

UK OUG FUSION COUNCIL

FINANCE / PROJECTS FOCUS GROUP

ANALYSIS AND INTERPRETATION OF
SURVEY SENT TO COMBINED USER GROUPS
APRIL 2006

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The UKOUG Finance Fusion Focus Group has been gathering comparative information from the combined UK user groups of Oracle E-Business Suite (Oracle), PeopleSoft and JD Edwards (JDE) about the strengths and weaknesses of their respective products. This document is intended to summarize what we have learned and the conclusions we have reached. Our hope is that this information will prove helpful to Oracle Corp. as they embark on their stated aim of re-engineering features of all three applications into the replacement product – the Fusion Applications.

1. HIGHLIGHTS

Core areas of Finance in the legacy applications scored strongly and were seen as relevant.

Fringe areas were less well supported and there was often a significant gap between relevance and functionality.

PeopleSoft outscored Oracle significantly regarding GL reporting.

Management reporting was fragmented in its responses, showing a wide range of usage. The general view was that functionality was weak.

Oracle was a clear leader regarding Asset management functionality.

Order to cash, all applications ranked pretty similarly.

Compliance and Cash Management were seen as strongly relevant with weak functionality.

Foreign exchange was a niche area as it had a small number of responses but passionate opinions.

2. METHODOLOGY

The Finance Fusion Focus Group was established during the summer of 2005. Its remit was set out by Fusion Council, chaired by Debra Lilley.

The UKOUG are responsible to collate feedback on the products being used by Oracle, PeopleSoft and JD Edwards users throughout the UK and Ireland.

What needs to be fed into Oracle is more than just enhancements; it needs to be what should be kept and what current product has the best functionality.

Members of the Finance Focus group volunteered and were chosen to represent in roughly equal numbers Oracle, PeopleSoft and JD Edwards users. A full list of focus group members is available in Appendix A – List Of Focus Group Members. Work started October 2005. We organized demos of all three applications. The group adopted the online survey approach as a fast and efficient means to gather response from users. We decided to split the survey into functional sections; and allow respondents to answer whichever sections were relevant for them. In the run-up to Christmas 2005 we defined the scope of survey. An opt-in mechanism was used so users could register an interest in responding. The opt-in was promoted during the UKOUG conference and at SIG meetings. The survey was finalized and issued at the beginning March 2006; and kept open until 12th April, a period of roughly seven weeks. Reminders were sent via e-mail mid way through this period to encourage further responses.

There were 124 respondents.

The Finance / Projects Focus Group spent a further two weeks analyzing the survey results. This paper is a summary of our findings. The results break out into three main areas: high level conclusions obtained from analyzing and comparing all functions (refer to section 4 Analysis of Responses Across All functions), detailed analysis of each functional area (see section 5 Detailed Analysis By Section) and areas where we feel further research would be fruitful (written up in section 6).

3. APPROACH TO ANALYSIS OF SURVEY RESULTS

Our aim in analyzing the survey results was to provide concrete feedback for Oracle that Oracle Development could use to validate their early stage design of the Fusion Applications product. In particular we were aware that specific products had exceptional features that

ought to be retained and that the products had strengths in different functional areas. Our survey was intended to identify these facets.

A degree of data manipulation and statistical analysis was needed before the survey results could be interpreted. The survey contained a number of questions to which the respondent could give first a functionality score, and later a relevance score¹. Responses to the Functionality type questions are numeric:

1. Very Strong
2. Strong
3. Weak
4. Very Weak
5. Would Use
6. Would Not Use

When these responses are used to form an average only the 1, 2, 3, and 4 responses have been included. The responses 5 and 6 have not been averaged but rather counted. Responses to the Relevance questions were also numeric, and these numeric responses have been averaged.

1. Very Important
2. Useful
3. Potentially Useful
4. Not Relevant.

Four analyses were applied to all sections:

1. Average scores by section
2. Delta (Functionality scores Oracle minus PeopleSoft and Oracle minus JDEdwards)
3. Scatter Chart (Functionality against Relevance)
4. Would use v's Would Not Use

The Average scores by section would show which sections are well used. The delta analysis reveals where functionality in one product is significantly better or worse than in Oracle. The scatter charts show (among other things) strong relevance functionality that is poorly supported.

¹ Except in Projects where, for limitations in the online survey capability, the relevance scores were omitted.

Some responses were dropped altogether because they appeared spurious.

4. ANALYSIS OF RESPONSES ACROSS ALL FUNCTIONS

In total there were 124 responses to the online survey. Each respondent was asked which application product they used. Including the 7 respondents who use more than one product the breakdown between products is shown in Table 1 Number of Respondents By Product.

PRODUCT	NUMBER OF RESPONDENTS
Oracle	81
PeopleSoft	33
JDE	16

Table 1 Number of Respondents By Product.

The distribution of respondents amongst application products is roughly equal to the size of the respective user communities, from which we concluded that the reach of the survey had been consistent within each community and that we were not perpetrating any systematic bias towards one product or another.

FUNCTIONAL AREA	AVERAGE FUNCTIONALITY SCORE	AVERAGE RELEVANCE SCORE	NUMBER OF RESPONDENTS
General Ledger	2.10	1.63	59
Procure to Pay	2.35	1.79	35
Order to Cash	2.15	1.71	19
Asset Management	2.35	1.85	26
Projects - Costing	2.14	-	21
Projects - Billing	1.94	-	9
Treasury and Cash Mgmt	2.70	1.52	17
Expenses	2.14	1.86	20
Foreign Exchange	2.24	1.52	5
Compliance	2.47	1.91	10

Management Reporting	2.91	3.03	22
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Table 2 Scores By Functional Area.

5. DETAILED ANALYSIS BY SECTION

5.1. GENERAL LEDGER

HIGHLIGHTS

1. PeopleSoft is the stronger of the three products, although not significantly
2. Reporting is the main area where the applications varied, with Oracle having the worst scores and PeopleSoft performing strongly.
3. Straightforward reconciliation between sub modules was the item which had the greatest variance between relevance (strong) and functionality (average)

DELTA ANALYSIS

The functionality considered strongest by respondents was:

1. Ability to import from external spreadsheets
2. Multi-currency support including revaluation of balance sheet items.
3. Creation of Journal templates
4. Flexible chart of accounts configuration
5. Support for reversing journals

In most areas there was a strong correlation between functionality and relevance, except for item (2) – multi currency support, where respondents didn't feel it was as relevant as the other areas of functionality.

The main areas of difference between the applications were in reporting. The three items below were rated considerably weaker in Oracle than PeopleSoft in terms of functionality:

1. Reporting - ability to display multiple ledgers together

6. Reporting - strong support of drill down functionality
7. Reporting - use of tools to reflect data hierarchies (e.g. PeopleSoft trees)

In total, PeopleSoft rated strongest in terms of functionality, with JD Edwards 2nd and Oracle 3rd, however looking at specific areas, there was a mix of situations where Oracle would rate stronger than the other applications and vice versa.

The functionality most respondents claimed they would not use was:

1. Commitment control (20%)
8. Consolidation (22%)
9. Multi-currency functionality (22%)
10. Reporting – ability to add multiple ledgers together (20%)

SCATTER CHART ANALYSIS

Main conclusions to draw from the General Ledger scatter charts:

Oracle has five items that are seen as high relevance but has weak functionality:

1. Commitment control support - ability to impose budgetary controls on the GL
11. Reporting - ability to display multiple ledgers together
12. Reporting - strong support of drill down functionality
13. Reporting - use of tools to reflect data hierarchies (e.g. PeopleSoft trees)
14. Straightforward reconciliation through sub modules

PeopleSoft only has one item falling into this category and generally does very well, with most items falling into the strong relevance, strong functionality space. The odd one out is commitment control support.

JDE also scores well, with only 2 items being scored poorly for functionality vs relevance:

1. Straightforward reconciliation through sub modules
15. Reporting - use of tools to reflect data hierarchies

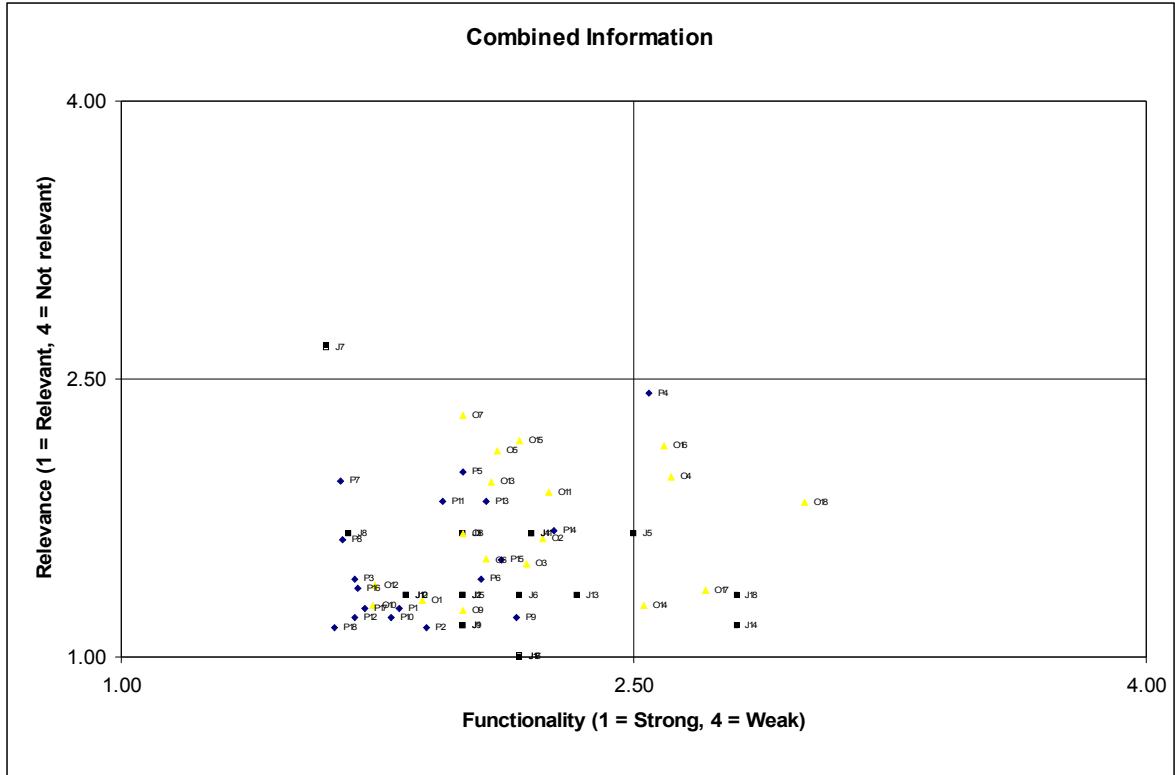


Chart 1 General Ledger - All Products

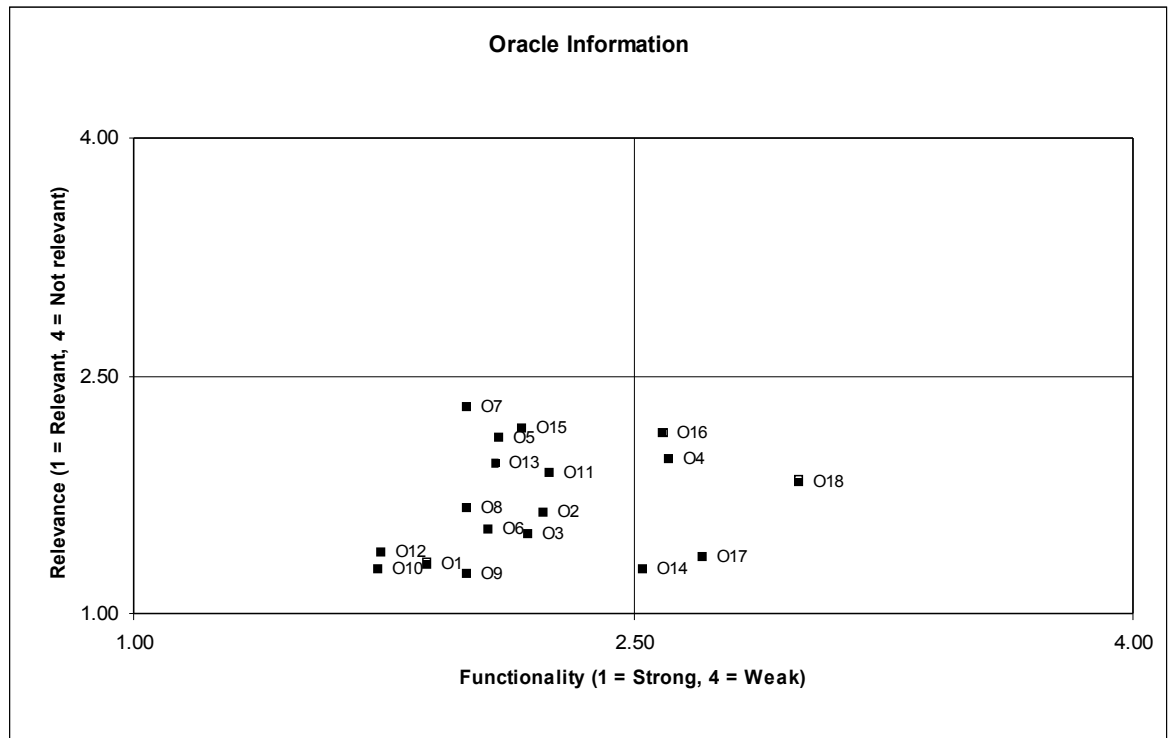


Chart 2 General Ledger - Oracle Responses

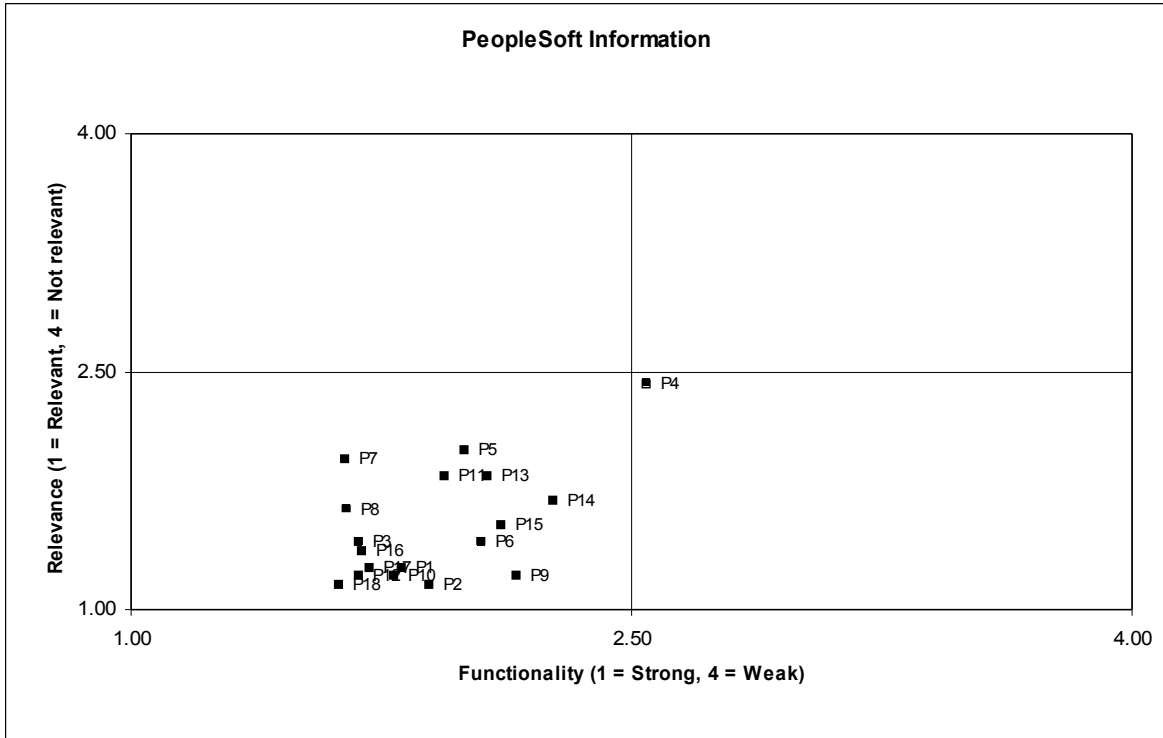


Chart 3 General Ledger - PeopleSoft Responses

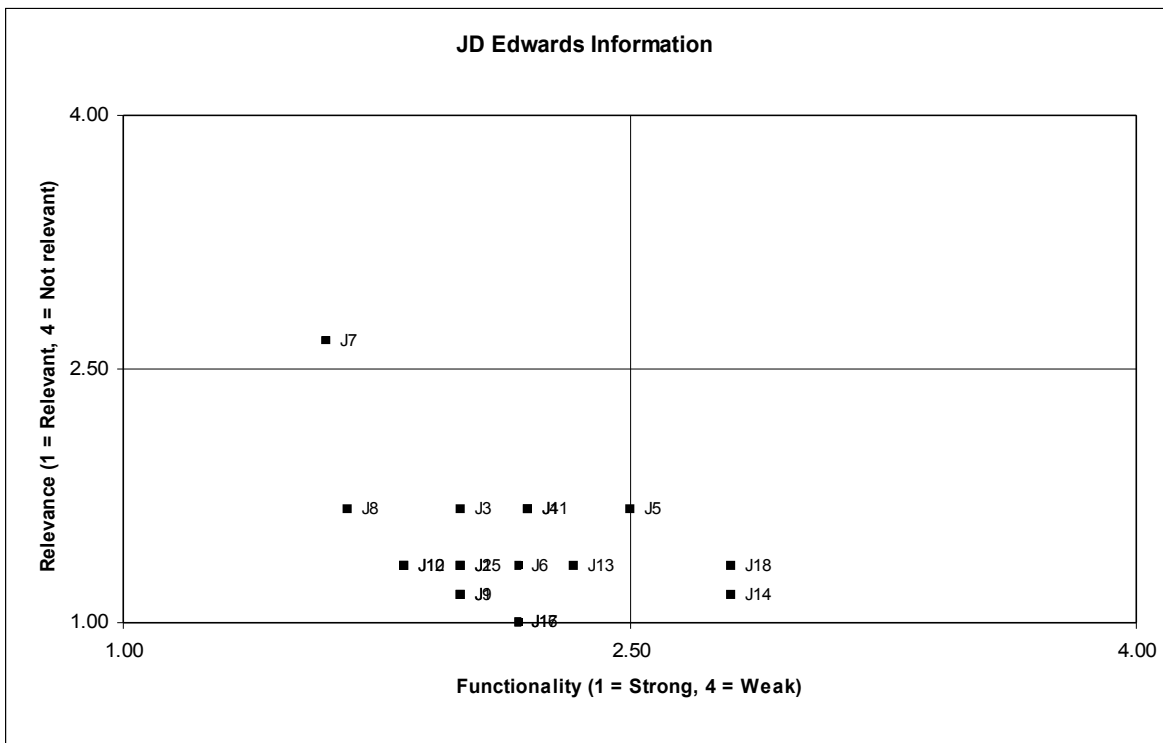


Chart 4 General Ledger - JD Edwards.

SPECIFIC COMMENTS FROM USERS REGARDING FUNCTIONALITY

Question 11: Are there specific areas of GL functionality that you like, that are not mentioned above:

- Year end closing - changing names and descriptions of chartfields and tree nodes (PeopleSoft)
- Sub-ledgers (JDE)
- Oracle Account Manager (graphical manipulation of reporting hierarchies parent/child relationship)
- Multibook, workflow, audit features. (PeopleSoft)
- Export to Excel (Oracle)

Question 12: Are there specific areas of GL functionality that you dislike, that are not mentioned above:

- Budgeting in GL is a chore - easier to perform off-system and then load in. Also we have many internal reorganisations (functions changing cost centres for example) which means we have to redefine parent/child reporting quite a bit, making it harder to be able to keep up comparative reporting (Oracle)
- Reports - financial report writer! It's a joke (JDE)
- Why oh why doesn't the JRNL_LN table contain AP unit so it is possible to drill back to a Voucher and hence PO, from a voucher distribution journal? (PeopleSoft)
- Budgets are cumbersome if processed via the core forms rather than ADI uploads. (Oracle)
- Multi-book, workflow, audit features. (PeopleSoft)
- Forms are too small to be able to view a reasonable number of transactions on one screen. (Oracle)
- We are not convinced that commitments and gross based VAT meet our business requirements. (Oracle)
- On line inquiry (Oracle)

Question 13: Are there any areas of GL functionality that you would like to see in a Fusion product that aren't mentioned here:

- Improved sub ledger reconciliations (PeopleSoft)
- Archiving (PeopleSoft)

- Add business_unit_ap to jml_ln (PeopleSoft)
- Inter-trading within an organization. Ability to handle manpower hours/utilization. (PeopleSoft)
- Various. Particularly improved reporting capabilities. Simpler processing - the system is still very 'batch oriented'. (PeopleSoft)

5.2. PROCURE TO PAY

HIGHLIGHTS

1. PeopleSoft is the stronger of the three products, although not significantly
16. The largest discrepancy between relevance and functionality was “Integrate with other modules”
17. Self Service for Suppliers was the feature that respondents didn’t use but wanted to the most

DELTA ANALYSIS

The functionality considered strongest by respondents was:

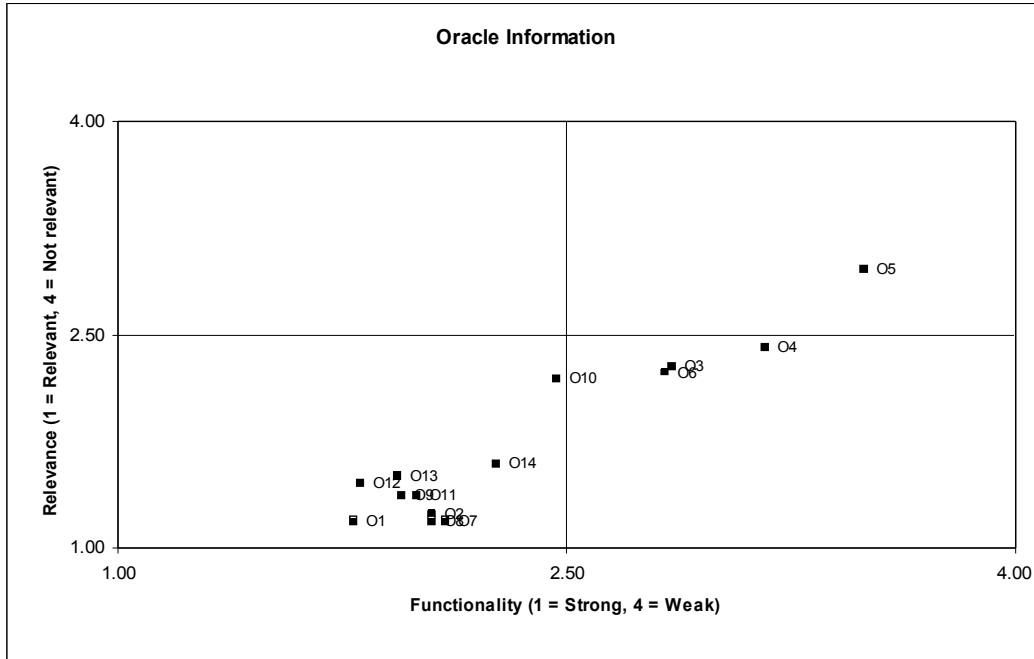
- Use the Request for Tender/Quote process
- Create inventory items from quotes
- Integrate Purchasing Cards

Oracle scored well in the functionality “Create inventory items from quotes” whereas it appears that this feature is not present in PeopleSoft, although this was also the feature that most respondents claimed they would not use even if it was available.

SCATTER CHART ANALYSIS

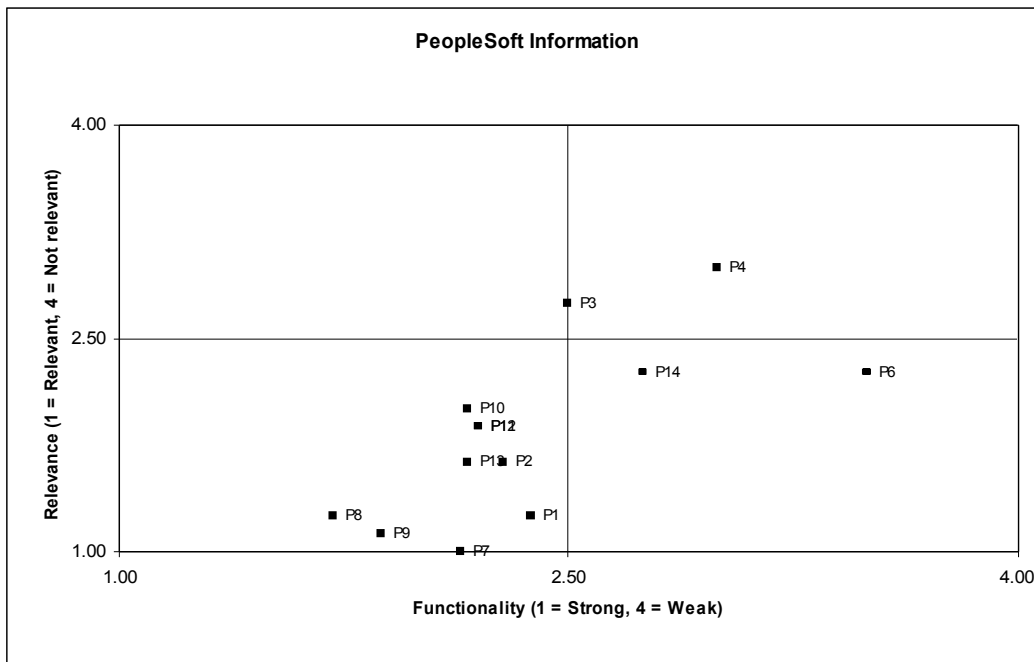
There are three items that Oracle users consider strong relevance but poor functionality. These are:

- Integrate Purchasing Cards
- Self service for suppliers - e.g. reviewing outstanding invoices, changing bank accounts
- Use the Request for Tender/Quote process

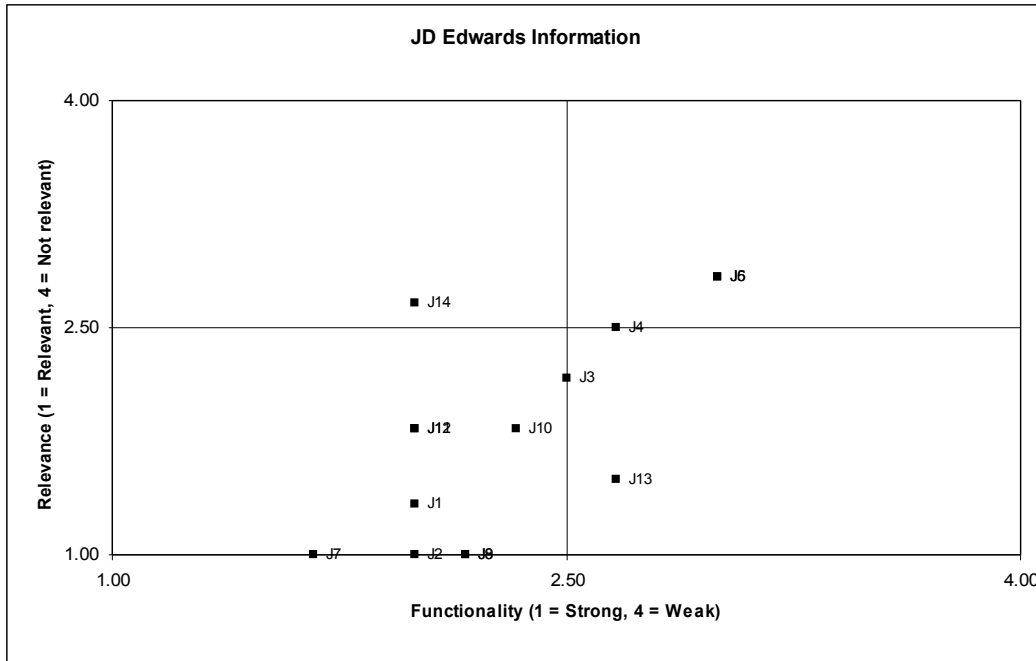


PeopleSoft respondents picked up on two such areas:

- Use i/eProcurement – Catalogues
- Integrate Purchasing Cards



JD Edwards respondents had a couple that were borderline, but the item that stands out as strongly relevant but poorly supported is the “Use the Request for Tender/Quote process”



5.3. ORDER TO CASH

HIGHLIGHTS

1. All three products appeared to be on the whole functionally equally strong.
18. Both Collections and Receipts reporting was recorded as being weak across all three products and yet high in relevance.
19. Bill dispute and account management appear to be sparsely used, but the majority of users said would use such functionality.
20. The strongest functionality scores were recorded for core functionality.

DELTA ANALYSIS

The functionality considered strongest by respondents was:

1. Application of credit hold
21. Invoice print and emission
22. Manual receipt creation
23. Interfacing with GL

24. Interface to external systems

The functionality considered weakest by respondents was:

1. Accounts Payables (refunds)
25. Receipt reporting
26. Management of overdue / Bad-doubtful debt
27. Collection reporting
28. Support for direct-debit/credit card/electronic Payments

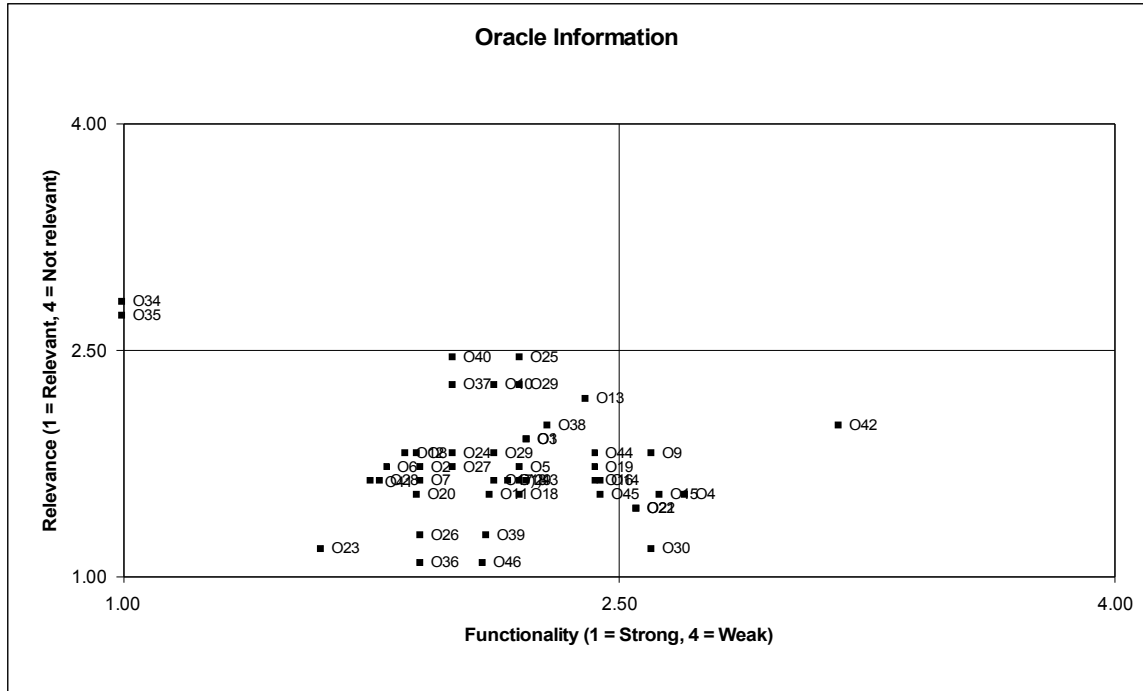
The functionality with greatest differential between functionality ratings were:

- Q8 - Flexible revenue recognition – BETTER IN ORACLE
- Q24 - The ability to import receipts through a batch mechanism – BETTER IN ORACLE
- Q29 - Support for direct-debit/credit card/electronic Payments – BETTER IN ORACLE
- Q42 - Accounts Payables (refunds) – BETTER IN PEOPLESOFT

SCATTER CHART ANALYSIS

Oracle has seven items that are seen as high relevance but weak functionality:

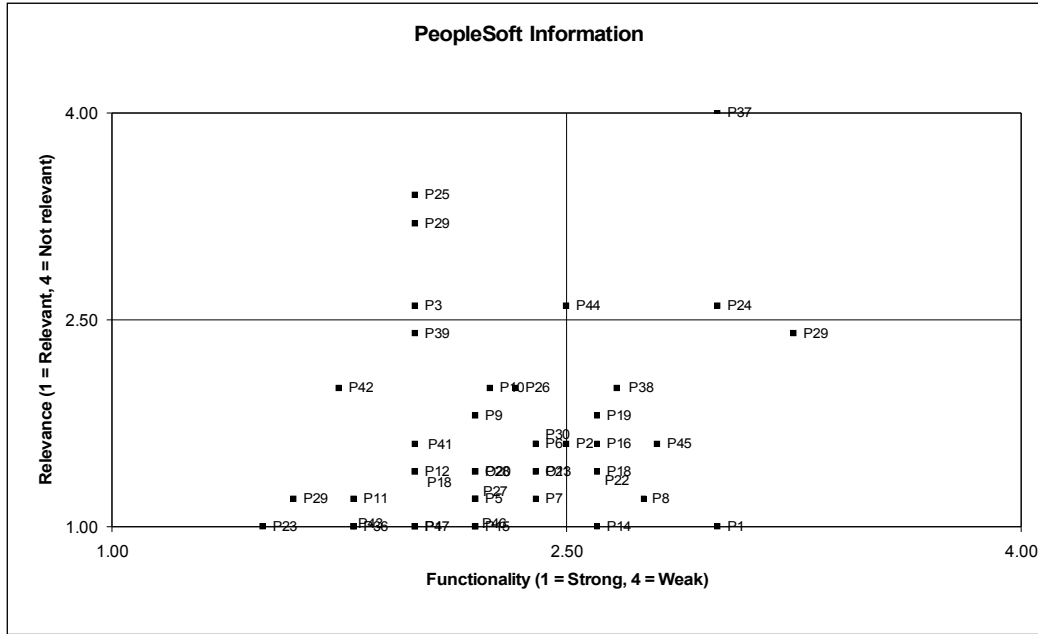
- O9 – Support for refunds,
- O4 - Invoice print and emission
- O15 - Creation of dunning letters
- O21 - Management of overdue / Bad-doubtful debt
- O22 – Collections Reporting
- O30 - Receipts reporting
- O42 – Integration to Accounts Payables (refunds)



PeopleSoft Scatter Chart

PeopleSoft has nine items that are seen as high relevance but weak functionality:

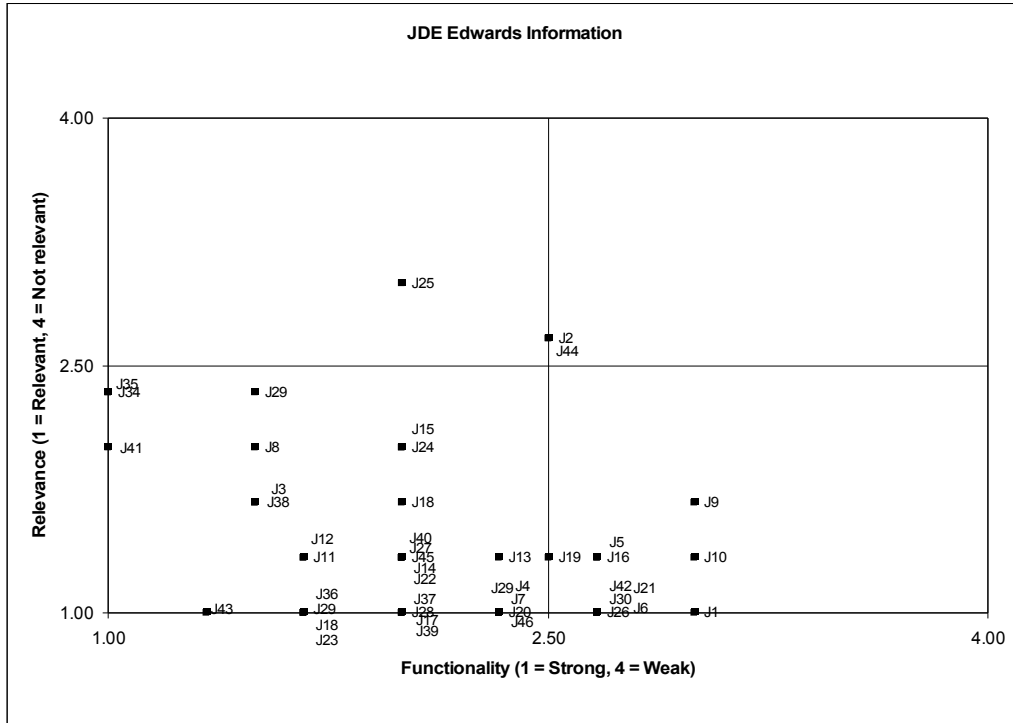
- P1 – Support to create variable invoice formats
- P14 - Creation of customer statements
- P8 – Flexible revenue recognition
- P16 - Tracking of paper/vocal correspondence.
- P18 – Collector workflow/actions support
- P19 – Disputes support
- P21 - Management of overdue / Bad-doubtful debt
- P38 – Interface to Projects/Projects Accounting
- P45 - Customer categories / profiles



JD Edwards Scatter Chart

JD Edwards has ten items that are seen as high relevance but weak functionality:

- J1 – Support to create variable invoice formats
- J5 - Entering adjustments and adjustment approvals
- J6 - Application of debit/credit memos
- J9 – Support for refunds,
- J10 – Support for commitments / deposits
- J16 - Tracking of paper/vocal correspondence
- J22 – Collections Reporting
- J26 – Receipt reversal
- J30 – Receipts reporting
- J42 – Integration to Accounts Payables (refunds)



It must be highlighted that the numbers of items falling into the ‘high relevance/weak functionality’ quadrant is higher than that recorded for other financial areas. We think that because of the low number of JD Edwards respondents (there were only two in this area) the significance of this result may be questionable.

SPECIFIC COMMENTS FROM USERS REGARDING FUNCTIONALITY

- PeopleSoft user – “Have had to buy 3rd party collection system and heavily customise reporting (Aging and DSO)”
- JD Enterprise 1 user – “Applied cash is badly handled during the "spread" process”
- Oracle user – Disliked “Not being able to receipt cash across OU's”
- Oracle user – Would like “Ability to categorise customers/income to be able to comply with Whole of Govt Accounting requirements.”
- Oracle user – “Credit/Debit card functionality for invoiced income, use a non-oracle solution.”
- JDE World user – When asked about customisations they would like to see in Fusion the response was “too many to mention”

5.4. ASSET MANAGEMENT

HIGHLIGHTS

- Oracle is the stronger of the three products.
- Key area of functionality to review in the Oracle product is that of Modified Historic Costing Adjustments (Current Cost Accounting).
- PeopleSoft functionality was stronger than Oracle in the area of Adding Assets.

DELTA ANALYSIS

The functionality considered most important by respondents was the basic functions of:

1. Recording Asset Numbers / tag numbers / serial numbers
29. Ability to add assets
30. Calculation of depreciation by asset category
31. Ability to transfer / dispose / retire / reinstate assets

In all these areas there was a strong correlation between functionality and relevance.

The weaker functional areas were:

1. Modified Historic Costing Adjustments (Current Cost Accounting)
32. Ability to interface with other specific Asset Management Systems
33. Scheduling and reporting the calibration and servicing of assets

In all areas of functionality Oracle was considered to be stronger than JD Edwards. Within PeopleSoft the only functionality that was stronger than Oracle was that of adding assets.

The JD Edwards respondents were unique in giving a high level of relevance to the following two areas:

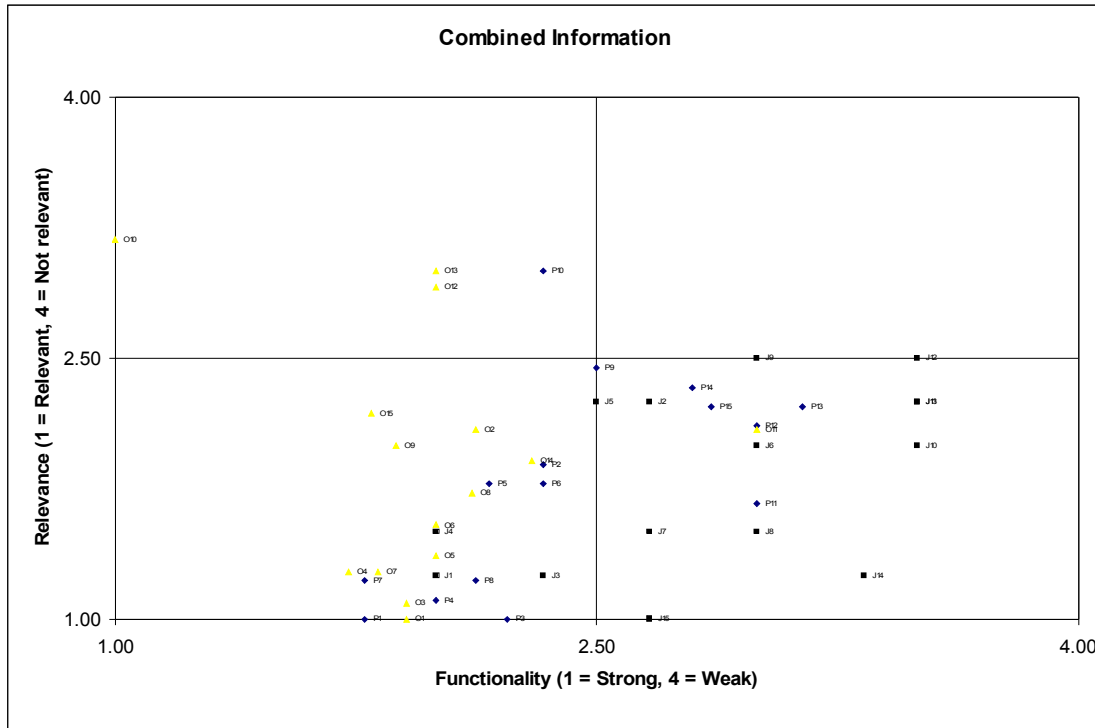
1. the ability to carry out 'what if' depreciation and tax calculations
34. the use of projects for recording Capital Expenditure e.g. Assets in the course of construction

In both these areas the functionality of JD Edwards scored weaker than Oracle.

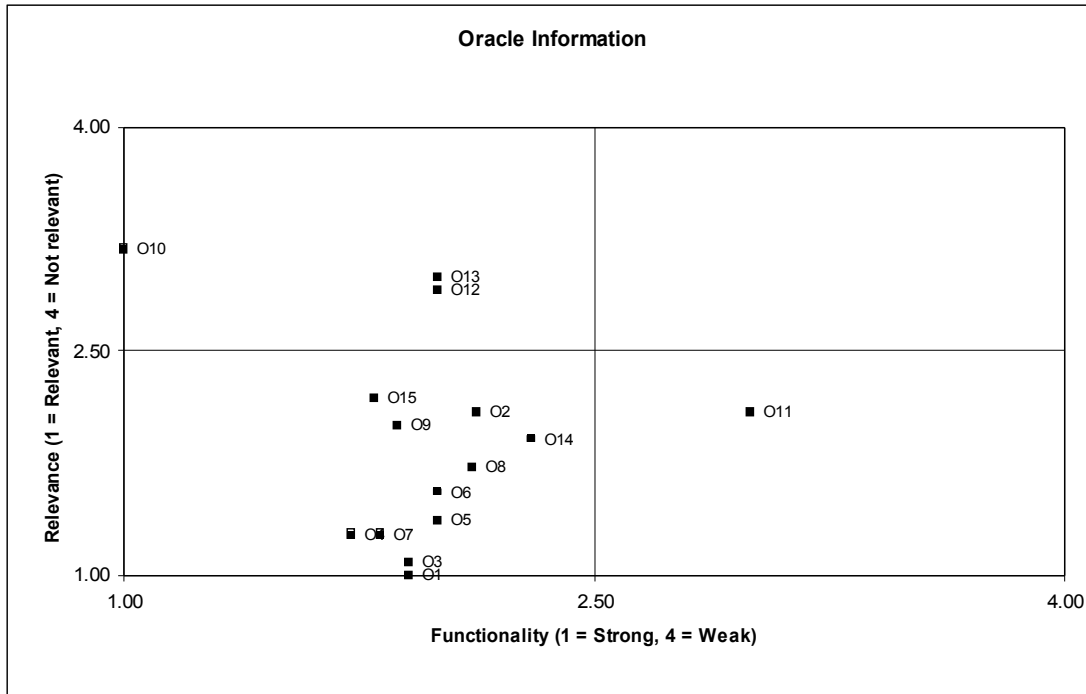
The functionality most respondents claimed they would not use was the calculation and reporting of allowances on industrial buildings. 13 out of 24 respondents said they would not use this functionality.

SCATTER CHART ANALYSIS

The scatter diagram below shows how each product scored in terms of importance and functionality for each question asked. Oracle has been scored much higher than PeopleSoft and JD Edwards.



The scatter diagram below shows the Oracle scores. Question 11 – Modified Historic Costing Adjustments (Current Cost Accounting) falls in the quartile of weak functionality but high relevance. This is an area requiring development.



SPECIFIC COMMENTS FROM USERS REGARDING FUNCTIONALITY

Question 49: Are there specific areas of Asset Management functionality that you like, that are not mentioned above:

- To hold asset in multi currencies not just base currency of BU. (Oracle)

Question 50: Are there specific areas of Asset Management functionality that you dislike, that are not mentioned above:

- MHCA and Mass additions processes (Oracle)
- Too many manual processes in AM (Oracle)
- Inability to revalue and extend the life of an Asset. (Oracle)
- The asset management system has corruptions in our database which we cannot fix. It does not seem as robust as the rest of PeopleSoft
- Compliance with IAS 16 for revaluations and treatment of residual values. We have been informed that version 8.9 is also non compliant. (PeopleSoft)

Question 51: Are there are any areas of Asset Management functionality that you would like to see in a Fusion product that aren't mentioned here:

- Better Asset Management processes in terms of flow of role and performance and logical way of seeing things (Oracle)

- We are convinced there is scope for much improvement in MHCA functionality. (Oracle)
- The Asset Management system should be better integrated with GL - Fixed Assets still seem to sit out on a limb somewhat. (JDE Enterprise One)

5.5. PROJECTS

HIGHLIGHTS

1. This area was strong across all applications – the functionality average of 2.05 was the best seen in all the questionnaires.
35. Functionality was seen as stronger for billing than costing
36. Oracle was consistently the strongest although unlike other areas, there was not a large difference between the three applications.
37. Multi-currency was an area where JD Edwards was seen as significantly stronger than the other two applications.

DELTA ANALYSIS

Table 3 Average Functionality Scores For Project Costing and Billing shows the average scores for each area as well as by each application.

AREA	TOTAL	ORACLE	PEOPLESOFT	JD Edwards
Total	2.05	1.94	2.17	2.05
Costing	2.14	2.07	2.35	1.95
Billing	1.94	1.78	1.95	2.17

Table 3 Average Functionality Scores For Project Costing and Billing

Project Costing

The functionality considered strongest by respondents was:

1. Define Expenditure types and categories
38. Use rule based accounting to hide complexity from end users
39. Set up transaction controls

40. Limit charges to assigned resources or employees only

Oracle was seen as the strongest application, and there were a number of items where PeopleSoft and JDE were seen as significantly weaker – specifically:

1. Budget at project summary or detailed level
41. Enforce hard or soft controls
42. Configure multiple types of expenditure item adjustments
43. Process, review and release adjustments online

There was also the situation where JDE rated significantly stronger than both Oracle and PeopleSoft:

1. Enter transactions in multiple currencies, including functional and project currency (which was the only area JDE scored strongly in the Foreign Exchange questionnaire)
44. Adjust multi-currency transactions

Finally, Oracle was not as strong as PeopleSoft and JDE in the following areas:

1. Use web-based graphical interface
45. Create client extensions to meet your specific business needs
46. Design personalized views for each user or workgroup

Project Billing

The functionality considered strongest by respondents was:

1. Reevaluate funding to match currency fluctuations
47. Generate inter-project invoices to share costs and revenue between projects
48. Enter agreements, bill rates, and events in any currency
49. Fund different projects across operating units
50. Set up bill rates for time and materials projects
51. Define currency conversion attributes

Oracle was seen as the strongest application, and there were a number of items where PeopleSoft and JDE were seen as significantly weaker – specifically:

1. Enter agreements, bill rates, and events in any currency
52. Define currency conversion attributes
53. Fund different projects across operating units
54. Fund at project or task level
55. Reevaluate funding to match currency fluctuations
56. Use flexible invoice line formats to summarize invoice lines by task, person, skill level, expenditure type, and more
57. Concessions

The currency items here are unusual as this goes against the results in Costing and Foreign Exchange.

Unlike Costing, there were no situations where JDE rated significantly stronger than both Oracle and PeopleSoft. There were two places where PeopleSoft was rated higher than the other applications:

1. Invoice Review Report
58. Project Billing Status Report

FUNCTIONALITY USED

Costing had more respondents not using the functionality detailed than in billing (40% vs 20%). In costing, the items not used by more than 50% of respondents were:

1. Configure resource sharing administration methods
59. Set up resource sharing controls and transfer price rules
60. Adjust multi-currency transactions
61. Define multiple types of resource sharing
62. Design personalized views for each user or workgroup
63. Enter transactions in multiple currencies, including functional and project currency

64. Calculate and record capitalized interest
65. Use web-based graphical interface
66. Create client extensions to meet your specific business needs
67. Define and revise burden schedule and versions
68. Limit charges to assigned resources or employees only
69. Process retirement costs and proceeds from sale
70. Integrate with third-party applications through open, standards-based architecture

On the billing side, the number of items used by less than 50% of respondents was considerably less:

1. Define currency conversion attributes
71. Reevaluate funding to match currency fluctuations

SCATTER CHART ANALYSIS

Due to restrictions with the survey tool, we were not able to capture relevance scores for this area and therefore cannot produce scatter charts.

SPECIFIC COMMENTS FROM USERS REGARDING FUNCTIONALITY

Question 69: Are there specific areas of Projects functionality that you like, that are not mentioned above:

- Ease of use for end users (Oracle)
- Ability to further analyze costs in GL (Oracle)
- Easy transfer of expenditure items between project and task with a full and easy audit trail (Oracle)
- Web ADI is good although very weak on validation controls. (Oracle)

Question 70: Are there specific areas of Projects functionality that you dislike that are not mentioned above:

- When revenue is generated for events on multi agreement projects the revenue does not get generated but 2 draft invoices are. (Oracle)

- Standard reports are not user friendly but contain useful information (Oracle)
- Reconciliation between Projects & GL is complex. (Oracle)

Question 71: Are there any areas of Projects functionality that you would like to see in a Fusion product that aren't mentioned here:

- Ability to bill on an ad-hoc basis on a project to different customers on the same task without this being based on a percentage (currently achieved through an AR interface) (Oracle)
- Ability to drilldown from an invoice line to details of the event as in revenue review (Oracle)
- Ability to load budgets using spreadsheets (Oracle)
- Ability to prevent certain gl codes being used with corresponding project codes (Oracle)
- If not 4 above then a report to highlight items not in GL but in projects (Oracle)
- Ability to reverse in future periods negative costs (Oracle)
- Not all items on a batch failing because of one incorrect record (Oracle)
- More user friendly way to re-cost labour items after a change in labour rate (Oracle)
- Option to use actual salary cost for a month for an employee as the labour rate (Oracle)
- Ability to burden inventory items like other exp. items rather than it being a separate manual process (Oracle)
- Ability to amend the exp type when transferring expenditure rather than just the project and task (Oracle)
- Ability to transfer inventory items like all other categories (Oracle)
- Ability to add to existing assets (Oracle)
- Oracle standard reports are very weak and in some cases there are no reports for standard functionality. We have developed in-house reports to meet requirements that should be delivered as standard. (Oracle)

5.6. TREASURY AND CASH MANAGEMENT

HIGHLIGHTS

PeopleSoft appears the strongest of the 3 products with JDE being particularly weak on functionality but scoring high on relevance.

All three products appeared weak on functionality but strong on relevance particularly for:

- Ability to create cash forecast and drill down to the underlying transactions
- Calculate mark to market revaluations
- Create user defined analysis for Position, Maturity and Gap Analysis

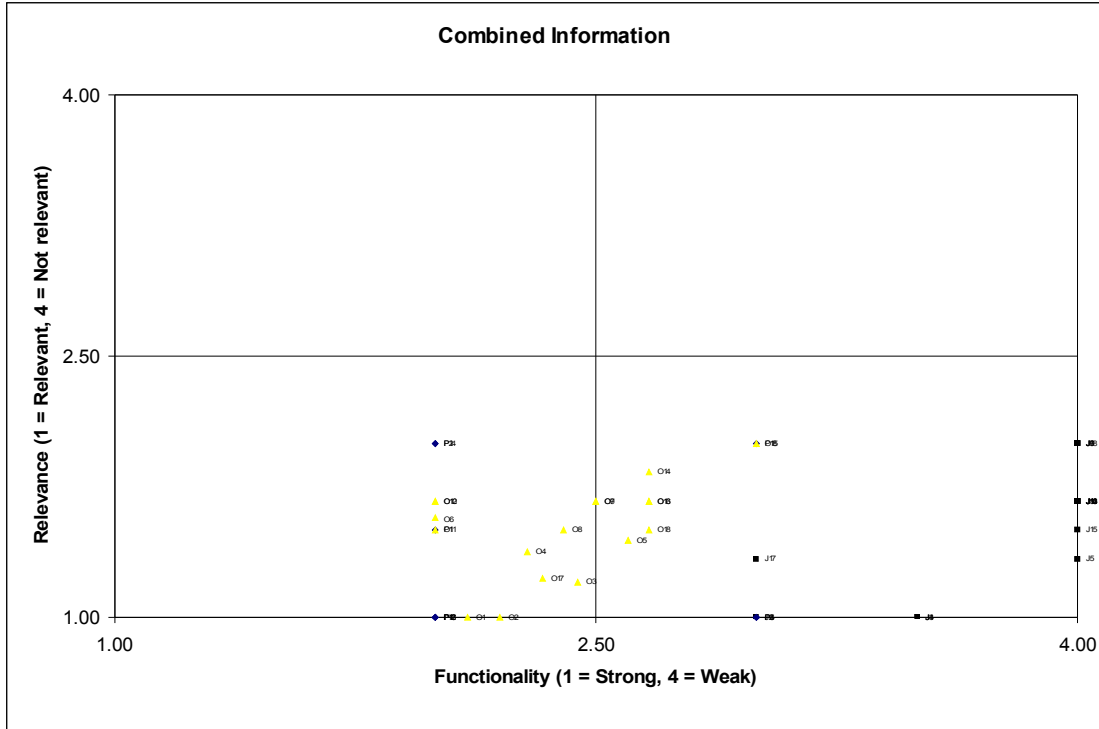
DELTA ANALYSIS

Most functionality was considered strongest by respondents was:

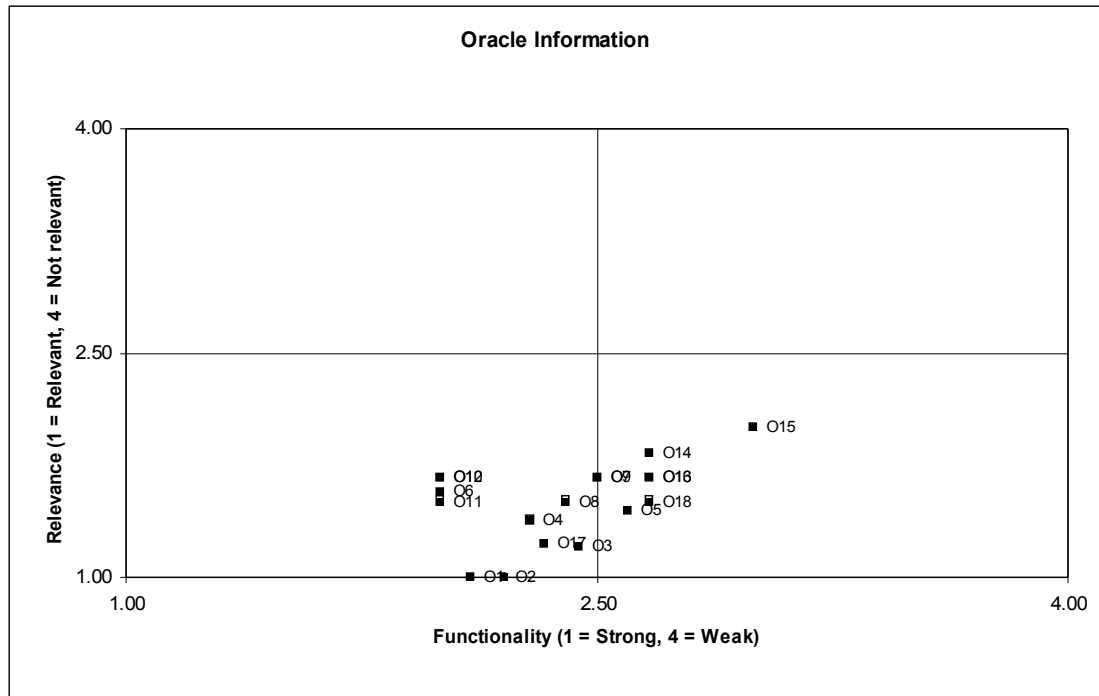
- Q1. Automatic bank reconciliation
- Q2. Upload bank statement lines using standard file formats (BAI, MT940, etc)
- Q17. Integration with General Ledger for all accounting entries
- Q12. Validate deal inputs

SCATTER CHART ANALYSIS

The scatter diagram below shows how each product scored in terms of relevance and functionality for each question asked. PeopleSoft has been scored higher than Oracle and JDE.

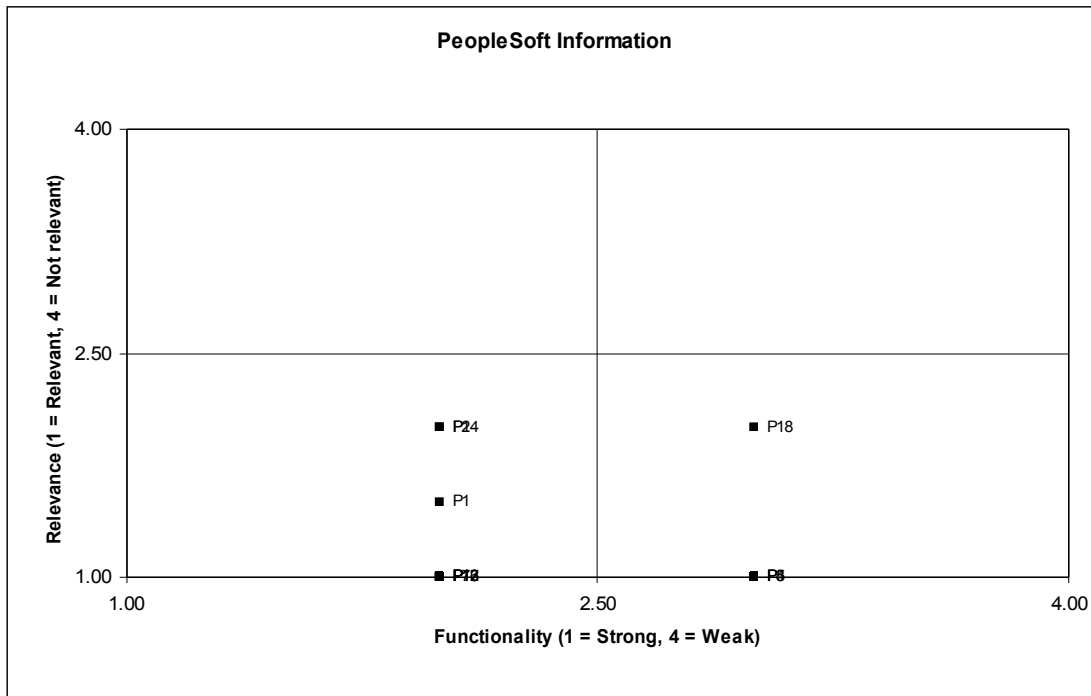


Oracle has only one area that is seen as reasonably strong on relevance but weaker on functionality. This was the ability to calculate Mark to Market revaluations. However, PeopleSoft responded that they would use the functionality if they could and JDE just scored weak on functionality. So Oracle appear to be functionality strong compared to PeopleSoft and JDE on this particular topic.



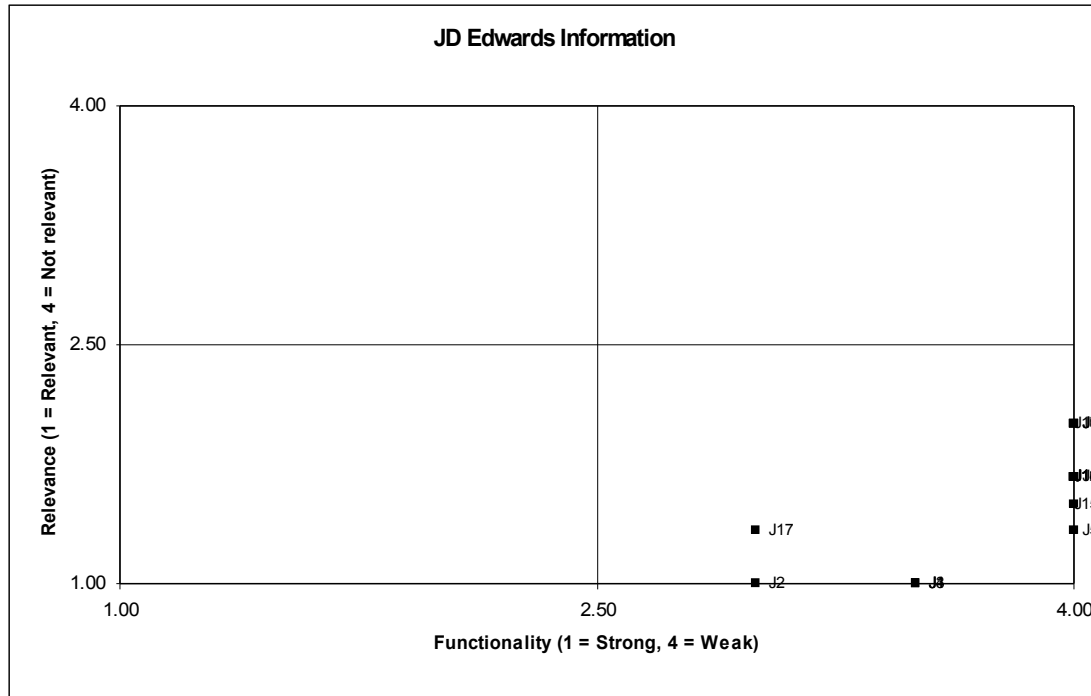
PeopleSoft has two areas that were strong on relevance but weak on functionality:

- Q18. Create user defined analysis for Position, Maturity and Gap Analysis
- Q5. Ability to create cash forecast and drill down to the underlying transactions



JDE scores poorly and this is reflected here as the respondents view the topic as relevant but rating the application poorly, especially in the following areas:

- Q5. Ability to create cash forecast and drill down to the underlying transactions
- Q15. Calculate mark to market revaluations
- Q17. Integration with General Ledger for all accounting entries



SPECIFIC COMMENTS FROM USERS REGARDING FUNCTIONALITY

Question 76: Are there specific areas of current Cash & Treasury Management functionality that you dislike, that are not mentioned above?

- The cash management / payroll / general ledger interface is flawed, it does not account for the payment of payroll which has to be undertaken by manual journal. This makes a farce of Oracle marketing the e business suite as a fully integrated software package.
- Management reporting is limited we have had to create many reports ourselves in business objects/business query.
- Reporting in Cash Management is poor. Exporting missing bank statement line data for follow-up, particularly on paying-in slip transaction types is poor. Reconciliation of bank accounts in GL is complex & time consuming.

Question 77: Are there any areas of Cash & Treasury Management functionality (e.g. customisations you've made or additional products that you use) that you would like to see in a Fusion product and why?

- The majority of our payments are made by BACS - this makes the automated bank reconciliation difficult (think this may be more of a bank issue than a system issue)

- We have heavily customised our bank reconciliation functions due to overall weaknesses of the cash management functionality, including reporting capability

5.7. EXPENSES

HIGHLIGHTS

The areas was seen as important however it appears to be growing in usage as across all questions there was functionality that was not yet being used, but would be in the future.

Oracle is the strongest of the three products with JDE rating weak or very weak in 65% of questions (especially in the self service area)

Reporting was the only area where the other applications got close to Oracle and the only Oracle item which scored poorly on functionality but strong on relevance.

DELTA ANALYSIS

The functionality considered strongest by respondents was:

1. Pay claims in an acceptable timeframe
72. Set up employee payment details
73. Payment processing
74. Associate VAT receipts and other documents

Items 1-3 also rated strongly in terms of relevance. The VAT item was seen as not quite as important.

In total, Oracle rated strongest in terms of functionality, with PeopleSoft 2nd and JDE 3rd. Looking at specific areas, JDE rated weakest, by some margin, of the three applications in the following:

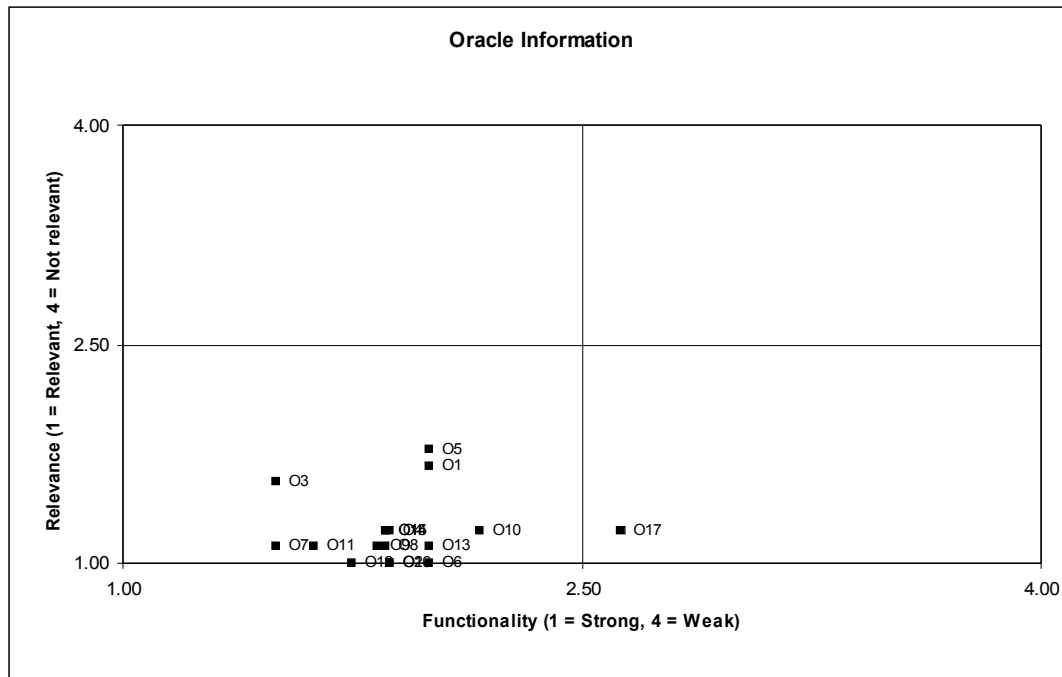
1. Associate VAT receipts and other documents
75. Self Services Expenses – system configuration
76. Self Services Expenses – user input
77. Self Services Expenses – approval process
78. Self Services Expenses – system set up
79. Self Services Expenses – holding and releasing claims

Generally the areas of functionality discussed were used by 65% of respondents with most people answering that they would use areas not currently live. Support for per diems was the only item not being used by the majority of respondents and 35% of people had no intention of using it moving forward. It was also the item that scored weakest in terms of relevance.

SCATTER CHART ANALYSIS

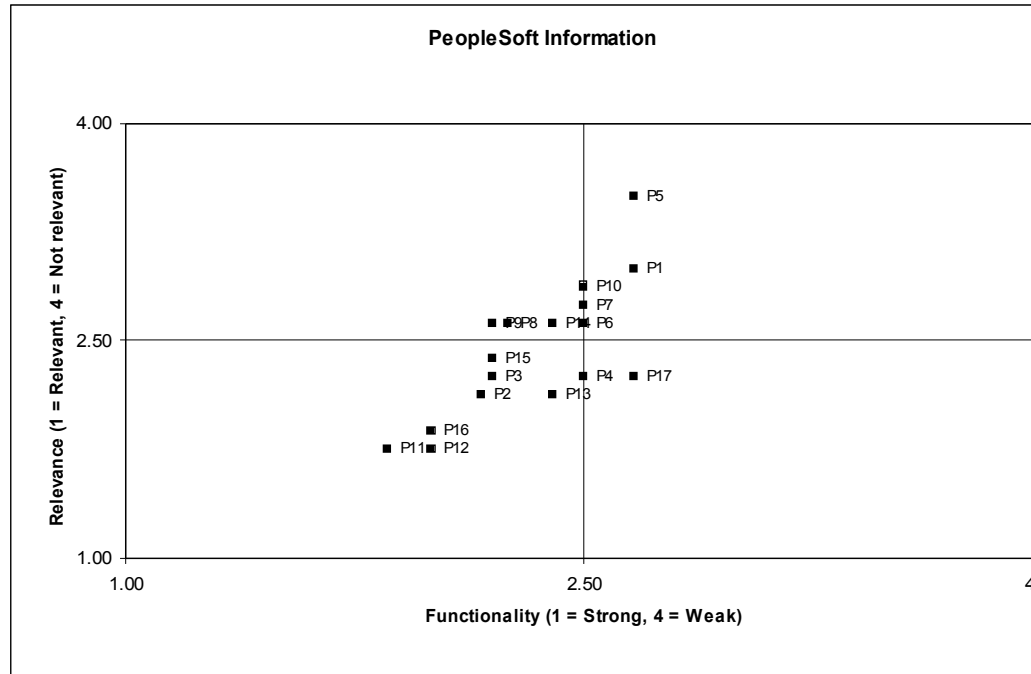
The main conclusions to draw from scatter charts are:

Oracle has only one item that is seen as strong relevance but has poor functionality – Reporting. This reflects results from other surveys (e.g. General Ledger).



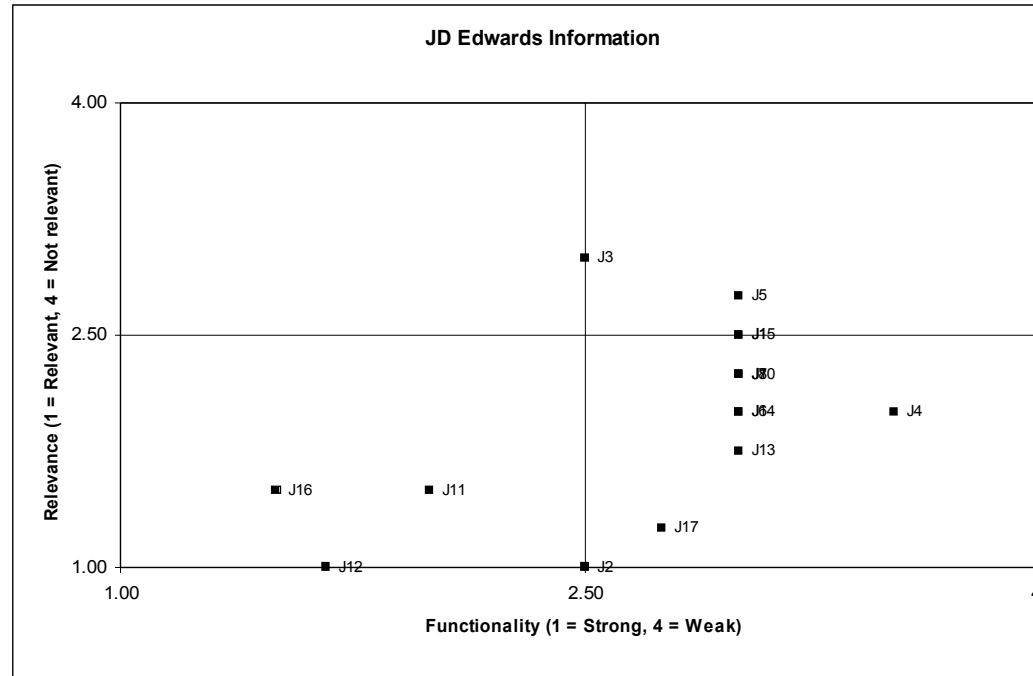
PeopleSoft also has Reporting as strong relevance but poor functionality. What is interesting is that the relevance scores for PeopleSoft were considerable weaker than for Oracle, with the following items having weak functionality but also not seen as particularly relevant:

1. Support for credit card imports
80. Support for per diems (as discussed above)



As discussed, JDE scores poorly and this is reflected here as the respondents viewed the following areas as relevant but rated the application poorly:

1. Associate VAT receipts and other documents
81. Application of company policy
82. Self Services Expenses – system configuration
83. Self Services Expenses – user input
84. Self Services Expenses – approval process
85. Self Services Expenses – ease of change of policy levels
86. Associate VAT receipts and other documents to each claim
87. Self Services Expenses – system set up
88. Reporting



SPECIFIC COMMENTS FROM USERS REGARDING FUNCTIONALITY

Question 89: Are there specific areas of Foreign Exchange functionality that you like, that are not mentioned above:

- No responses

Question 84: Are there specific areas of Expenses functionality that you dislike that are not mentioned above:

- No link to settle expense reports through Oracle Payroll (Oracle)
- The employee signing limit area is weak as repeating lines for every cost centre is cumbersome. (Oracle)
- The reporting functionality is very weak (Oracle)
- A change to mileage rates mid period at a specific date requires a new policy period. This resets any accumulated mileage to zero at this date thus affecting thresholds (Oracle)

Question 85: Are there any areas of Expenses functionality that you would like to see in a Fusion product that aren't mentioned here:

- Ability to handle company credit card use (PeopleSoft)
- We have customized our product to allow central input and payment, configuration for self input and auto approval seems very cumbersome (Oracle)

5.8. FOREIGN EXCHANGE

HIGHLIGHTS

All respondents felt this was an extremely important area, although the number of respondents was low. The small sample size means care should be taking with drawing a large amount of conclusions from the results.

Rounding functionality was the item that had the greatest delta between functionality and relevance across all applications and should be reviewed.

PeopleSoft is the strongest of the three products, with JDE rating poorly.

DELTA ANALYSIS

The functionality considered strongest by respondents was:

1. Entry of foreign currency transactions (not surprisingly)
89. Currency precision (supporting different decimal places for different currencies)
90. Support of multiple ledgers in different currencies

Rounding functionality to avoid out of balance entries showed a considerable difference between functionality and relevance across all three applications, with functionality rating poorly.

In total, PeopleSoft rated strongest in terms of functionality, with Oracle 2nd and JDE 3rd and looking at specific areas, Oracle rated significantly weakest of the three applications in the following:

1. Entering foreign currency transactions
91. Currency precision

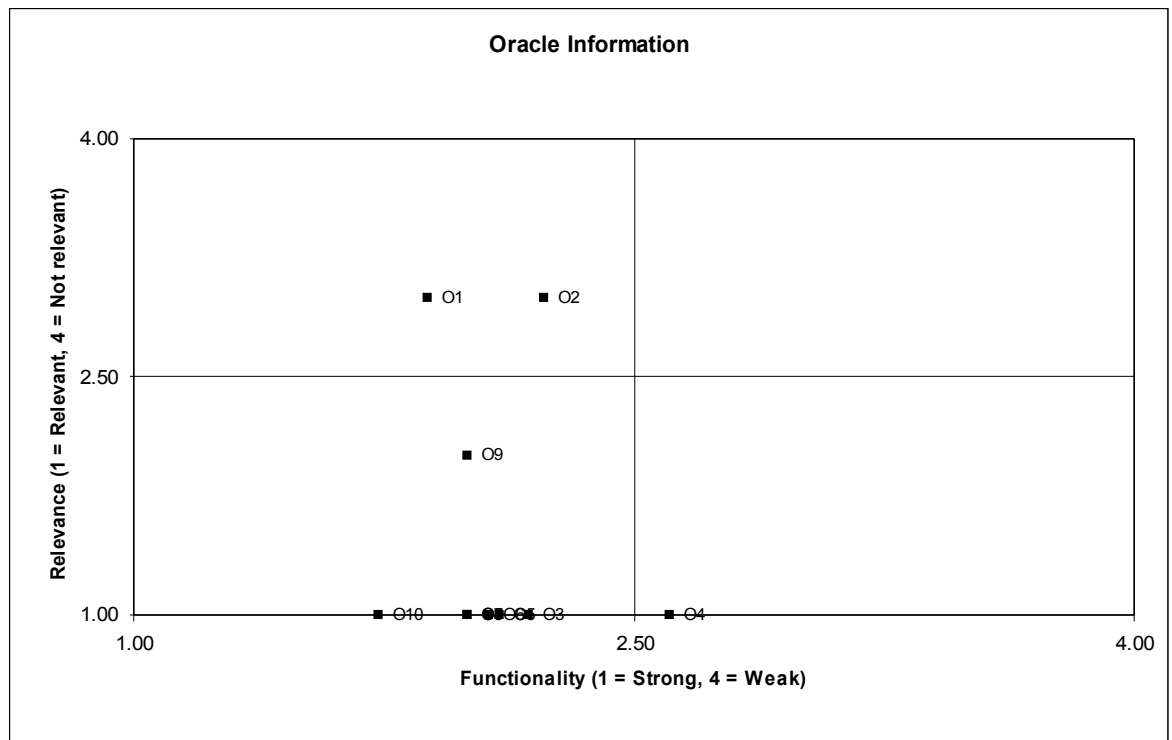
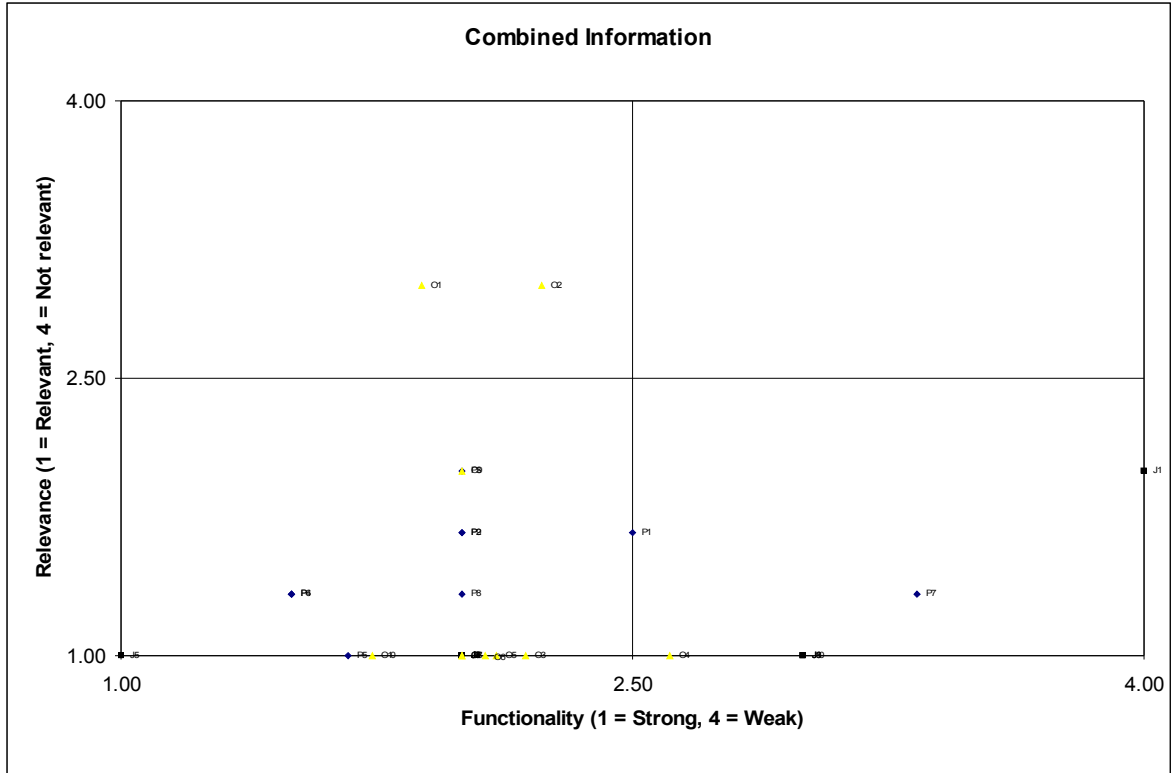
JDE rated very weak on automated loading of exchange rates, although with only one respondent this may not be significant.

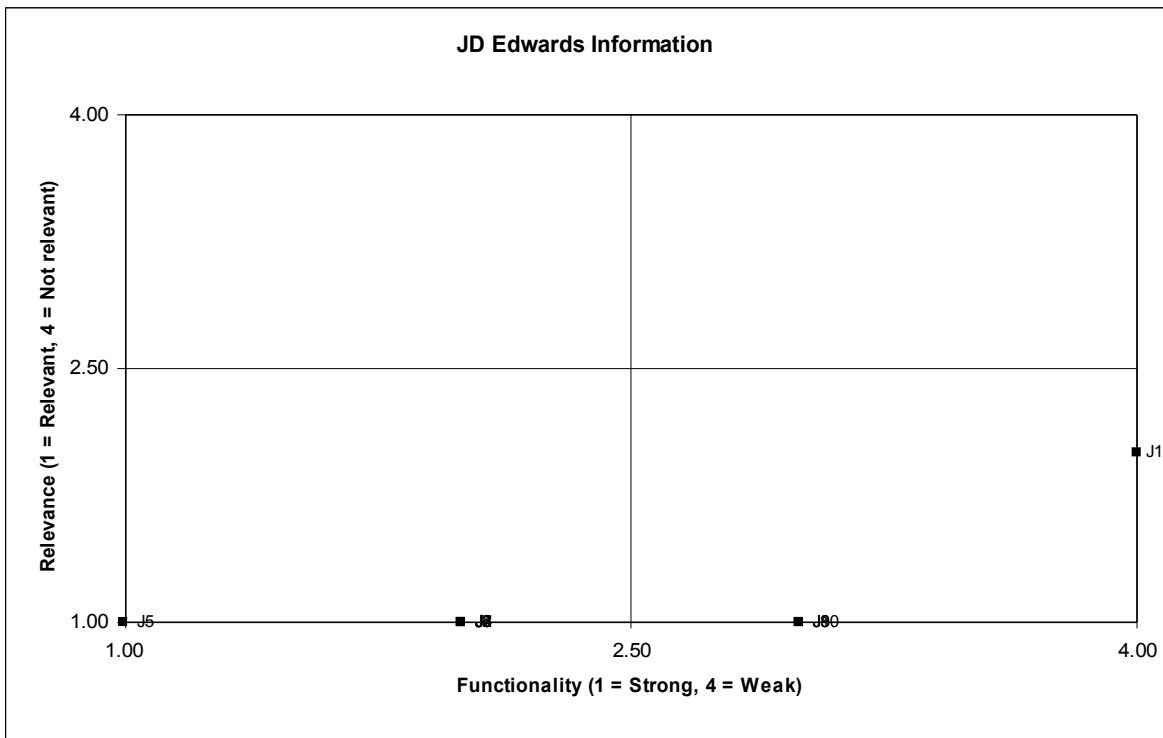
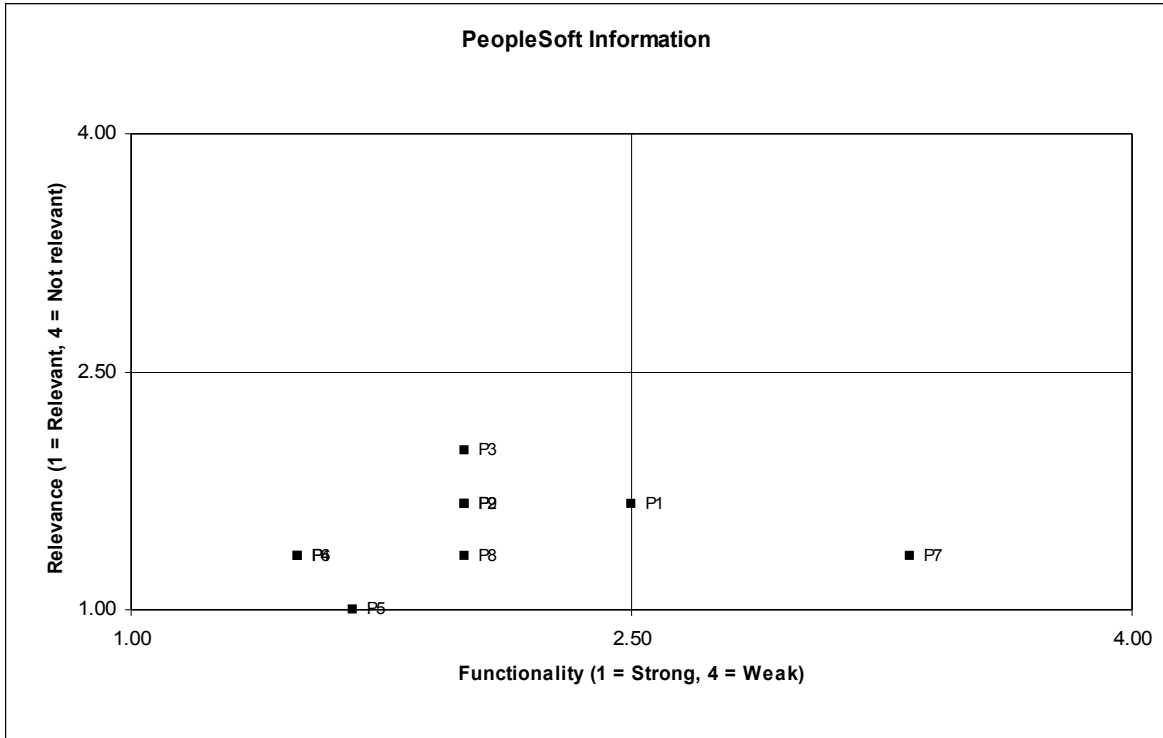
The functionality respondents claimed they would not use was position accounting with 80% of respondents not currently using it and 50% of these not intending to in the future.

SCATTER CHART ANALYSIS

The main conclusions to draw from scatter charts are:

Oracle has only one item that is seen as high relevance but has poor functionality – currency precision and this is reflected in the delta analysis above.





PeopleSoft only has two items falling into this category:

1. Rounding functionality to avoid out of balance entries

92. Automated loading of rates

As discussed, JDE scores poorly and this is reflected here as the respondent views the areas as extremely relevant but rating the application poorly, especially in the following areas:

1. Automated loading of rates
93. Revaluation of balance sheets accounts
94. Use of translation ledgers
95. Position accounting – (method for measuring risks & accounting for currency-related gains/losses on the balance sheet).

SPECIFIC COMMENTS FROM USERS REGARDING FUNCTIONALITY

Question 89: Are there specific areas of Foreign Exchange functionality that you like, that are not mentioned above:

- The ability to translate on Transaction currency instead of Base currency only (PeopleSoft)

Question 90: Are there specific areas of Foreign Exchange functionality that you dislike, that are not mentioned above:

- No responses

Question 91: Are there any areas of Foreign Exchange functionality that you would like to see in a Fusion product that aren't mentioned here:

- AR and bank rec multi currency support is not always robust (PeopleSoft)
- Control of foreign currency hedge funds - ensures accounting entries are at hedged rate, monitors usage of funds and prevents over allocation of funds. (Oracle)

5.9. COMPLIANCE

HIGHLIGHTS

The analysis points to a immature application area as the relevance scores were stronger than the functionality ones, showing the area is perceived as important but that the functionality needs to catch up to this.

Oracle and PeopleSoft were rated closely but functionality within JDE was seen as significantly weaker. Oracle and JDE users tended to rate this area as more relevant to them than PeopleSoft users did, making the poor functionality ratings received by JDE significant.

Ability to separate duties using security rates highest in terms of relevance and is the area where Oracle's functionality is considerably behind PeopleSoft and JDE (this is the only item where this happens).

DELTA ANALYSIS

The functionality considered strongest by respondents was:

1. Ability to separate duties using security
96. Provision of statutory reports across Europe
97. Supply of timely tax updates
98. Artifact repository capability to store documentation

In total, Oracle rated strongest in terms of functionality, with PeopleSoft a close 2nd and JDE a distant 3rd. Oracle and PeopleSoft were closely matched except for the following items where Oracle was rated considerably stronger:

1. Provision of audit tools to review security access/controls
99. Change management functionality to proactively manage controls

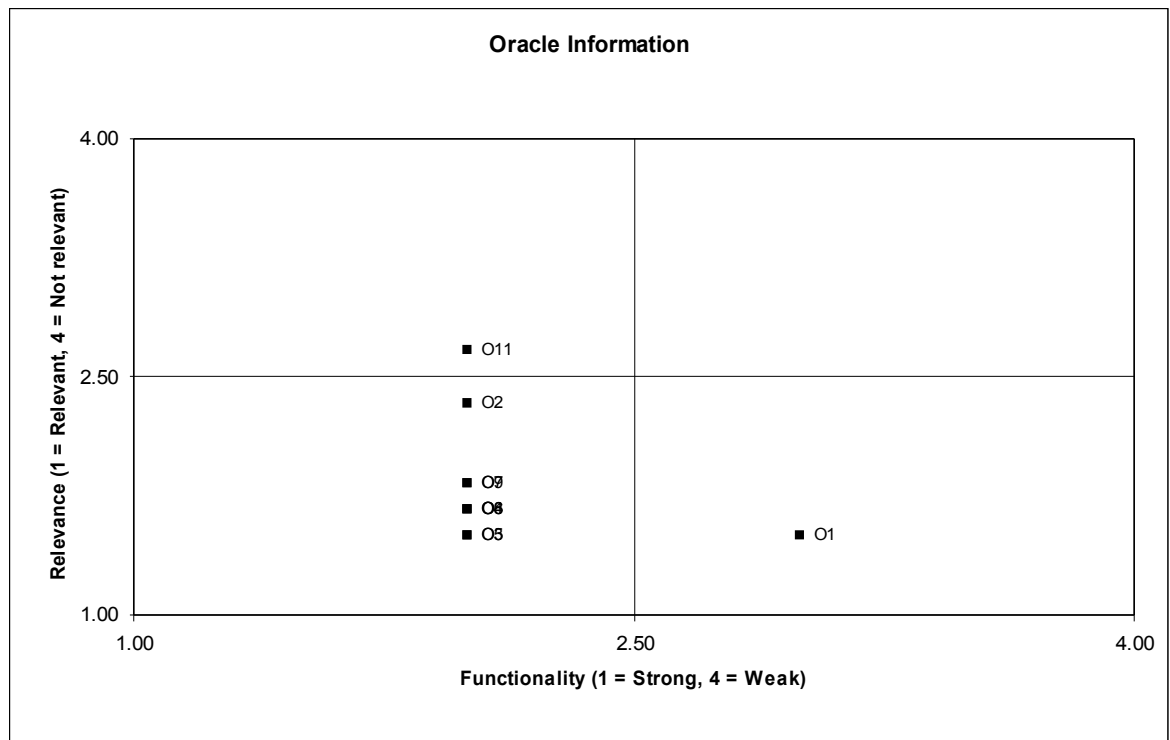
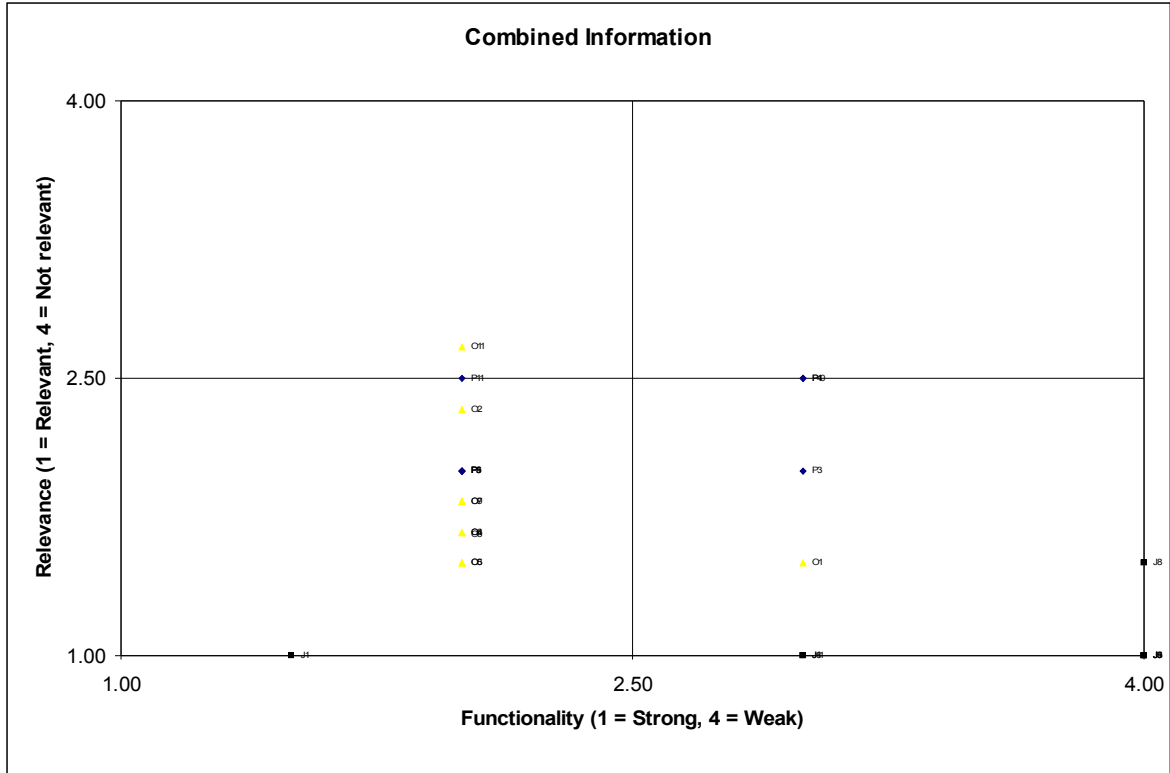
JDE rated very weak on a number of areas – specifically:

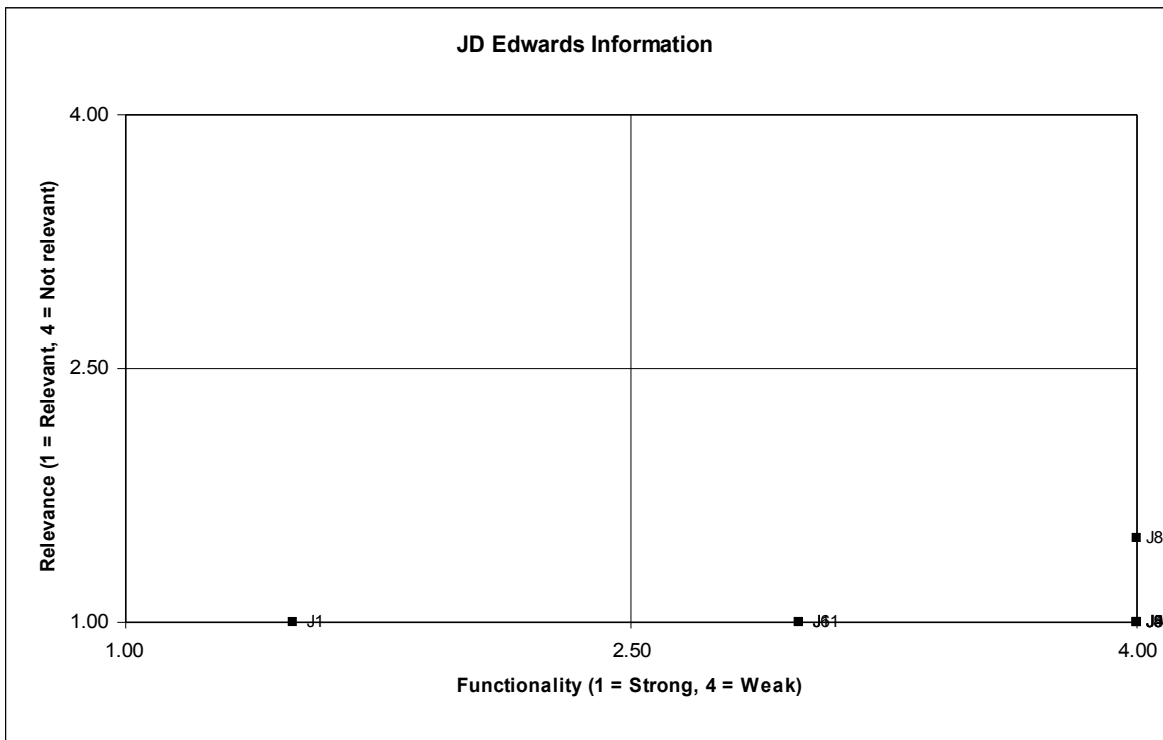
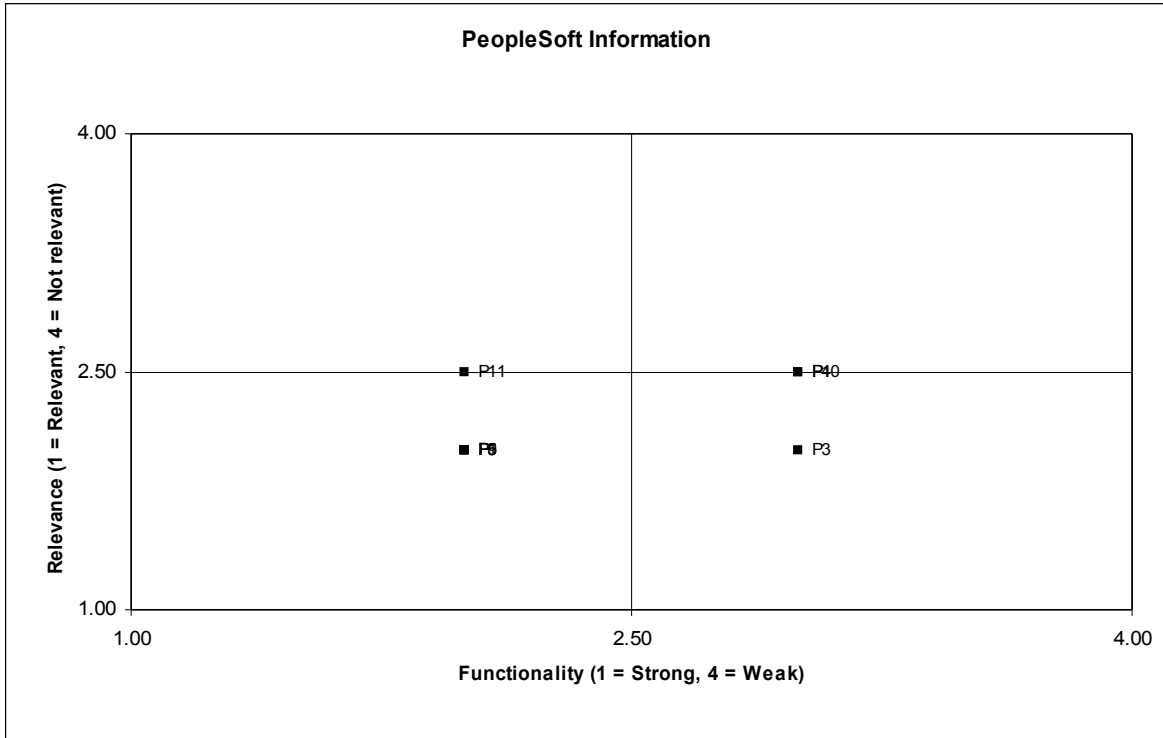
1. Provision of audit tools to review security access/controls
100. Change management functionality to proactively manage controls
101. Tool to monitor internal controls, e.g. separation of duties
102. Ability to document business processes and then track when changed
103. Ability to manage risks and controls within the application

SCATTER CHART ANALYSIS

The main conclusions to draw from scatter charts are:

Oracle has only one item that is seen as strong relevance but has poor functionality – ability to separate duties using security. This is interesting as it is the only area where the other applications significantly outscore Oracle.





PeopleSoft has three items falling into this category:

1. Provision of audit tools to review security access/controls

104.Change management functionality to proactively manage controls

105.Provision of statutory reports across Europe

As discussed, JDE scores extremely poorly and this is reflected here as the respondents view the topic as extremely relevant but rating the application poorly, especially in the following areas:

1. Provision of audit tools to review security access/controls

106.Change management functionality to proactively manage controls

107.Tool to monitor internal controls, e.g. separation of duties

108.Clear security structure allowing straightforward compliance review

109.Ability to document business processes and then track when changed

110.Ability to manage risks and controls within the application

111.Supply of timely tax updates

Only in the ability to separate duties using security does the application score well.

SPECIFIC COMMENTS FROM USERS REGARDING FUNCTIONALITY

There were no specific comments from users regarding functionality.

5.10. MANAGEMENT REPORTING

HIGHLIGHTS

These results were characterised by the paucity of respondents (23) in comparison to other sections of the financial scope. It was further characterised by the weak response of PeopleSoft and JDE users indicating that there is a weak functionality in the base product to satisfy the internal reporting requirements.

To highlight the overall management requirements in this area, the analysis focuses more on the 'would use/would not use' categories and their relevance.

- Users rated standardised/customised reports highly.
- 3rd party reporting tools seemed prevalent.
- Overall functionality and relevance scores were very low in comparison to other financial/projects sections

DEMAND ANALYSIS

Given a list of reporting areas the following five appeared highest in terms of the number of respondents who would use the reports if they were available.

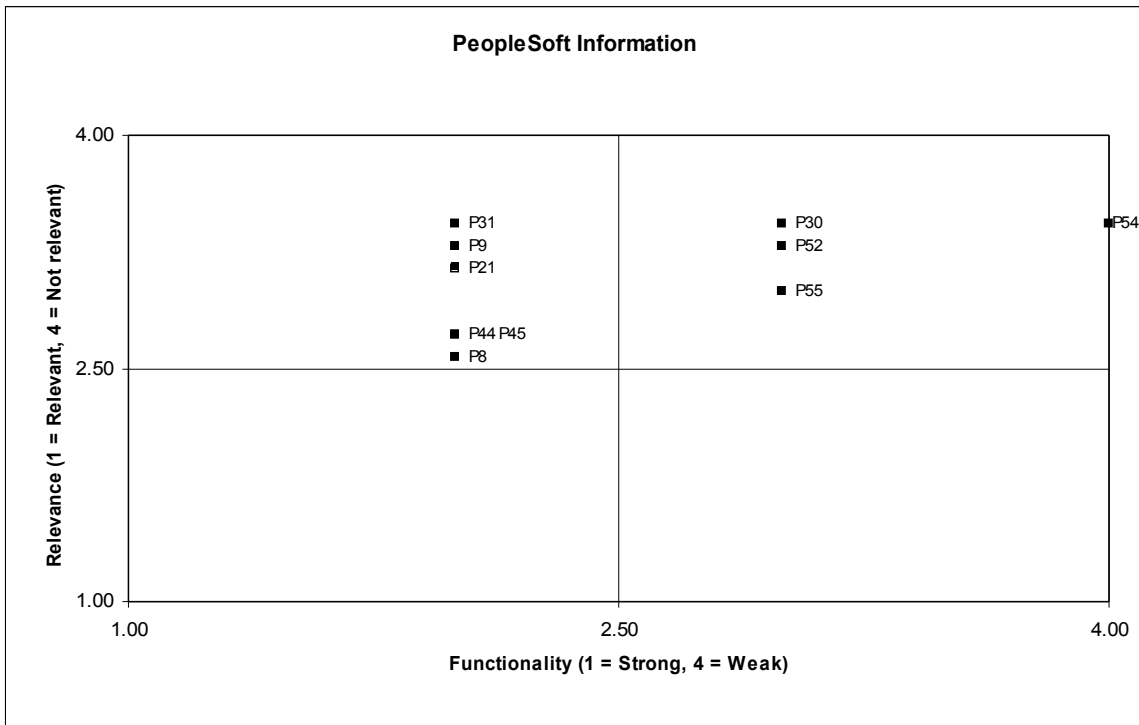
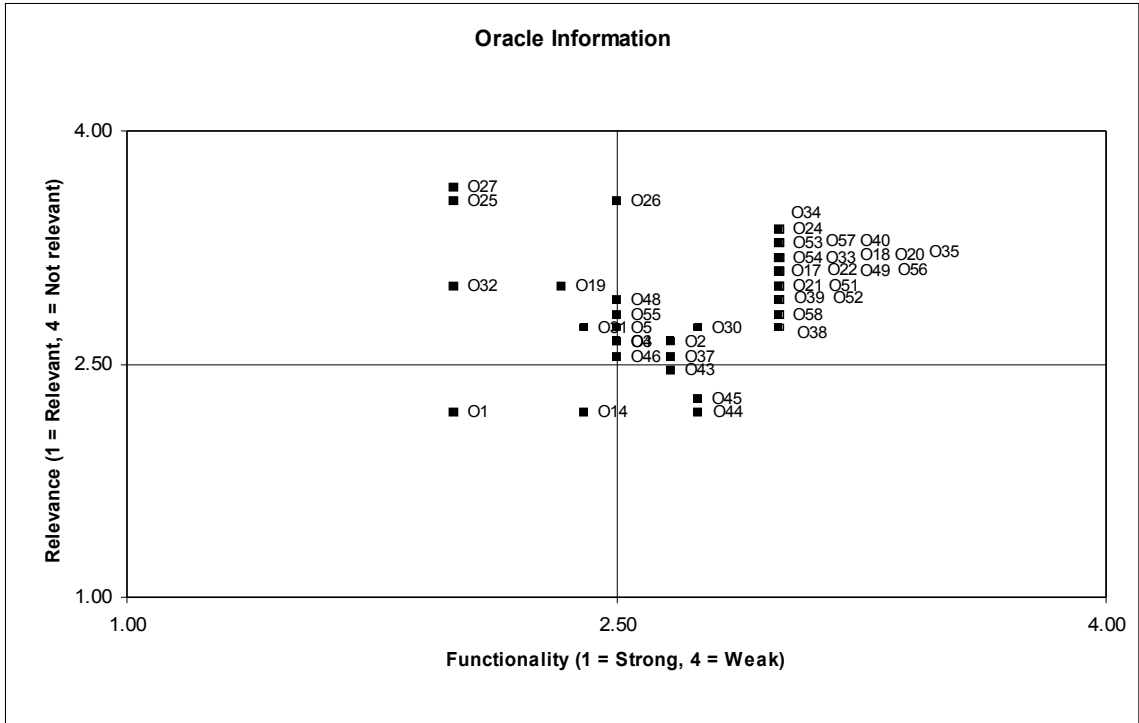
- Industry Benchmarking
- Financing Ratios
- Efficiency Ratios
- Security
- Operations cost management

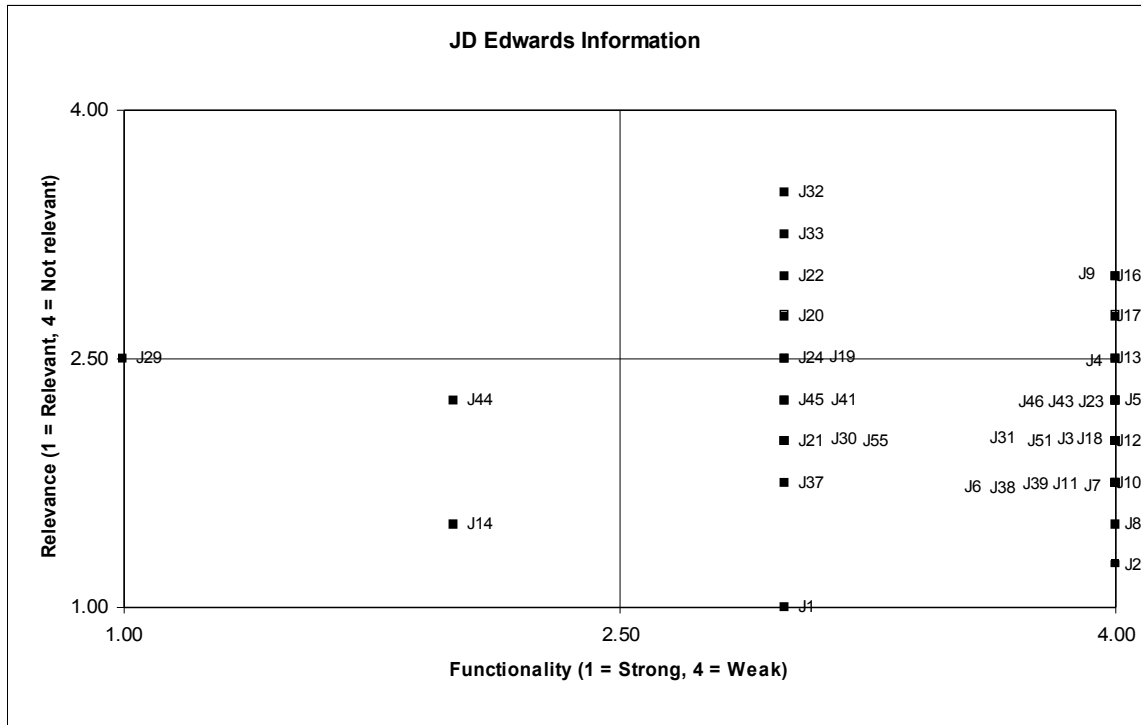
Working from the same list of reporting areas the following four appeared lowest in the sense that the least number of respondents would use them if they were available.

- SOX
- Yield/Waste management
- Sales Personnel performance
- Partner Performance

SCATTER CHART ANALYSIS

It was apparent that the majority of the respondents use only a very small number of management reports influencing the overall poor relevance score. Furthermore, a significant number of the respondents work in the public sector or financial services thus influencing a lower score of some of the more operational measures.





SPECIFIC COMMENTS FROM USERS REGARDING FUNCTIONALITY

JDE Enterprise One user – When asked whether there were areas of Management reporting they would like to see in Fusion, they replied “none - it's rubbish” and “it's all rubbish. difficult to use, harder to deploy. get a 3rd party software to do it all”.

PeopleSoft user – “We currently use Hyperion suite for all reporting and budgeting as PeopleSoft was not up to the job.”

Oracle user – “As with most things it is difficult to know how to configure Oracle to do what you want. It can do what you want (in a fashion) but not mirror your process exactly or easily”.

Oracle user – “There is a greater need for standard out-of-the-box reporting solutions even if it only gives a part solution, particularly for forecasting, planning, activity & management accounting information. Many of the Oracle solutions e.g. OFA / EPB, require too much development / investment.

6. SUGGESTIONS FOR FURTHER RESEARCH

Further guidance from Oracle is required to enable this group to focus on additional areas of analysis and/or to drill deeper into the existing captured data. For example we feel we could do further useful research in areas such as functionality (Value Added Tax), Verticals (Banking, Public Sector), size of Organisations; however we would need strong input from Oracle to know which of these areas would be of use to them based on their current analysis – design – build strategy on the Fusion project.

As a result of analyzing the survey we are aware of specific areas that could be follow up with phone interviews with the survey respondents or Focus Groups on specific areas. For example we reported above that “PeopleSoft functionality was stronger than Oracle in the area of Adding Assets” although we don’t know why this is. It occurs to us that a lower level of analysis would be needed before this insight can be capitalized within the Fusion product design.

7. CAVEATS

The small number of responses for some areas (e.g. Foreign Exchange) or applications (e.g. JDE) may affect the results.

A lack of knowledge of the application may have lead to negative responses regarding functionality that already exists. This could be due to the respondent running on a lower version of the application or a limited scope of responsibility (e.g. Mark to market functionality in Treasury).

Respondents may have interpreted the scales (e.g. Strong – Weak) differently to our intention.

There were complex concepts in some of the questions, which we could not explain due to the limited nature of the tool. This could have lead to misinterpretation.

We cannot be certain of the level of knowledge each respondent had when answering the questionnaire, which may skew the results.

8. APPENDIX A – LIST OF FOCUS GROUP MEMBERS

Name	Position	Product	Company
David James	Leader	Oracle	Independent Consultant
Dave Bouskill	Deputy Leader	Oracle	Littlewoods
Simon Maddan	Member	PeopleSoft	Bowne
Graeme Nash	Member	Oracle	Quest
Dave Aldridge	Member	PeopleSoft	Defence Science and Technology Laboratory
Phil Wright	Member	JD Edwards	Calor
Nikki Nuwar	Oracle Buddy	All Three	Oracle

9. APPENDIX B – LIST OF SURVEY QUESTIONS

Question Number	Description
	General Ledger
9	How do you rate the performance of the application you use in the areas below? If you don't have the functionality available, please choose either Would use or Would not use:
9.01	Ability to import from external spreadsheets
9.02	Automation of batch processing
9.03	Combination Editing/Cross validation rules/Posting Edit Rules
9.04	Commitment control support – ability to impose budgetary controls on the GL
9.05	Comprehensive consolidation functionality
9.06	Configurable security around rights to complete key tasks within GL.
9.07	Multi-currency support including revaluation of balance sheet items.
9.08	Creation of Journal templates
9.09	Ability to drill down to transactions within sub-modules from the GL.
9.1	Flexible chart of accounts configuration
9.11	Support for Intra/Inter unit processing
9.12	Support for reversing journals
9.13	Seamless multi-ledger support (including reporting, statutory and budgetary)
9.14	Straightforward reconciliation through sub modules
9.15	Strong support for allocations
9.16	Reporting – ability to display multiple ledgers together
9.17	Reporting – strong support of drill down functionality
9.18	Reporting - use of tools to reflect data hierarchies (e.g. PeopleSoft trees)
10	How do you rate the importance of these areas to your organisation?
10.01	Ability to import from external spreadsheets
10.02	Automation of batch processing
10.03	Combination Editing/Cross validation rules/Posting Edit Rules
10.04	Commitment control support – ability to impose budgetary controls on the GL
10.05	Comprehensive consolidation functionality
10.06	Configurable security around rights to complete key tasks within GL.
10.07	Multi-currency support including revaluation of balance sheet items.
10.08	Creation of Journal templates
10.09	Ability to drill down to transactions within sub-modules from the GL.
10.1	Flexible chart of accounts configuration
10.11	Support for Intra/Inter unit processing
10.12	Support for reversing journals
10.13	Seamless multi-ledger support (including reporting, statutory and budgetary)

10.14	Straightforward reconciliation through sub modules
10.15	Strong support for allocations
10.16	Reporting – ability to display multiple ledgers together
10.17	Reporting – strong support of drill down functionality
10.18	Reporting - use of tools to reflect data hierarchies (e.g. PeopleSoft trees)
11	Are there specific areas of current GL functionality that you specific like, that are not mentioned above:
12	Are there specific areas of current GL functionality that you dislike, that are not mentioned above:
13	Are there are any areas of GL functionality (e.g. customisations you've made or additional products that you use) that you would like to see in a Fusion product and why:
	Procure To Pay
	How do you rate the performance of the application you use in the areas below?
	If you don't have the functionality available, please choose either Would use or Would not use:
	Does the system make it easy for you to –
	ORDERING
15.01	Handle your transactions efficiently
15.02	Deal with set up and maintenance of suppliers
15.03	Self service for suppliers - e.g. reviewing outstanding invoices, changing bank accounts
15.04	Use the Request for Tender/Quote process
15.05	Create inventory items from quotes
15.06	Integrate Purchasing Cards
15.07	Integrate with other modules
15.08	P.O. Approval
15.09	P.O. Distribution
15.1	Use non standard PO formats/types
15.11	Use i/eProcurement – Requisitioning
15.12	- Approval processing
15.13	- Workflow
15.14	- Catalogues
	GOODS RECEIVING
16.01	Choose to make PO's mandatory or have them retrospective
16.02	Receipt input
16.03	Receipt input - Using i/eProcurement
16.04	Ability to chase up missing receipts
	PAYABLES
17.01	The ability to create receipts manually
17.02	The ability to import receipts through a batch mechanism
17.03	Imports from the bank using LockBox and other receipt import alternatives

17.04	Invoice matching – 2 way
17.05	Invoice matching – 3 way
17.06	Invoice matching – 4 way (quality)
17.07	Invoice approval
17.08	Automatic hold releasing
17.09	Supplier payment processing
17.1	Dispute handling
17.11	Purchasing/Cost/Supplier reporting
	VAT
18.01	The ability to import tax rates.
18.02	VAT Processes
18.03	Tax reporting
	How do you rate the importance of these areas to your organisation?
	ORDERING
19.01	The ability to handle your volumes efficiently
19.02	Ease of set up and maintenance of suppliers
19.03	Self service for suppliers - e.g. reviewing outstanding invoices, changing bank accounts
19.04	The Request for Tender/Quote process
19.05	The ability to create inventory items from quotes
19.06	Integration of Purchasing Cards
19.07	Integration with other modules
19.08	P.O. Approval
19.09	P.O. Distribution
19.1	Use non standard PO formats/types
19.11	Use i/eProcurement – Requisitioning
19.12	- Approval processing
19.13	- Workflow
19.14	- Catalogues
	RECEIPTS
20.01	The ability to choose to make PO's mandatory or have them retrospective
20.02	Receipt input
20.03	Receipt input - Using i/eProcurement
20.04	Ability to chase up missing receipts
	PAYABLES
21.01	The ability to create receipts manually
21.02	The ability to import receipts through a batch mechanism
21.03	Imports from the bank using LockBox and other receipt import alternatives
21.04	Invoice matching – 2 way
21.05	Invoice matching – 3 way
21.06	Invoice matching – 4 way (quality)
21.07	Invoice approval
21.08	Automatic hold releasing
21.09	Supplier payment processing
21.1	Dispute handling
21.11	Purchasing/Cost/Supplier reporting

	VAT
22.01	The ability to import tax rates.
22.02	VAT Processes
22.03	Tax reporting
23	Are there specific areas of current Procure to Pay functionality that you like which are not mentioned above:
24	Are there specific areas of current Procure to Pay functionality that you dislike which are not mentioned above:
25	Are there are any areas of Procure to Pay functionality (e.g. customisations you've made or additional products that you use) that you would like to see in a Fusion product and why:
	Order to Cash
	How do you rate the performance of the application you use in the areas below? If you don't have the functionality available, please choose either Would use or Would not use:
	TRANSACTIONS
27.01	The support to create variable invoice formats
27.02	The support to import invoices through a batch mechanism
27.03	Summarised invoicing
27.04	Invoice print and emission
27.05	Entering adjustments and adjustment approvals
27.06	Application of debit/credit memos
27.07	Associating Receivables to GL account code
27.08	Flexible revenue recognition
27.09	Support for refunds
27.1	Support for commitments / deposits
	COLLECTIONS
28.01	Viewing customer accounts
28.02	Application of credit hold
28.03	Credit checking
28.04	Creation of customer statements
28.05	Creation of dunning letters
28.06	Tracking of paper/vocal correspondence.
28.07	Support for aging
28.08	Collector workflow/actions support.
28.09	Disputes support
28.1	Period reconciliation
28.11	Management of overdue / Bad-doubtful debt
28.12	Reporting
	RECEIPTS

29.01	The ability to create receipts manually
29.01	The ability to import receipts through a batch mechanism
29.01	LockBox import from the bank
29.01	Receipt reversal
29.01	Receipt application (on-account / unidentified / multi-invoice / cross-currency)
29.01	Miscellaneous / Cash receipts
29.01	Support for direct-debit/credit card/electronic Payments
29.01	Reporting
	TAX
30.01	The ability to import tax rates.
30.02	VAT support
30.03	Tax reporting
	Web Deployment (customer facing)
31.01	Account management
31.02	Bill / dispute support
	INTERFACES
32.01	Interface with GL
32.02	Order Management
32.03	Projects/Project accounting
32.04	Cash management
32.05	Inventory
32.06	External systems
32.07	Accounts Payables (refunds)
	CUSTOMER MAINTENANCE
33.01	Manual customer entry/maintenance
33.02	Mass customer entry/maintenance
33.03	Customer categories / profiles
	MISCELLANEOUS
34.01	Reconciliation of AR to GL.
	How do you rate the importance of these areas to your organisation?
	TRANSACTIONS
35.01	The support to create variable invoice formats
35.02	The support to import invoices through a batch mechanism
35.03	Summarised invoicing
35.04	Invoice print and emission
35.05	Entering adjustments and adjustment approvals
35.06	Application of debit/credit memos
35.07	Associating Receivables to GL account code
35.08	Flexible revenue recognition
35.09	Support for refunds
35.1	Support for commitments / deposits
	COLLECTIONS
36.01	Viewing customer accounts
36.02	Application of credit hold
36.03	Credit checking

36.04	Creation of customer statements
36.05	Creation of dunning letters
36.06	Tracking of paper/vocal correspondence.
36.07	Support for aging
36.08	Collector workflow/actions support.
36.09	Disputes support
36.1	Period reconciliation
36.11	Management of overdue / Bad-doubtful debt
36.12	Reporting
	RECEIPTS
37.01	The ability to create receipts manually
37.02	The ability to import receipts through a batch mechanism
37.03	LockBox import from the bank
37.04	Receipt reversal
37.05	Receipt application (on-account / unidentified / multi-invoice / cross-currency)
37.06	Miscellaneous / Cash receipts
37.07	Support for direct-debit/credit card/iPayments
37.08	Reporting
	TAX
38.01	The ability to import tax rates.
38.02	VAT support
38.03	Tax reporting
	Web Deployment (customer facing)
39.01	Account management
39.02	Bill / dispute support
	INTERFACES
40.01	Interface with GL
40.02	Order Management
40.03	Projects/Project accounting
40.04	Cash management
40.05	Inventory
40.06	External systems
40.07	Accounts Payables (refunds)
	CUSTOMER MAINTENANCE
41.01	Manual customer entry/maintenance
41.02	Mass customer entry/maintenance
41.03	Customer categories / profiles
	MISCELLANEOUS
42.01	Reconciliation of AR to GL.
43	Are there specific areas of current order-to-cash functionality that you like, that are not mentioned above:
44	Are there specific areas of current order-to-cash functionality that you dislike, that are not mentioned above:

45	Are there are any areas of order-to-cash functionality (e.g. customisations you've made or additional products that you use) that you would like to see in a Fusion product and why:
	Asset Management
	How do you rate the performance of the application you use in the areas below?
	If you don't have the functionality available, please choose either Would use or Would not use:
47.01	Ability to add Assets
47.02	Ability to add and store non capital Assets
47.03	Ability to transfer / dispose / retire / reinstate assets
47.04	Recording Asset numbers / tag numbers / serial numbers
47.05	Bulk input of assets
47.06	Bulk transfers or disposals
47.07	Calculation of depreciation by Asset Category
47.08	The use of linking Assets back to the Bought Ledger
47.09	The use of multiple books
47.1	The calculation and report allowances on industrial buildings
47.11	Modified Historic Costing Adjustments (Current Cost Accounting)
47.12	Scheduling and reporting the calibration and servicing of assets
47.13	Ability to interface with other specific Asset Management Systems
47.14	Ability to carry out "what if" depreciation and tax calculations
47.15	The use of projects for recording Capital Expenditure e.g. Assets in Course of Construction
	How do you rate the importance of these areas to your organisation?
48.01	Ability to add Assets
48.02	Ability to add and store non capital Assets
48.03	Ability to transfer / dispose / retire / reinstate assets
48.04	Recording Asset numbers / tag numbers / serial numbers
48.05	Bulk input of assets
48.06	Bulk transfers or disposals
48.07	Calculation of depreciation by Asset Category
48.08	The use of linking Assets back to the Bought Ledger
48.09	The use of multiple books
48.1	The calculation and report allowances on industrial buildings
48.11	Modified Historic Costing Adjustments (Current Cost Accounting)
48.12	Scheduling and reporting the calibration and servicing of assets
48.13	Ability to interface with other specific Asset Management Systems
48.14	Ability to carry out "what if" depreciation and tax calculations
48.15	The use of projects for recording Capital Expenditure e.g. Assets in Course of Construction
49	Are there specific areas of Asset Management functionality that you specific like, that are not mentioned above:

50	Are there specific areas of Asset Management functionality that you dislike, that are not mentioned above:
51	Are there any areas of Asset Management functionality that you would like to see in a Fusion product that aren't mentioned here:
	Project Costing / Billing
	How do you rate the performance of the application you use in the areas below? If you don't have the
	Functionality available, please choose either Would use or Would not use:
	Does the system make it easy for you to –
	Project Costing
53.01	Expenditures
53.02	Define expenditure types and categories
53.03	Enter expenditure batches via online entry, data import, expenditure copy, or Microsoft Excel
53.04	Enter transactions in multiple currencies, including functional and project currency
53.05	Vary labour rates based on employee, job, organization, or time period
53.06	Use rule-based accounting to hide complexity from end users
	Burdening and Allocations
54.01	Define and assign burden multipliers
54.02	Define and revise burden schedule and versions
54.03	Define allocation rules per operating unit
	Transaction and Budgetary Controls
55.01	Set up transaction controls based on expenditure category, expenditure type, employee, or non-labour resource
55.02	Limit charges to assigned resources or employees only
55.03	Budget at project summary or detailed level
55.04	Create budgetary controls to check for available project funds
55.05	Enforce hard or soft controls
	Administration
56.01	Configure multiple types of expenditure item adjustments
56.02	Perform mass adjustments
56.03	Transfer or split expenditures
56.04	Adjust multi-currency transactions
56.05	Process, review, and release adjustments online
56.06	Create audit trail for all expenditure adjustments, including name, date and type of adjustment
	Resource Sharing
57.01	Define multiple types of resource sharing – intercompany, inter-operating unit, and intra-operating unit
57.02	Configure resource sharing administration methods – borrowed and lent accounting, intercompany billing accounting, or no cross charge
57.03	Set up resource sharing controls and transfer price rules
	Asset Capitalization

58.01	Define and create capital assets
58.02	Place assets in service and capitalize WIP asset costs
58.03	Allocate and group asset costs
58.04	Calculate and record capitalized interest
58.05	Process retirement costs and proceeds from sale
	Cost Analysis
59.01	Create and review expenditure reports
59.02	Create and review capital asset reports
	Integration
60.01	Seamlessly integrate with other applications – including Payables, Purchasing, Assets, General Ledger,
	Internet Expenses, Inventory, Project Manufacturing, and Timesheets
60.02	Integrate with third-party applications through open, standards-based architecture
	User Interface and Configurability
61.01	Use web-based graphical interface
61.02	Create client extensions to meet your specific business needs
61.03	Design personalized views for each user or workgroup
61.03	Define, update, and view project security settings
	Project Billing
	Billing Configuration
63.01	Set up billing information, including customer information, retention terms, billing cycles, and sales credit receivers
63.02	Define billing methods for different contract projects or by top task for invoicing
63.03	Set up bill rates for time and materials projects
63.04	Control billing by top task
63.05	Define Customers by top task
63.06	Configure hard and soft limits
63.07	Enter agreements, bill rates, and events in any currency
63.08	Define currency conversion attributes
	Agreements and Funding
64.01	Define agreement types and templates
64.02	Fund at project or task level
64.03	Fund different projects across operating units
64.04	Reevaluate funding to match currency fluctuations
	Revenue Accrual
65.01	Accrue revenue using time and materials, cost reimbursable, and fixed price methods
65.02	Accrue revenue for a single project or range of projects
65.03	Calculate potential revenue by percent spent or percent complete
65.04	Accrue costs in the same period that that revenue is generated
65.05	Review and adjust revenue accrual online
	Invoice Generation
66.01	Generate invoices based on defined milestones
66.02	Use flexible invoice line formats to summarize invoice lines by task, person, skill level, expenditure type, and more
66.03	Review and adjust invoices online; Discounts, Credit Memos, Write-Offs, Concessions

66.04	Drill down from invoice to detailed transactions online
66.05	Generate inter-project invoices to share costs and revenue between projects
	Billing Analysis
	Create and view billing review reports
67.01	Invoice Review Report
67.02	Unbilled Receivables Aging Report
67.03	Customer Agreement Status Report
	Create and view billing process flow reports
68.01	Invoice Flow Detail and Summary Reports
68.02	Potential Revenue Summary Report
68.03	Project Billing Status Report
68.04	Revenue Flow Detail Report
69	Are there specific areas of current Projects functionality that you specific like, that are not mentioned above:
70	Are there specific areas of current Projects functionality that you dislike, that are not mentioned above:
71	Are there are any areas of Projects functionality (e.g. customisations you've made or additional products that you use) that you would like to see in a Fusion product and why:
	Treasury and Cash Management Questionnaire
	How do you rate the performance of the application you use in the areas below? If you don't have the functionality available, please choose either Would use or Would not use:
73.01	Automatic bank reconciliation
73.02	Upload bank statement lines using standard file formats (BAI, MT940, etc)
73.03	Ability to view online daily cash positions and drill down to the underlying transactions.
73.04	Ability to automatically account for bank clearing of payments.
73.05	Ability to create cash forecast and drill down to the underlying transactions
73.06	Automatically generate cash levelling
	Record financial deal transactions
73.07	E.g. Overnight deposits, bonds, FX spots/forwards
73.08	Manage subsidiaries' cash requirements and bank balances
73.09	Define limit controls
73.1	Notify management automatically of limit breaches
73.11	Audit business events
73.12	Validate deal inputs
73.13	Automate deal confirmations
73.14	Split, net and authorise settlements
73.15	Calculate mart to market revaluations
73.16	Calculate interest accruals
73.17	Integration with General Ledger for all accounting entries.
73.18	Create user defined analysis for Position, Maturity and Gap Analysis

	How do you rate the importance of these areas to your organisation?
74.01	Automatic bank reconciliation
74.02	Upload bank statement lines using standard file formats (BAI, MT940, etc)
74.03	Ability to view online daily cash positions and drill down to the underlying transactions
74.04	Ability to create cash forecast and drill down to the underlying transactions
74.05	Ability to automatically account for bank clearing of payments.
74.06	Automatically generate cash levelling
	Record financial deal transactions
74.07	E.g. Overnight deposits, bonds, FX spots/forwards
74.08	Manage subsidiaries' cash requirements and bank balances
74.09	Define limit controls
74.1	Notify management automatically of limit breaches
74.11	Audit business events
74.12	Validate deal inputs
74.13	Automate deal confirmations
74.14	Split, net and authorise settlements
74.15	Calculate mart to market revaluations
74.16	Calculate interest accruals
74.17	Integrate with General Ledger for all accounting entries.
74.18	Create user defined analysis for Position, Maturity and Gap Analysis
75	Are there specific areas of current Cash & Treasury Management functionality that you specific like,
	that are not mentioned above:
76	Are there specific areas of current Cash & Treasury Management functionality that you dislike,
	that are not mentioned above:
77	Are there are any areas of Cash & Treasury Management functionality (e.g. customisations you've made or
	Additional products that you use) that you would like to see in a Fusion product and why:
	Expenses
	How do you rate the performance of the application you use in the areas below? If you don't have the
	functionality available, please choose either Would use or Would not use:
	Does the system make it easy for you to –
	EXPENSE CLAIM
79.01	Support for credit card imports
79.02	Create and process claims
79.03	Multi-currency functionality, including variable rates
79.04	Associate VAT receipts and other documents
79.05	Support for per diems

79.06	Application of company policy
79.07	Self Service Expenses – system configuration
79.08	- user input
79.09	- approval process
79.1	- ease of change of policy levels
	EXPENSES PAYMENT
80.01	Pay claims in an acceptable timeframe
80.02	Set up employee payment details
80.03	Associate VAT receipts and other documents to each claim
80.04	Self Service Expenses – system set up
80.05	- holding and releasing claims
80.06	Payment processing
80.07	Reporting
	How do you rate the importance of these areas to your organisation?
	EXPENSE CLAIM
81.01	Support for credit card imports
81.02	Create and process claims
81.03	Multi-currency functionality, including variable rates
81.04	Associate VAT receipts and other documents
81.05	Support for per diems
81.06	Application of company policy
81.07	Self Service Expenses – system configuration
81.08	- user input
81.09	- approval process
81.1	- ease of change of policy levels
	EXPENSES PAYMENT
82.01	Pay claims in an acceptable timeframe
82.02	Set up employee payment details
82.03	Associate VAT receipts and other documents to each claim
82.04	Self Service Expenses – system set up
82.05	- holding and releasing claims
82.06	Payment processing
82.07	Reporting
83	Are there specific areas of current Expense functionality that you like which are not mentioned above:
84	Are there specific areas of current Expense functionality that you dislike which are not mentioned above:
85	Are there any areas of Expense functionality (e.g. customisations you've made or additional products that you use) that you would like to see in a Fusion product and why:

	Foreign Exchange Questionnaire
	How do you rate the performance of the application you use in the areas below? If you don't have the
	functionality available, please choose one of options Would use or Would not use:
87.01	Automated loading of rates
87.02	Use of cross rate functionality to generate rates instead of loading each rate separately.
87.03	Support for holding multiple types of rates (e.g. spot, corporate, fixed, variable)
87.04	Currency precision (supporting different decimal places for different currencies)
87.05	Entry of foreign currency transactions
87.06	Support of multiple ledgers in different currencies
87.07	Rounding functionality to avoid out of balance entries
87.08	Revaluation of balance sheets accounts
87.09	Use of translation ledgers
87.1	Position accounting – (method for measuring risks & accounting for currency-related gains/losses on the balance sheet.
	How do you rate the importance of these areas to your organisation?
88.01	Automated loading of rates
88.02	Use of cross rate functionality to generate rates instead of loading each rate separately
88.03	Support for holding multiple types of rates (e.g. spot, corporate, fixed, variable)
88.04	Currency precision (supporting different decimal places for different currencies)
88.05	Entry of foreign currency transactions
88.06	Support of multiple ledgers in different currencies
88.07	Rounding functionality to avoid out of balance entries
88.08	Revaluation of balance sheets accounts
88.09	Use of translation ledgers
88.1	Position accounting – (method for measuring risks & accounting for currency-related gains/losses on the balance sheet.
89	Are there specific areas of current foreign exchange functionality that you specific like, that are not mentioned above:
90	Are there specific areas of current foreign exchange functionality that you dislike, that are not mentioned above:
91	Are there are any areas of foreign exchange functionality (e.g. customisations you've made or additional products that you use) that you would like to see in a Fusion product and why:
	Compliance

	How do you rate the performance of the application you use in the areas below? If you don't have the functionality
	available, please choose one of options Would use or Would not use:
93.01	Ability to separate duties using security
93.02	Artefact repository capability to store documentation
93.03	Provision of audit tools to review security access/controls
93.04	Change management functionality to proactively manage controls
93.05	Tool to monitor internal controls, e.g. separation of duties
93.06	Clear security structure allowing straightforward compliance review
93.07	Create Financial Statements certification functionality
93.08	Ability to document business processes and then track when changed
93.09	Ability to manage risks and controls within the application
93.1	Provision of statutory reports across Europe
93.11	Supply of timely tax updates
	How do you rate the importance of these areas to your organisation?
94.01	Ability to separate duties using security
94.02	Artefact repository capability to store documentation
94.03	Provision of audit tools to review security access/controls
94.04	Change management functionality to proactively manage controls
94.05	Tool to monitor internal controls, e.g. separation of duties
94.06	Clear security structure allowing straightforward compliance review
94.07	Create Financial Statements certification functionality
94.08	Ability to document business processes and then track when changed
94.09	Ability to manage risks and controls within the application
94.1	Provision of statutory reports across Europe
94.11	Supply of timely tax updates
95	Are there specific areas of current compliance functionality that you specific like, that are not mentioned above:
96	Are there specific areas of current compliance functionality that you dislike, that are not mentioned above:
97	Are there are any areas of compliance functionality (e.g. customisations you've made or additional products that you use) that you would like to see in a Fusion product and why:
	Management Reporting
	What reporting technology is deployed in your organisation:
99.01	Data warehouse OLAP
99.02	3 rd party data warehouse OLAP
99.03	Standard /customised reports
99.04	Self-Service reporting (e.g. Discoverer)
99.05	3 rd Party reporting

	How do you rate the performance of the application you use in the areas below? If you don't have the functionality
	available, please choose either 'Would use' or 'Would not use':
	Internal Reporting - Scorecarding
100	Financial
100	Customer
100	Internal process
100	Learning and growth
100.1	Industry specific benchmarking
	Internal Reporting - Finance
101	Investment Ratios
101	Financing Ratios
101	Operating Ratios
101	Utilisation Ratios
101.1	Gearing Ratios
101.1	Efficiency Ratios
101.1	Liquidity Ratios
101.1	Asset Utilisation Ratios
	Internal Reporting - Audit
102	Security
102	SOX
102	Basel II
102	Quality Systems
102.1	Environmental
	Internal Reporting - Operations
103	Volumes / Throughput Management
103	Activity based management
103	Operations cost management
103	Capacity management
103.1	Yield / Waste management
	Internal Reporting - Sales
104	Product management Support
104	Channel management Support
104	Marketing management Support
104	Territory reporting
104.1	Sales personnel performance
104.1	Win / Lose / Cost of sale
	Internal Reporting - People
105	People performance

105	Department performance
	Internal Reporting - Customers
106	SLA support
106	Delivery performance
106	Customer acquisition / loss
106	Customer profitability
106.1	Pareto (80/20)
	Internal Reporting - Suppliers
107	Delivery performance
107	Quality performance
107	Pricing fluctuations
107	Pareto (80/20)
	Internal Reporting – Partners
108	Partner performance
108	Pareto (80/20)
	Internal Reporting – Projects
109	Project timelines
109	Project costs
109	Project resources
109	Project ROI
109.1	Pareto (80/20)
110	Internal Reporting – Product/Service
110	Profitability
110	Lifecycle costs
110	Pareto (80/20)
	Planning
111	ROI (Return on investment)
111	Sales forecasts
111	Simulations
111	Cost / Profit / Volume
111.1	Budget development
	External Reporting
112	Markets
112	Economies
112	Industry benchmarks
	How do you rate the importance of these areas to your organisation?
	Internal Reporting - Scorecarding
113	Financial

113	Customer
113	Internal process
113	Learning and growth
113.1	Industry specific benchmarking
	Internal Reporting - Finance
114	Investment Ratios
114	Financing Ratios
114	Operating Ratios
114	Utilisation Ratios
114.1	Gearing Ratios
114.1	Efficiency Ratios
114.1	Liquidity Ratios
114.1	Asset Utilisation Ratios
	Internal Reporting - Audit
115	Security
115	SOX
115	Basel II
115	Quality Systems
115.1	Environmental
	Internal Reporting - Operations
116	Volumes / Throughput Management
116	Activity based management
116	Operations cost management
116	Capacity management
116.1	Yield / Waste management
	Internal Reporting - Sales
117	Product management Support
117	Channel management Support
117	Marketing management Support
117	Territory reporting
117.1	Sales personnel performance
117.1	Win / Lose / Cost of sale
	Internal Reporting - People
118	People performance
118	Department performance
	Internal Reporting - Customers
119	SLA support
119	Delivery performance
119	Customer acquisition / loss
119	Customer profitability

119.1	Pareto (80/20)
	Internal Reporting - Suppliers
120	Delivery performance
120	Quality performance
120	Pricing fluctuations
120	Pareto (80/20)
	Internal Reporting – Partners
121	Partner performance
121	Pareto (80/20)
	Internal Reporting – Projects
122	Project timelines
122	Project costs
122	Project resources
122	Project ROI
122.1	Pareto (80/20)
	Internal Reporting – Product/Service
123	Profitability
123	Lifecycle costs
123	Pareto (80/20)
	Planning
124	ROI (Return on investment)
124	Sales forecasts
124	Simulations
124	Cost / Profit / Volume
124.1	Budget development
	External Reporting
125	Markets
125	Economies
125	Industry benchmarks
126	Are there specific areas of current Management reporting functionality that you specific like, that are not mentioned above:
127	Are there specific areas of current Management reporting functionality that you dislike, that are not mentioned above:
128	Are there are any areas of Management reporting functionality (e.g. customisations you've made or additional products that you use) that you would like to see in a Fusion product and why: