-as-a-service (PaaS) technology, including Oracle Java Cloud Service and Oracle Database Cloud Service, to help its 500-plus development organization deal with unpredictable peaks and implementation activity. These Oracle Cloud services allow the company to procure, implement, and manage the infrastructure without having to provide those services in-house.

“Oracle Java Cloud Service and Oracle Database Cloud Service bring us speed and flexibility, which ultimately brings us quicker time to market for our clients,” says Steven Zeh, senior vice president at SEI. “The additional benefit is that our development implementation folks don't know if they're on the cloud or off the cloud. The processes and tools they use are precisely the same.”

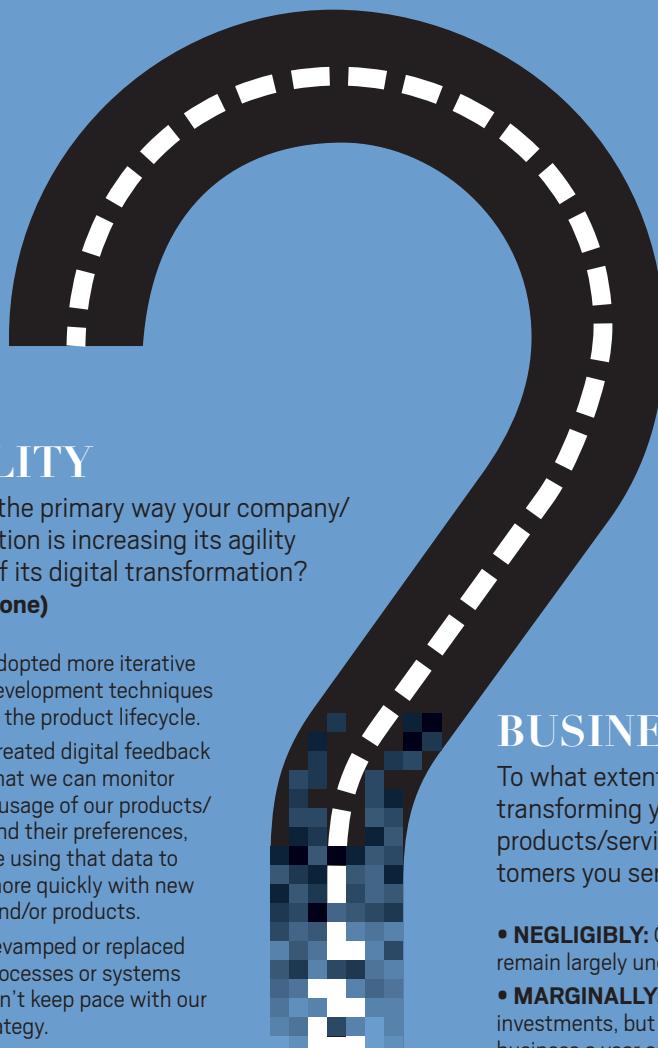
Active Data Guard: transaction users run on the primary database and in-memory column stores are created for the analytics users only on the standby database.

While we deal with the technology changes in front of us, we need to prepare for what's on the horizon as well. The impending arrival of persistent memory or nonvolatile DRAM will allow systems to leave the entire database in memory at all times. The whole architecture of databases is going to be completely disrupted by this change. We are putting big investments into Oracle Database to support this next transition. □

Jeff Erickson ([@erickson4](#)) is the director of content strategy for Oracle Cloud Platform.

WHERE IS YOUR COMPANY ON THE PATH TO DIGITAL TRANSFORMATION?

Take our 11-question online assessment to find out—and learn why digital transformation is so important. Here's a sample of what you'll find online.



CLOUD UPTAKE

To what extent is your company/organization using cloud software, infrastructure, and/or platform services? **(Choose one)**

- **MINIMALLY:** Industry regulations and/or our management philosophy discourage us from using cloud services.
- **CASE BY CASE:** We're implementing cloud services in niche areas and/or to support specific projects.
- **BROADLY AND STRATEGICALLY:** We're moving a variety of our applications, application development, databases, infrastructure, and other IT assets to the cloud.
- **CLOUD FIRST:** Everything that can go to the cloud is going to the cloud unless there's a compelling reason not to do so.

BUSINESS MODEL

To what extent are your company's digital investments transforming your business model—changing the types of products/services you sell, how you go to market, the customers you serve, etc.? **(Choose one)**

- **NEGLIGIBLY:** Our business model, products, and customer base remain largely unchanged in this digital era.
- **MARGINALLY:** We're just starting to see results from our digital investments, but we're confident they will have a material impact on our business a year or two down the road.
- **SUBSTANTIALLY:** Our digital investments are bringing in new customers and increasing the loyalty of existing ones, while also having a materially positive impact on growth and profit margins.
- **ABSOLUTELY:** New digital features, functionality, products, and channels have transformed almost every aspect of our business, turning us from reactive responders to aggressive innovators and disruptors.



[Take our Digital Transformation Assessment survey online here](#)

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