October – December 2003

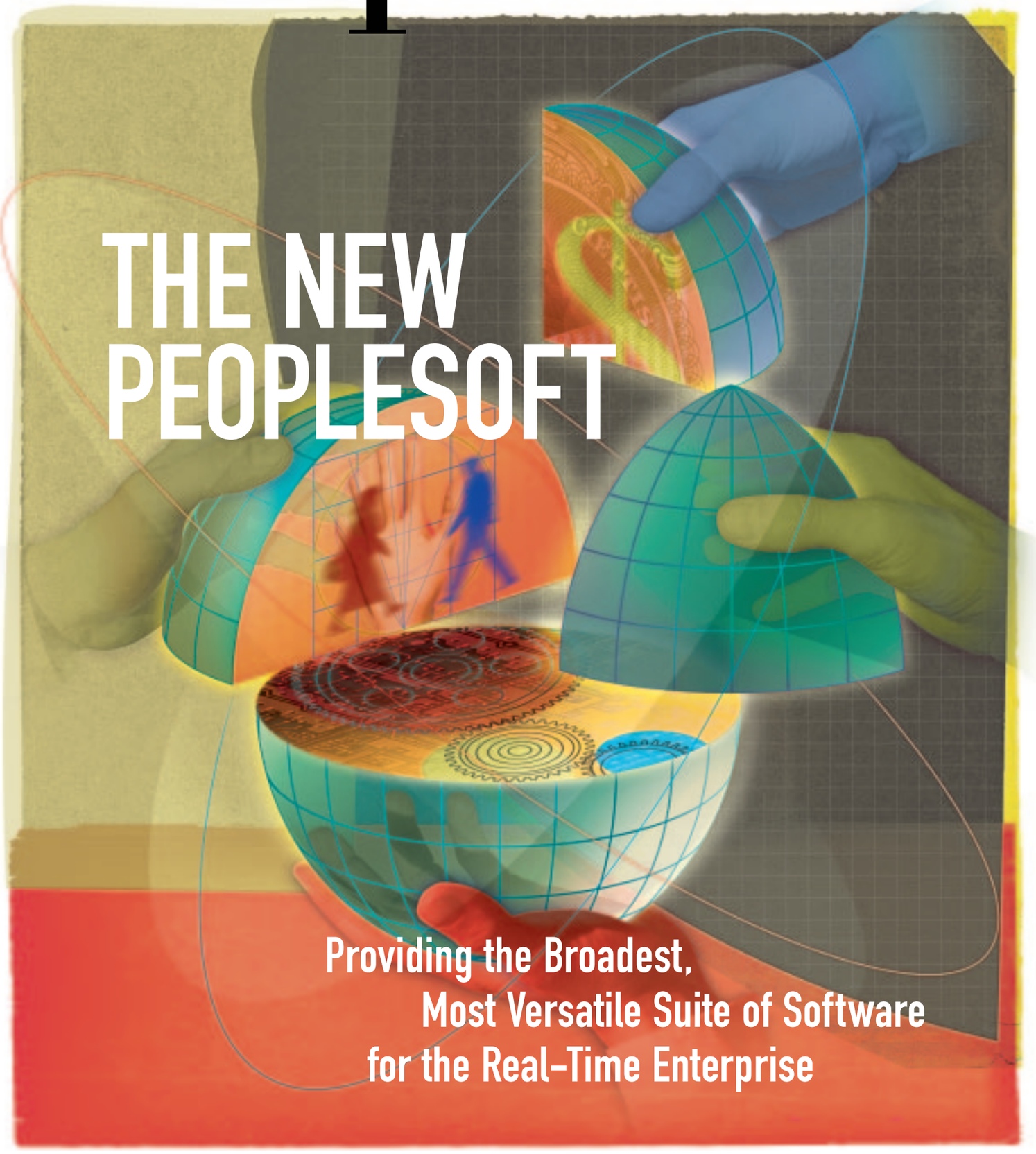
Volume 14, No. 4

The PeopleSoft Magazine

PeopleTalk

www.peopletalkonline.com

www.peoplesoft.com

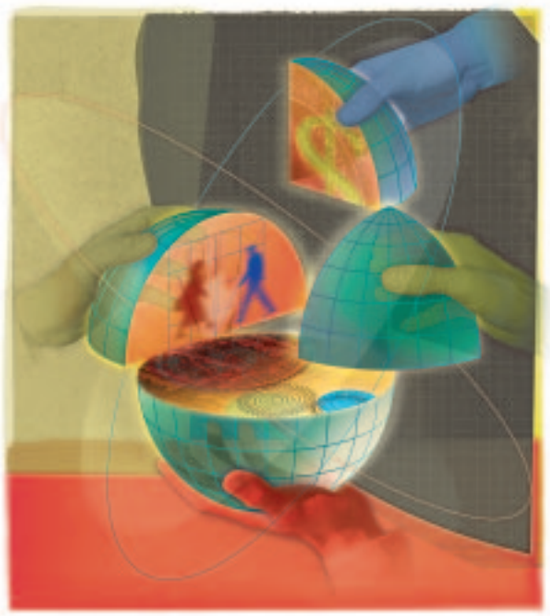


IBM, DB2, the e-business logo and e-business on demand are registered trademarks or trademarks of International Business Machines Corporation in the United States and/or other countries. PeopleSoft is a registered trademark of PeopleSoft Inc. Linux is a registered trademark of Linus Torvalds. UNIX is a registered trademark of The Open Group in the United States and other countries. Other company, product and service names may be trademarks or service marks of others. ©2003 IBM Corporation. All rights reserved.

Point your browser to **www.peopletalkonline.com** for the complete online edition of *PeopleTalk* magazine.

Inside PeopleTalk

October–December 2003



6 Cover Story

The New PeopleSoft

The new PeopleSoft is the second largest enterprise application software company in the world and the largest vendor of mid-market solutions. The merger with J.D. Edwards is about market and product expansion and growth—not consolidation. This is a merger that gives customers more choices, not fewer.

>> Inside Scoop

5 The View from Here

Craig Conway, PeopleSoft President and CEO, talks about creating an even more dynamic and customer-focused company as a result of the merger with J.D. Edwards.

40 IndustryTalk

The Demand-Driven Enterprise

Carol A. Ptak, vice president of Manufacturing Industry Strategy at PeopleSoft, explains how the market has irrevocably shifted to a demand-driven model, where customer needs are first and foremost. To survive—and thrive—manufacturing companies must have the ability to adapt proactively to changing customer needs and market conditions.

42 Best Practices

Increasing Value with Global Services

PeopleSoft Global Services Executive Vice President Mike Gregoire describes the value that service organizations can deliver to their customers with a global service model.

44 TechTalk

Supercharging Integration with AppConnect

PeopleSoft supercharges AppConnect with business process integration capabilities to further enable business process execution across the enterprise and beyond.

46 Looking Ahead

Technology Transference—Tools for Real-Time Business Process Management

Rick Bergquist, PeopleSoft CTO, explains how the merger between PeopleSoft and J.D. Edwards has brought together complimentary technologies that converge to bring organizations the leading tools for managing their business processes in real time.

48 CIO to CIO

Accelerate Before Merging—Integrating IT Operations with Internet Technology

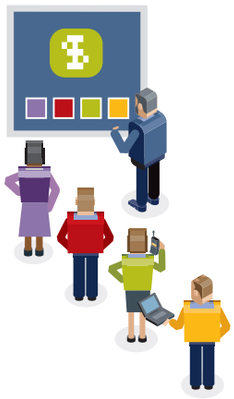
PeopleSoft CIO David Thompson knows that getting more done faster with less is good for business anytime, but it's never more welcome than in the IT department during a merger. Integrated software tools and internet architecture enabled PeopleSoft to achieve exactly those kinds of accelerated results in our merger with J.D. Edwards.

50 Technology and the Bottom Line

Ready? Go. Accelerating Mergers and Business Integration

Based on very recent experience, PeopleSoft CFO Kevin Parker provides pointers to ensure that the goals of a merger—customer satisfaction, growth, and profit—are realized.

Inside PeopleTalk



>> A Closer Look

12 Increase Sales with Collaborative Multichannel Solutions

To increase sales and remain competitive, enterprises must manage and coordinate leads through the sales pipeline—across all channels—turning each sale into a profitable, ongoing customer relationship. See the visual XPLANATiON of real-time CRM sales processes at work.

>> News

17 Strengthen Your Business with PeopleSoft Hosting

Now part of the PeopleSoft Global Services group, PeopleSoft Hosting still has the same goals—to enable organizations to focus on their core business processes, more effectively leverage their PeopleSoft applications, and earn a greater return on their investment.

18 Measuring the Value of Organizational Development

There's great potential for your organizational development programs to have an impact on your bottom line. PeopleSoft Workforce Performance Solutions give your organization all the tools it needs to train, develop, and monitor the performance of a global workforce.

21 Realize the Full Value of Your Enterprise Software

PeopleSoft's Total Ownership Experience is a comprehensive initiative that results in higher-quality and easier-to-use applications, streamlined upgrades, and a systematic, cost-effective approach to maintenance.

22 Delivering Intelligent Best Practices to Improve the Total Ownership Experience

After putting IT investments on ice these past few years, smart CFOs are once again looking to technology to help their departments improve productivity, strengthen compliance, and balance competing demands on their time.

24 Bridging the Information Gap to Improve Customer Satisfaction

PeopleSoft is delivering prebuilt connectors between internet applications such as PeopleSoft CRM and SAP and Oracle back-office solutions to automate the integration process and to help bridge the information gap that arises in multivendor ERP systems.

27 A Homeland Security Solution for All Levels of Government

PeopleSoft Guardian provides a solution for homeland security that enables government agencies to manage emergency response actions from any location, in real time.

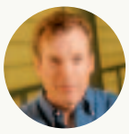
27 Navy Systems Reinforced with Human Capital Management

The U.S. Navy Standard Integrated Personnel System brings its active duty and reserve Navy forces online, providing them with access to their personnel information from 570 ship and shore sites at any time.

AMERICAN CENTURY®

CustomerTalk

38 Michael Steinbach and Gary Jochum, senior programmer analysts, and Erin Hamm, project manager for Manager Self-Service at American Century, tell how they customized PeopleSoft HCM to provide manager proxy functionality to maximize productivity and satisfy internal audit requirements, without sacrificing security.



Conversations

52 John Hill, CIO of Praxair, Inc., a customer of both J.D. Edwards and PeopleSoft, discusses IT project management, what it takes to be a strategic software vendor, and his expectations of the merger between PeopleSoft and J.D. Edwards.

>> Solutions Focus

28 L.A. Story—With a Supply Chain Plot Twist

30 CCU Brews Big Savings with Internet Procurement

32 North Dakota Unites Government and Education

35 Norske Skog Is "One Company, One System"

36 Borgata's Gamble on Paperless Recruitment Pays Off

You know what your software does. Find out what it can do.

Only PeopleSoft Global Services can maximize the value of your PeopleSoft software.

PeopleSoft Global Services solves critical business problems and ensures customers get the most out of their PeopleSoft investment. PeopleSoft Global Services provides worldwide consulting and education services with single vendor accountability, meaning customers can count on project success. Learn more by visiting us at www.peoplesoft.com/realtime or call 1-888-773-8277.

PeopleSoft® | Global Services

© 2003 PeopleSoft, Inc. PeopleSoft is a registered trademark of PeopleSoft, Inc.

Tap into our network. We've got connections.

Get real time in no time with PeopleSoft Partner Connection.

Looking for a solution partner? PeopleSoft Partner Connection can help you connect with the right partners for your technology, implementation, and software needs.

PeopleSoft partners deliver proven products and services to get your real-time enterprise up and running fast. Get outstanding value and a broad range of solutions through PeopleSoft Partner Connection members.

Just look for the PeopleSoft Partner Connection logo and tap into our network. Meet our partners online in our partner directories at **www.peoplesoft.com/goto/pcpartners**.

PeopleSoft® | Partner Connection

Copyright © 2003 PeopleSoft, Inc. PeopleSoft is a registered trademark of PeopleSoft, Inc.

The View from Here

PeopleSoft's acquisition of J.D. Edwards marks a milestone in the history of two extraordinary companies. I have called this an acquisition of expansion, not consolidation. With the acquisition of J.D. Edwards, we saw an opportunity to bring additional benefit to more than 11,000 customers in more than 150 countries. Every customer would have an improved product line as a result of the combination. Every customer would have more products as a result of the combination. Every customer would have a more experienced partner in their respective industries.

Craig Conway, PeopleSoft President and CEO, talks about creating an even more dynamic and customer-focused company as a result of the merger with J.D. Edwards.

If there has ever been a more compelling combination of software companies with a better opportunity to benefit customers, I have never seen it.

PeopleSoft has been the enterprise software leader in six service industries: financial services, telecom, healthcare, staffing, higher education, and government. J.D. Edwards has been the enterprise software leader in six asset-intensive industries: manufacturing and distribution for the mid-market, construction, pulp and paper, real estate, mining, and consumer packaged goods. Together the companies are now the leader in 12 industries, and one of the leaders in more than 25 other industries.

Look at the product expertise. PeopleSoft has developed certain products for the service industries that are regarded as the best in the world: human resource management, financial management, customer relationship management, supplier relationship management, and analytics. J.D. Edwards has developed certain products for the asset-intensive industries that are regarded as the best in the world: manufacturing, distribution, asset management, real estate management.

There are other synergies. PeopleSoft is a leader selling to the largest enterprises in the world. J.D. Edwards has been a leader selling to the mid-market. Both companies have international distribution, but together we have even more critical mass and better support in Europe, Asia, and Latin America.

This acquisition is about expanding into different markets and reaching new customers. The best way to do that is not to try to consolidate three different product lines that are already well suited to these different markets. Rather, it is best to use these already successful product lines and improve them even more.

In September at PeopleSoft Connect 2003, we announced three unique product families to meet the specific needs of a broad range of customers.

- *PeopleSoft Enterprise*. This family of products has specific capabilities that make it a particularly strong solution for service industries. It is also ideally suited to organizations that want to buy best-in-class solutions.
- *PeopleSoft EnterpriseOne*. This family of products has specific capabilities that make it a strong solution for manufacturing and asset-intensive industries. This single-database, pre-bundled, rapid implementation product family is also well suited for many mid-size companies.
- *PeopleSoft World*. PeopleSoft will continue to support and enhance J.D. Edwards's leading software for the IBM iSeries platform. PeopleSoft is now the largest provider of iSeries enterprise software.

The new PeopleSoft is now the second largest applications software company in the world with 12,000 employees and revenue of $2.9 billion. It is a leader in service industries and asset-intensive industries. It is a leader in large and mid-market enterprises.

It is the product leader in human resources, financials, customer relationship management, supplier relationship management, manufacturing and logistics, asset management, real estate management, and analytics.

The acquisition of J.D. Edwards represents a clear and immediate benefit to the enterprise software industry. It offers customers more choice, more innovation, and an unmatched ownership experience. As we move forward, PeopleSoft will become even stronger, more dynamic, and more customer-focused.

THE NEW PEOPLESOFT

Providing the Broadest, Most Versatile Suite of Software for the Real-Time Enterprise

When it comes to corporate mergers, everyone's a critic. But ever since PeopleSoft acquired J.D. Edwards, something different has been happening: a groundswell of approval. Customers of both companies are enthusiastic, industry analysts are writing positive research reports about the combined company, and computer hardware vendors and systems integrators are heralding the move as good for everyone.

Today, PeopleSoft and J.D. Edwards are one company. By integrating products from both companies, the new PeopleSoft is bringing more solutions to market. This couldn't be better news for PeopleSoft and J.D. Edwards customers, as the combined company is now able to match the best products, by industry, to each individual customer.

The new PeopleSoft is the second largest enterprise application software company in the world and the single largest vendor of mid-market solutions. The merger with J.D. Edwards is about market and product expansion and growth—not consolidation. This merger gives customers more choices, not fewer. And it brings J.D. Edwards and PeopleSoft products to market segments in which those respective products previously had only limited exposure.

"I think J.D. Edwards has a very strong and coherent approach to interacting with its customers at all levels, which is a strength that I expect PeopleSoft will continue to capitalize on."

John Hill, CIO, Praxair, Inc.

COMPLEMENTARY STRENGTHS

Both PeopleSoft and J.D. Edwards contribute unique, complementary strengths to the new company in the areas of product, market, and industry coverage. PeopleSoft's enterprise suite of products (including human capital management, financial management, customer relationship management, supplier relationship management, and performance management) is widely regarded as best in class, while J.D. Edwards's applications for manufacturing and distribution, asset management, and real estate are ranked as among the strongest in the industry.

The two companies have historically concentrated on different markets. PeopleSoft has long been a recognized leader in services industries—including financial services, communications, healthcare, staffing, higher education, and government. J.D. Edwards is a recognized leader in manufacturing and distribution and asset-intensive industries including construction, pulp and paper, real estate, mining, biomedical, and consumer packaged goods. The combined footprint of the new PeopleSoft translates to leadership and significant market share in more than 25 industries.

EXPANSION—NOT CONSOLIDATION

PeopleSoft's strategy in acquiring J.D. Edwards can be compared to that of the Ford Motor Company when it acquired Jaguar. Ford wanted to expand into the high-end luxury car market by building on an already well-known, respected product line. And then they made it better; they improved it. How? Ford transferred its own strength and expertise for quality and reliability into the Jaguar product line, where it was needed. Ford transferred its strength and expertise in low-cost manufacturing into the Jaguar product line, where it was needed. Ford successfully entered the high-end luxury automobile market by improving on an existing product line, not replacing it.

With its acquisition of J.D. Edwards, PeopleSoft is using a similar strategy—expanding into new markets and new industries by using product lines that have already been successful in those markets, while making those product lines even better. Just as PeopleSoft's acquisition of J.D. Edwards is about market expansion, not consolidation, the new PeopleSoft's product strategy is about product expansion, not consolidation. Rather than trying to consolidate different product lines that are already supremely well suited to their respective industries, PeopleSoft plans to leverage those product lines, expanding and improving them so they'll be even more relevant and compelling in their respective markets.

THREE PRODUCT FAMILIES

By combining the complementary strengths of PeopleSoft and J.D. Edwards, the new PeopleSoft will now provide a portfolio of solutions to address customer needs based on two dimensions: industry and size of organization.

- **PeopleSoft Enterprise.** This family of products has specific capabilities that make it a particularly strong solution for service industries. It is also ideally suited to organizations that want to buy best-in-class solutions.
- **PeopleSoft EnterpriseOne.** This family of products has specific capabilities that make it a strong solution for manufacturing and asset-intensive industries. This single-database, prebundled, rapid implementation product family is also well suited for many mid-size companies.
- **PeopleSoft World.** PeopleSoft will continue to support and enhance J.D. Edwards's traditional IBM iSeries platform. PeopleSoft is now the largest provider of iSeries enterprise software.

Core strengths of both companies are being transferred into each of these already formidable product families. PeopleSoft customers are excited about the prospect of a dramatically improved manufacturing and distribution capability, a world-class asset management capability, real estate management, and more. And J.D. Edwards customers are excited about the prospect of dramatically improved human capital management, customer relationship management, supplier relationship management, and analytic capabilities.

John Hill, chief information officer of Praxair, Inc., spoke of the advantages of working with the new PeopleSoft in a recent interview with *PeopleTalk*. "CIOs often overlook the fact that when you buy software that is core to running your business, you are actually outsourcing a significant portion of your technology operation to that vendor. Having a vendor bring innovative technology to the solution clearly delivers a high degree of value. Given the comments that Craig Conway and Bob Dukowski made early on about the compatibility of the cultures, I am anticipating that the combination of PeopleSoft and J.D. Edwards will bring the best capabilities of both firms together to benefit customers. I think J.D. Edwards has a very strong and coherent approach to interacting with its customers at all levels, which is a strength that I expect PeopleSoft will continue to capitalize on."

THE WINNERS: CUSTOMERS OF THE NEW PEOPLESOFT

PeopleSoft is bringing more solutions to its 11,000 customers by taking advantage of two opportunities created by the merger. The first opportunity is to bring more products and solutions to market by integrating the products from one product family into another. The second opportunity is to build dramatically superior products by transferring intellectual property and domain expertise across the two companies.

Product Integration

Because both PeopleSoft and J.D. Edwards applications have been designed with integration in mind, integrating the two companies' products is proceeding quickly. The power of existing tools—such as PeopleSoft Integration Broker and J.D. Edwards Extended Process Integration—which are designed to help integrate third-party applications—is being harnessed to bring functionality of J.D. Edwards and PeopleSoft products together into new solutions.

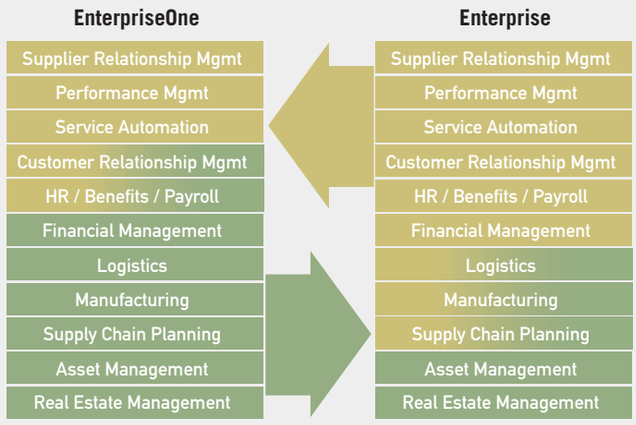
Complementary architectures also facilitate integration. For example, the industry standard PeopleSoft Enterprise Portal is designed to accept content from any application, while J.D. Edwards applications are designed to publish their content into any industry standard portal. Likewise, PeopleSoft's open data warehouse was designed to accept analytic data from any application; J.D. Edwards's applications were designed to publish analytic data into any standard warehouse.

Integrating the products is the natural first step. To bring you more value sooner, the pace of integration is aggressive: a number of major integrations are slated to be completed in late 2003. Let's look at some examples.

By the end of this year, PeopleSoft will integrate EnterpriseOne Real Estate Management with PeopleSoft Enterprise. PeopleSoft has a large number of HCM customers that manage more than 50 million employees worldwide. If an average employee occupies 100 square feet of real estate, then PeopleSoft customers today need to manage more than five billion square feet of real estate. This integration will bring industry-leading real estate management to all PeopleSoft customers.

Another example: The former J.D. Edwards had a high concentration of customers in asset-intensive industries. Such customers typically spend more than 50 percent of their costs in buying materials. Added together, J.D. Edwards customers today spend more than $500 billion annually in procurement. By integrating PeopleSoft's innovative and highly acclaimed Supplier Relationship Management solution into the J.D. Edwards product line—planned for late 2003—PeopleSoft will help those organizations dramatically reduce their procurement spend.

Yet another example: In early 2004, PeopleSoft will integrate EnterpriseOne Asset Management with PeopleSoft Enterprise. PeopleSoft has a large number of customers in government, telecommunications, and utilities. One thing such customers have in common is lots of assets to manage. Governments have heavy equipment; telecoms have switches and cellular towers; utilities have distribution equipment. The products from the Enterprise and EnterpriseOne suites will enable these organizations to increase the availability of those assets and reduce maintenance costs.



TECHNOLOGY TRANSFERENCE

The power of existing tools—which are designed to help integrate third-party applications—is being harnessed to bring functionality of Enterprise One (J.D. Edwards 5) and PeopleSoft Enterprise applications together into new and improved solutions.

Intellectual Property Transference

PeopleSoft is also building new products by transferring intellectual property—product blueprints and domain expertise—across the two product lines. Leveraging the development teams, intellectual capital, and collective assets of both companies is enabling PeopleSoft to build superior products.

By transferring domain expertise, source code, and developers, PeopleSoft is accelerating the delivery of Supplier Relationship Management solutions natively in the EnterpriseOne architecture. PeopleSoft's industry-leading HCM intellectual property is being transferred rapidly to strengthen EnterpriseOne's Human Capital Management solution. Call center functionality from PeopleSoft Enterprise CRM is being infused into EnterpriseOne CRM. New products like Planning and Budgeting, Quality Management, and Cash Management are also being moved to EnterpriseOne. Support for additional platforms like BEA WebLogic, Microsoft SQL Server, and Linux is also quickly being added.

At the same time, by leveraging J.D. Edwards's domain expertise, source code, and developers PeopleSoft will accelerate the delivery of Asset Management and Real Estate Management natively into the PeopleSoft Enterprise architecture. To strengthen PeopleSoft Distribution solutions, core EnterpriseOne intellectual property is being incorporated into PeopleSoft Enterprise.

The diagram above illustrates how intellectual property and application functionality is being channeled from one family of products to the other.

For more examples of intellectual property transference, read Rick Bergquist's "Looking Ahead" column in this issue.

"The stability and financial longevity of strategic vendors like PeopleSoft is extremely important to me—or to any CIO. Combining the strengths of both companies [PeopleSoft and J.D. Edwards] is great. It's a winner for us."

Cheryl Smith, CIO, McKesson Corporation

MORE CUSTOMER CHOICE—MORE INNOVATION—MORE INDUSTRY DEPTH

The new PeopleSoft brings specific application process solutions to more than 25 industries. For customers, the merger of PeopleSoft and J.D. Edwards means more choice, more product innovation, more dedicated industry functionality, and enhanced support—all from a single source.

McKesson Corporation CIO Cheryl Smith, a long-time customer of both PeopleSoft and J.D. Edwards, sees the union of the two companies as a tactical as well as strategic plus for McKesson. "We use PeopleSoft Human Capital Management as the single source of record for all our people, which in turn manages the access to business processes throughout McKesson. And we have been using J.D. Edwards to manage distribution centers for our $3 billion medical supply subsidiary. With both now under the new PeopleSoft, I am really glad to have a single vendor to deal with. Since I have used PeopleSoft HR practically forever, I am very pleased with the stability that PeopleSoft brings to the J.D. Edwards software. The stability and financial longevity of strategic vendors like PeopleSoft is extremely important to me—or to any CIO. Combining the strengths of both companies is great. It's a winner for us."

But the size of an organization isn't everything—complexity of business processes matters, too. A $250 million manufacturing company may have very sophisticated asset management and inventory needs. The new PeopleSoft can offer a variety of solutions specifically designed for business processes of all degrees and levels of complexity. Customers get flexible business process solutions that can easily adapt to changing markets and economic conditions.

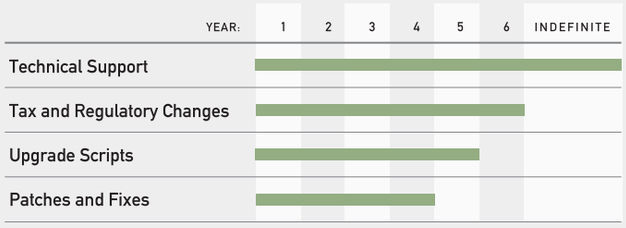
TOTAL OWNERSHIP EXPERIENCE—STILL A TOP PRIORITY

What about PeopleSoft's Total Ownership Experience initiative? It remains a top development priority for all product families. PeopleSoft is continuing to invest heavily in its Total Ownership Experience initiative for customers—and to lead the industry in providing enterprise software that is fast to implement, easy to use, and at a lower cost to maintain and operate. Over the next few years, PeopleSoft will devote more than 500 development engineers on more than 100 projects focused on improving the ownership experience. The Total Ownership Experience era will be characterized by installations in days, not weeks; implementations in weeks, not months; real-time software support and performance diagnostics; and multivendor business process integration—right out of the box.

The new PeopleSoft also offers customers the first and only support policy that provides in-depth problem solving and technical expertise for the lifetime of their software license. (See the enhanced support chart below.) The enhanced policy extends support for direct upgrade scripts for a minimum of five years and tax and regulatory changes for a minimum of six years.

This groundbreaking policy applies to PeopleSoft 8 and later versions of PeopleSoft Enterprise, as well as J.D. Edwards 5 and future releases of PeopleSoft EnterpriseOne. With the enhanced support policy behind you, you can optimize your existing technology and upgrade when you're ready—when it makes sense to your business.

PEOPLESOFT ENHANCED SUPPORT



In addition, the PeopleSoft and J.D. Edwards support teams have combined to create one of the most comprehensive and advanced support organizations in the world. The two companies' cultures of commitment and innovation are fully compatible. The new PeopleSoft will continue to innovate, improve, and augment support services, creating a sustainable, competitive advantage for all customers.

THE NEW PEOPLESOFT—BETTER FOR YOU

The new PeopleSoft provides the strongest and broadest suites of real-time enterprise software in the industry—a unique combination of global scale, a superior ownership experience, and a flexible choice to drive results for each individual organization.

Two companies have come together, each with a tradition of unparalleled service and a corporate culture focused on putting the customer first. The new PeopleSoft's 12,000 employees are dedicated to continuing to offer the kind of service customers have come to expect.

— by Eric Tamm

20 years of understanding your real business challenges.

14 years meeting your PeopleSoft requirements.

10 years helping you achieve your global objectives.

GET REAL. GET CEDAR.

REAL PEOPLE • REAL SOLUTIONS • REAL TIME

Real world credentials.

Real project experience.

Real industry expertise.

Real collaboration.

Real results.

Real ROI.

www.TheCedarGroup.com

PeopleSoft® CERTIFIED ALLIANCE PARTNER Consulting

PeopleSoft®
Partner Connection
Gold Services Partner

cedar™

Increase Sales with Collaborative Multichannel Solutions

Real-Time CRM Sales Processes at Work

Customers are your most valuable asset. Keeping these customers loyal and happy requires more than just delivering a quality product; it requires real-time insights into buying behaviors and trends to anticipate the customer's needs. But with today's multiple sales channels — online, direct, OEM, and resellers — keeping track can be a complicated process. Customers can use one channel to purchase a product or service and use another channel to order supplies, leading to missed cross-sell and up-sell opportunities — and impacting revenue potential. To increase sales and remain competitive, enterprises must manage and coordinate leads through the sales pipeline — across all channels — and not only close the deal but also turn each sale into a profitable, ongoing customer relationship.

PeopleSoft Sales solutions provide the core elements you need to coordinate lead, opportunity, and account management across a multichannel sales environment. Channel partners can collaborate on everything from customer needs assessment and competitive analysis to product specification and quoting requirements, driving higher customer conversion rates and increased profitability while reducing cost of sales. With collaborative, multichannel selling, anyone interacting with your customer will know the customer's purchase history and preferences, no matter through which channel they purchase and when. You can advise customers of the best solutions, stay focused on the most profitable opportunities, and improve your bottom line.

Manage, qualify, advise, and close — the core processes within the sales cycle — are ripe with opportunities to increase sales force effectiveness and turn valuable leads into profitable deals. By examining how these processes work at a hypothetical real-time enterprise — Global Business International (GBI) — and at leading world-class companies, we will explore the advantages of collaborative, multichannel selling solutions.

MANAGE

GBI wants to streamline the lead to conversion process to ensure that no customer slips away during the sales cycle. The first step in accomplishing this goal is to move from reactive to strategic territory management, enabling GBI sales managers to optimize territories and assign new leads quickly. GBI sales managers access online, real-time, multidimensional analysis of criteria, such as forecast type, industry, product, currency, opportunity status, and region. Armed with this information, sales managers can allocate resources more effectively to maximize revenue — while keeping customer response levels high. The GBI sales force uses precision forecasting to predict revenues for different sales channels accurately based on credible, real-time information. Sales management can now identify and minimize risks that can impact revenue projections by evaluating the use and performance of the sales force and interpreting the behavior of prospects in the pipeline. Managing the front end of the sales process ensures that valuable leads are turned into lasting customer relationships.

In an effort to streamline and standardize their sales processes, Scholastic Book Fairs selected PeopleSoft Sales, which provides them with better insight and more timely information into selling opportunities and empowers sales rep effectiveness. "We've drastically reduced the amount of administrative work our sales people are use to doing," says Kerry Collins, vice president of sales for Scholastic Book Fairs. "That means sales consultants are much more efficient — interacting, selling, building relationships, and meeting customer needs."

QUALIFY

GBI funnels the lead into the channel — whether online, telesales, direct, or indirect — that best serves the customer and begins to gather information to better understand the customer's needs and requirements. At the same time, the sales strategy is planned.

And, with a rapidly expanding business, GBI sales representatives are empowered to access enterprise information and seize sales opportunities quickly, without relying on downloads, plug-ins, or physical restrictions. Whether visiting a customer site, waiting for a connection at the airport, or driving to the next appointment, mobile users are only a click away from the information they need to gather new leads, assess initial needs, and qualify customers. By providing untethered access to relevant customer intelligence and easy synchronization when connected, GBI sales representatives are able to maximize their effectiveness and responsiveness to customer needs, improving the company's competitive advantage. With global access to real-time information, GBI ensures that its sales force turns every qualified lead into a promising customer relationship — no matter where the customer is located.

Collins also explains the impact PeopleSoft Sales has had on the nearly 500 sales people who now use the system to conduct their daily business: "Now information is pushed to the sales consultants' and field reps' desktops so they can take action right away."

ADVISE

GBI understands that the more you know about your customers, the more you can influence their buying decisions and increase sales, which is especially important in a complex, multichannel selling situation. GBI uses PeopleSoft Sales to enable enterprise-wide collaboration, so its entire team is empowered with the same 360-degree view of every customer. Customer satisfaction is increased as GBI sales representatives effectively recommend offerings that are relevant to the customers' most current needs.

Armed with a comprehensive understanding of its customers, GBI can:

- Personalize offerings to close more business — faster.
- Identify up-sell and cross-sell opportunities for targeted selling.
- Manage the simplest to the most complex customer relationships.
- Deliver the products and services customers want, when they want them, through the channel that serves them best.

Customers typically know their own requirements but have no way of knowing the vast array of offerings available to them from each vendor. By pointing customers to products that meet their specific needs, GBI sales representatives recommend products and services that are more likely to generate a purchase and create a positive experience. With PeopleSoft, GBI offers truly superior customer service and differentiates itself from the competition — in a cost-effective manner.

For Montreal-based CGI Group Inc., a leading provider of information technology services, the mandate was to improve sales tracking to give its employees access to better information — anytime, anywhere. CGI chose PeopleSoft CRM Sales to automate and standardize information related to its expanding global sales activity — and deliver easy, real-time access to that information. "The fact is we are larger, with more deals involving multiple teams from multiple locations. PeopleSoft's technology helps us better serve our clients by providing a single comprehensive sales picture. The system enables us to easily share client information and helps us identify cross-business unit sales opportunities," says Robert Dufresne, CIO at CGI.

CLOSE

After GBI identifies a lead, qualifies the customer, and recommends products and services, it closes the deal with on-target pricing and product offerings. GBI standardizes and improves the quoting process with capabilities that include product configuration, up-sell and cross-sell offers, and integration with order management business processes. Predefined templates save time by allowing sales representatives to print or email quotes directly from the order capture window and move the customer one step closer to closing the deal. GBI then finalizes the order, confirming that all information about the customer and the sale is accurate. The contract is made official and GBI begins to nurture the customer relationship.

Even after the deal closes, GBI leverages integrated business processes to prioritize inventory allocation by customer value and profitability, rather than based on order timing — increasing customer satisfaction and retention. And, GBI uses PeopleSoft analytic solutions to measure, calculate, and track key performance indicators (KPIs) and continually improve the process — paving the way for profitable customer relationships.

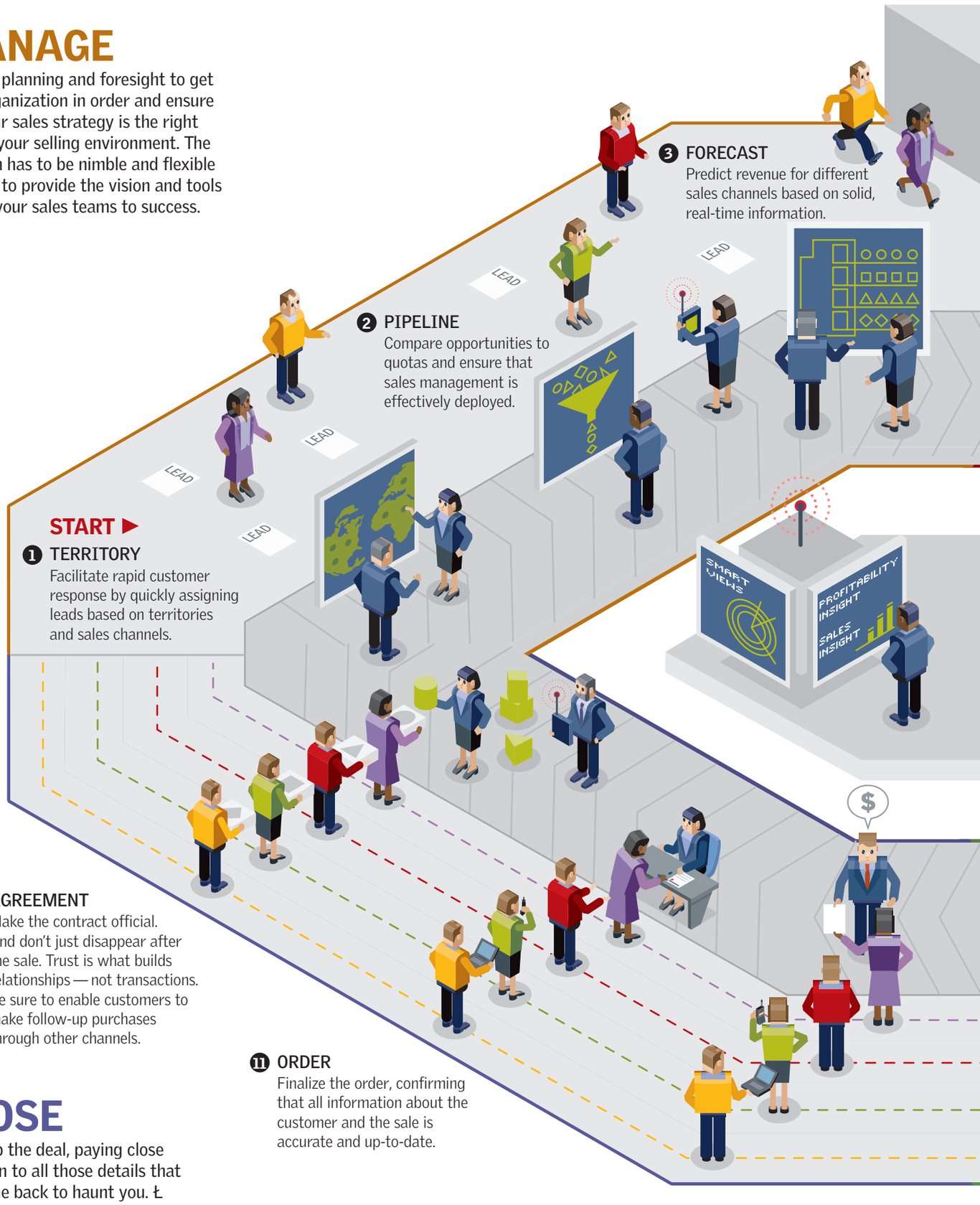
See the real-time CRM sales processes at work. →

Increase Sales Through Collaborative Multichannel Selling

Businesses have always faced revenue and profitability hurdles. What's new is how businesses cope with these issues. Customer relationship management systems are a lynchpin to success. If you can drive collaboration through multiple sales channels and provide a sales solution that truly is fast to implement, you're partway there. Mix in some intelligent information management driven by automation and analytics, and you're on your way to exceeding your goals.

MANAGE

It takes planning and foresight to get your organization in order and ensure that your sales strategy is the right one for your selling environment. The program has to be nimble and flexible in order to provide the vision and tools to lead your sales teams to success.



START ▶

1 TERRITORY
Facilitate rapid customer response by quickly assigning leads based on territories and sales channels.

2 PIPELINE
Compare opportunities to quotas and ensure that sales management is effectively deployed.

3 FORECAST
Predict revenue for different sales channels based on solid, real-time information.

10 QUOTE
Make sure that you have the correct recommendations, specifications, and pricing, then rapidly create a professional proposal that clearly explains how your solution will solve their problem.

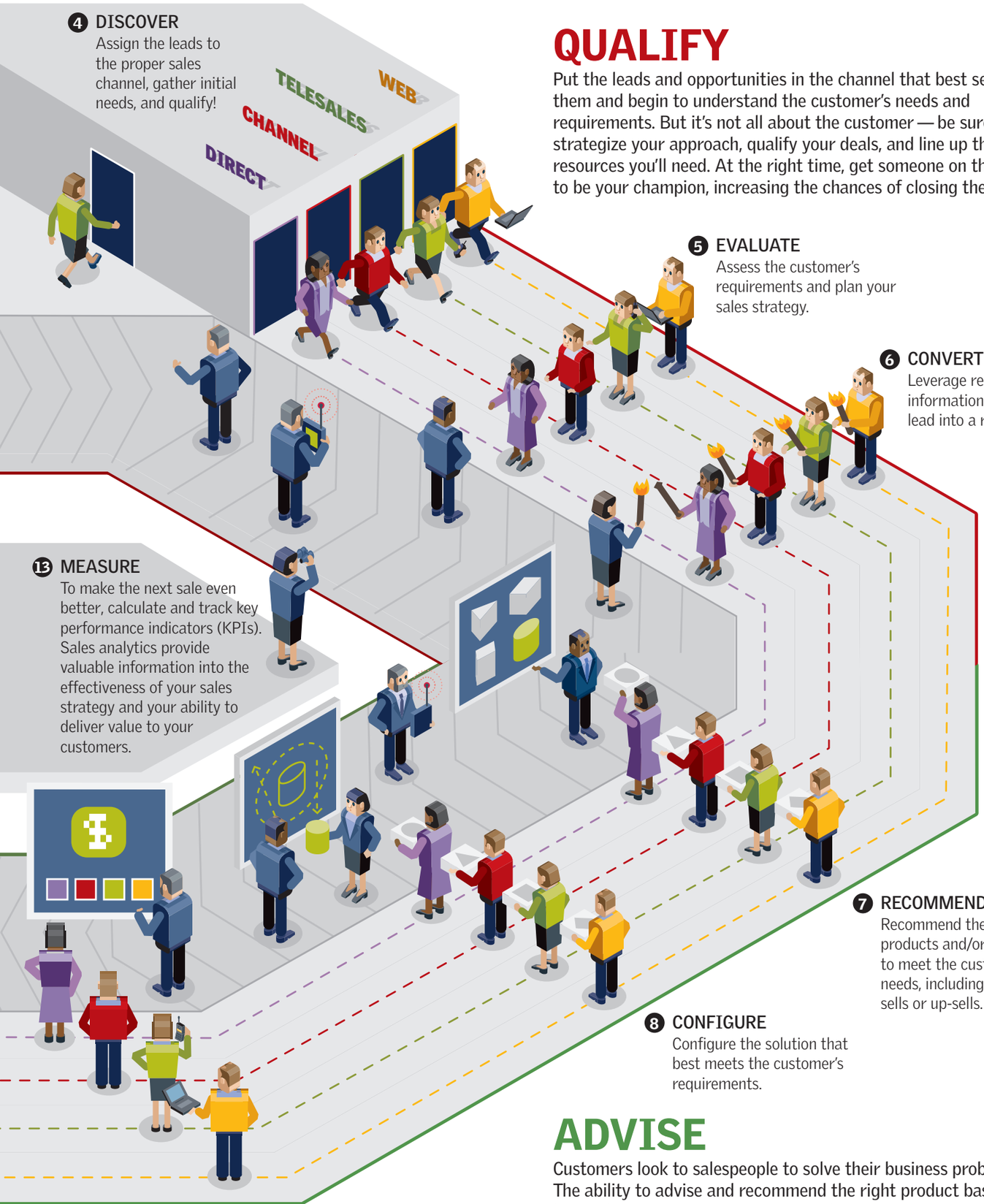
11 ORDER
Finalize the order, confirming that all information about the customer and the sale is accurate and up-to-date.

12 AGREEMENT
Make the contract official. And don't just disappear after the sale. Trust is what builds relationships — not transactions. Be sure to enable customers to make follow-up purchases through other channels.

CLOSE

Wrap up the deal, paying close attention to all those details that can come back to haunt you. The quicker the better; just get it right the first time.

XPLANATiONS® are simple visual maps and stories that make complex business issues easier to understand. For more information visit XPLANE at www.xplane.com or call 1/800/750-6467.



QUALIFY

Put the leads and opportunities in the channel that best serves them and begin to understand the customer's needs and requirements. But it's not all about the customer — be sure to strategize your approach, qualify your deals, and line up the resources you'll need. At the right time, get someone on the inside to be your champion, increasing the chances of closing the sale.

ADVISE

Customers look to salespeople to solve their business problems. The ability to advise and recommend the right product based on the customer's requirements is often the difference between becoming a trusted business partner and losing the deal. Under-selling or overselling the customer either skewers your profit margin or sours the prospect, so you must make sure that your sales teams are well educated on the right up-sells and cross-sells to offer the customer based on their profile.

9 PRICE
Determine what you'll charge for and how, depending on the customer, product, current offers, and the sales channel.

©2003 XPLANE.com®

Standing still does not eliminate risk

The unstable economy. A reorganization or potential merger. Market turmoil. While you'll always face uncertainties, you're keenly aware that taking a "wait and see" stance doesn't improve your results. But, as you strive to maximize the return on your PeopleSoft investment, what should your next step be? Perhaps it's upgrading to PeopleSoft 8. Implementing eApps or EPM. Developing a self-service portal. CherryRoad, a PeopleSoft partner since 1992, can help determine the *right* next steps for your organization. Then, we'll put that plan into action and deliver results that exceed your expectations. All within *your* comfort level, budget and timetable. Call us at 877-402-7804 or visit www.cherryroad.com.

CherryRoad[SM] technologies

PeopleSoft | Partner Connection
Silver Services Partner

PeopleSoft CERTIFIED ALLIANCE PARTNER Consulting

Copyright 2003 CherryRoad Technologies Inc.

18 Get Value from Organizational Development

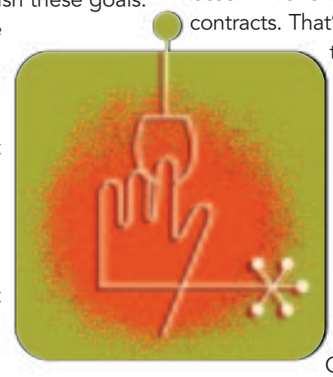
22 Give the CFO a Break with Intelligent Best Practices

24 Integrate CRM with the Back Office with Process Integration Packs

Strengthen Your Business with PeopleSoft Hosting

It's official — PeopleSoft eCenter is now PeopleSoft Hosting. But this name change is more than just cosmetic. You still get access to PeopleSoft application hosting and management services from our industry-leading enterprise infrastructure partners. And, with the new moniker, you'll also see a "host" of changes designed to strengthen and extend your PeopleSoft hosting services.

Now part of the PeopleSoft Global Services group, PeopleSoft Hosting still has the same goals — to enable organizations to focus on their core business processes, more effectively leverage their PeopleSoft applications, and earn a greater return on their investment. By moving the division to the more than 4,000 employee services organization, PeopleSoft gives organizations more capabilities to accomplish these goals.



Leverage the knowledge of the entire stable of application, infrastructure, technology, and process experts from start to finish. PeopleSoft Hosting facilitates reduced technical, operational, and business risk because they help you plan, implement, and manage your PeopleSoft applications and ensure project success. You'll also get faster access to new releases, upgrades, and enhancements to ensure that you always have the latest tools and functionality to run your business effectively and to stay ahead of the competition. As a result, your business processes will run more productively, delivering a higher return on your PeopleSoft investment with lower risk.

PeopleSoft Hosting offers you a single point of accountability for all your PeopleSoft applications — from implementation to maintenance and operation. This single-vendor accountability means faster resolution of issues, more proactive services, and reduced complexity. PeopleSoft Global Services takes complete responsibility for the performance of your application, with guaranteed service level agreements to match. And that means you'll be able to respond to market changes and customer demands much faster.

By leveraging our hosting strengths, we enable you to focus on your core business strengths. According to Tony Young, senior director of IT Applications at Informatica, "PeopleSoft Hosting has enabled us to focus on our business. We are now receiving the benefits of the internet-based applications with the confidence that it is being managed efficiently and properly."

Recently, three of our original hosting customers — Bio-Rad, Informatica, and Frank Russell — renewed their five-year hosting contracts. That's a testament to how highly these organizations value the service they receive from PeopleSoft Hosting and how important the service is to the success of their individual businesses.

More Resources for Better Service

Consolidating PeopleSoft Hosting into PeopleSoft Global Services also expands the hosting services group's capacity. With more resources to draw on, our hosting experts can do more. For your organization, that means improved service with a wider range of hosting options.

Building on lessons learned in our first hosting offering, we've fine-tuned our service delivery mechanisms. Guided by standardized delivery process, ongoing quality assurance, and renowned customer service, PeopleSoft can provide hosting services of unrivaled quality. We own the entire customer experience and, as a result, can ensure the highest quality over the entire lifecycle of the application. The value of your applications is maximized with predictable cost and assured levels of service. In fact, we can tailor service level agreements to guarantee performance for high availability, disaster recovery, and extended service needs.

Expanded Service Levels and Offerings

The larger resource pool enables PeopleSoft to broaden the scope of our hosting services. Previously, PeopleSoft eCenter focused primarily on premium services. With the shift to PeopleSoft Global Services, we expanded our hosting target to include cost-competitive solutions for the mid-market. As PeopleSoft Hosting, the group now offers several service tiers that range from basic, no-frills service to fully loaded application hosting services with all the bells and whistles. And all services feature customization offerings that enable us to fine-tune the solution for your business needs — all at a predictable cost.

You can enhance each of our service levels with several new offerings. PeopleSoft Hosting now offers incidental and monthly fee services to complement each standard hosting offering. These service offerings, designed to help you get more capabilities and value from your hosted applications, include a proactive advisory service for patches and performance tuning, application optimization service, and post-implementation application maintenance. And, unlike many competing outsource solutions, we offer support for multivendor environments and databases to help you better leverage your current infrastructure and technology investments.

Shakespeare once wrote, "What's in a name? That which we call a rose by any other name would smell as sweet." Similarly, PeopleSoft Hosting, even with its new name, is still a PeopleSoft service, complete with the same high standards of care and quality.

Measuring the Value of Organizational Development

There's an old saying in business that what gets measured gets done. But as organizations work to develop their human capital, what gets done often doesn't get measured.

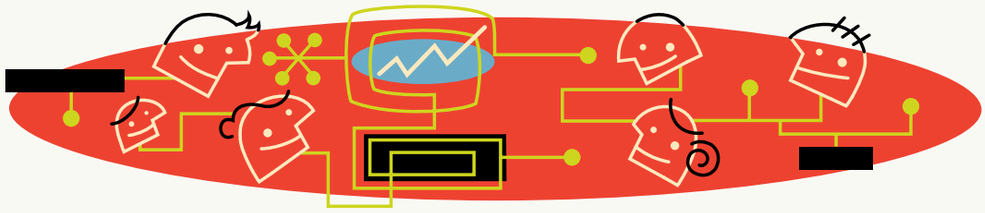
Consider a company that has a large organizational development budget but doesn't measure the overall impact of its programs. Each department involved in organizational development keeps a list of internal objectives, sticks to a departmental budget, and uses a specialized software solution. But the HR department doesn't link its goals to company goals. The learning department offers a comprehensive list of courses but doesn't measure how the courses affect employee performance. The IT department spends too much time and money maintaining niche software solutions. And the CFO lacks a clear, complete picture of what return the company is achieving on its investment in human capital. How can this company leverage its people as a competitive tool?

Today, there's great potential for your development programs to have an impact on your bottom line — but only if your organization avoids the "silo" approach that typically plagues workforce development efforts. A successful organizational development strategy calls for a complete workforce performance solution.

Unified System for Increased Performance

PeopleSoft Workforce Performance Solutions give your organization all the tools it needs to train, develop, and monitor the performance of developing a high-performing workforce. By using this end-to-end solution, you can align all your organizational development programs with your key business objectives. It is robust enough to work right out of the box yet flexible enough to allow you to customize it to fit your business processes. The result is greater productivity with less wasteful, redundant work.

You get a complete view of every aspect of workforce performance so that you can see how your people are contributing to the organization's goals. You can determine whether your investments in training, employee development, and performance are improving the organization's financial results.



"In the past, organizations have been forced to choose from disparate vendors and systems to create a complete organizational development suite," said Doug Merritt, vice president and general manager of PeopleSoft HCM. "An end-to-end workforce performance solution suite incorporates planning, performance management, competency management, learning, and development. PeopleSoft Workforce Performance Solutions meets the needs of organizational development professionals."

Tapping the Value of Human Capital

PeopleSoft's release of Workforce Performance Solutions comes at a time when many organizations are looking at the untapped value of their workforce. For several years, core HRMS applications have helped organizations eliminate paperwork and control HR headcount. Forward-thinking organizations are now looking beyond cost savings to explore areas in which their people can add value without adding expenses.

Getting the most value out of your workforce means aligning your employees with business objectives. Employees who spend their time furthering your organization's most important goals — instead of performing low-value activities — deliver the greatest return on your human capital investment.

To align employees with business objectives, you must measure and develop their skills, competencies, and knowledge while developing leaders and planning successions. Establishing a tight link between performance and pay ensures that every employee will have a personal stake in the success of the company.

Cost-Effective Technology Foundation

PeopleSoft Workforce Performance Solutions consists of ePerformance, Enterprise Learning Management, eDevelopment, and key components of PeopleSoft Human Resources. It integrates with PeopleSoft Workforce Development Portal to give all stakeholders a real-time view of the workforce's contributions.

Because PeopleSoft Workforce Performance Solutions is a pure internet solution, your IT department can deploy it quickly and easily to employees at any location in the world that has an internet connection. Out-of-the-box integration between components helps you avoid the tremendous costs of integrating niche solutions from multiple vendors. You can reduce hardware and networking costs by consolidating on one system.

Development and Learning

As your organizational objectives change, your organizational development staff can quickly adjust workforce development goals to support these changes. They can increase employee accountability by letting employees manage their own competencies through self-service. They can monitor progress by viewing employee performance reviews in real time.

Your learning organization can align its offerings with your overall business objectives to make sure that every member of the workforce has the skills to contribute to your business results. By incorporating role-based learning into every business process, you give people the knowledge they need exactly when they need it. You'll also gain a better view of your total learning costs, enabling you to better allocate your learning budget.

Develop Tomorrow's Company Leaders

Organizational development teams have traditionally been separate from the HR department. But because HR organizations are under more pressure than ever to prove the value of their contributions, the barriers between departments are beginning to crumble. PeopleSoft Workforce Performance Solutions enables the HR organization to take a more active role in organizational development.

"An end-to-end workforce performance solution suite incorporates planning, performance management, competency management, learning, and development. PeopleSoft Workforce Performance Solutions meets all these needs of organizational development professionals."

Doug Merritt, Vice President and General Manager of PeopleSoft HCM

The HR and learning organizations can work together to deliver training that ensures compliance with current government and legislative requirements, such as Sarbanes-Oxley, Series 7, and OSHA. And HR can easily track the demand for various forms of training to ensure that the training budget will cover the workforce's most urgent needs.

In a volatile business environment, your company can stay nimble by monitoring its talent pool in real time. Your HR staff can match employee competencies to job profiles to make sure that people are deployed effectively. From there, you can identify and groom top talent for leadership positions, encourage professional growth, and prepare employees for advancement.

When employees take control of their own professional growth, they remain motivated. PeopleSoft delivers personalized, real-time reports on career development opportunities and enables employees to access online learning and development communities. Managers and employees can work together to establish individual performance goals that support organizational goals. They can establish learning plans that help them achieve these goals. Real-time communication tools help keep employees engaged in the "bigger picture" beyond their daily work.

Your employees across the organization can use PeopleSoft Workforce Performance Solutions with minimal training. By keeping overhead low, PeopleSoft enables every stakeholder in your organizational development process to meet your CFO's needs.

Closing the Loop

With the release of Workforce Performance Solutions, PeopleSoft now supports the full organizational development cycle from planning a workforce through measuring its contributions. Your organization can analyze its competency needs with PeopleSoft Workforce Planning, execute development initiatives with Workforce Performance Solutions, and measure results with PeopleSoft HRMS Warehouse and Workforce Scorecard. Based on your results, you can close the loop by returning to the planning stage and identifying the skills and knowledge that will keep your organization ahead of its competition in any economy.

by Keven Smith

Meet the VP of NO.

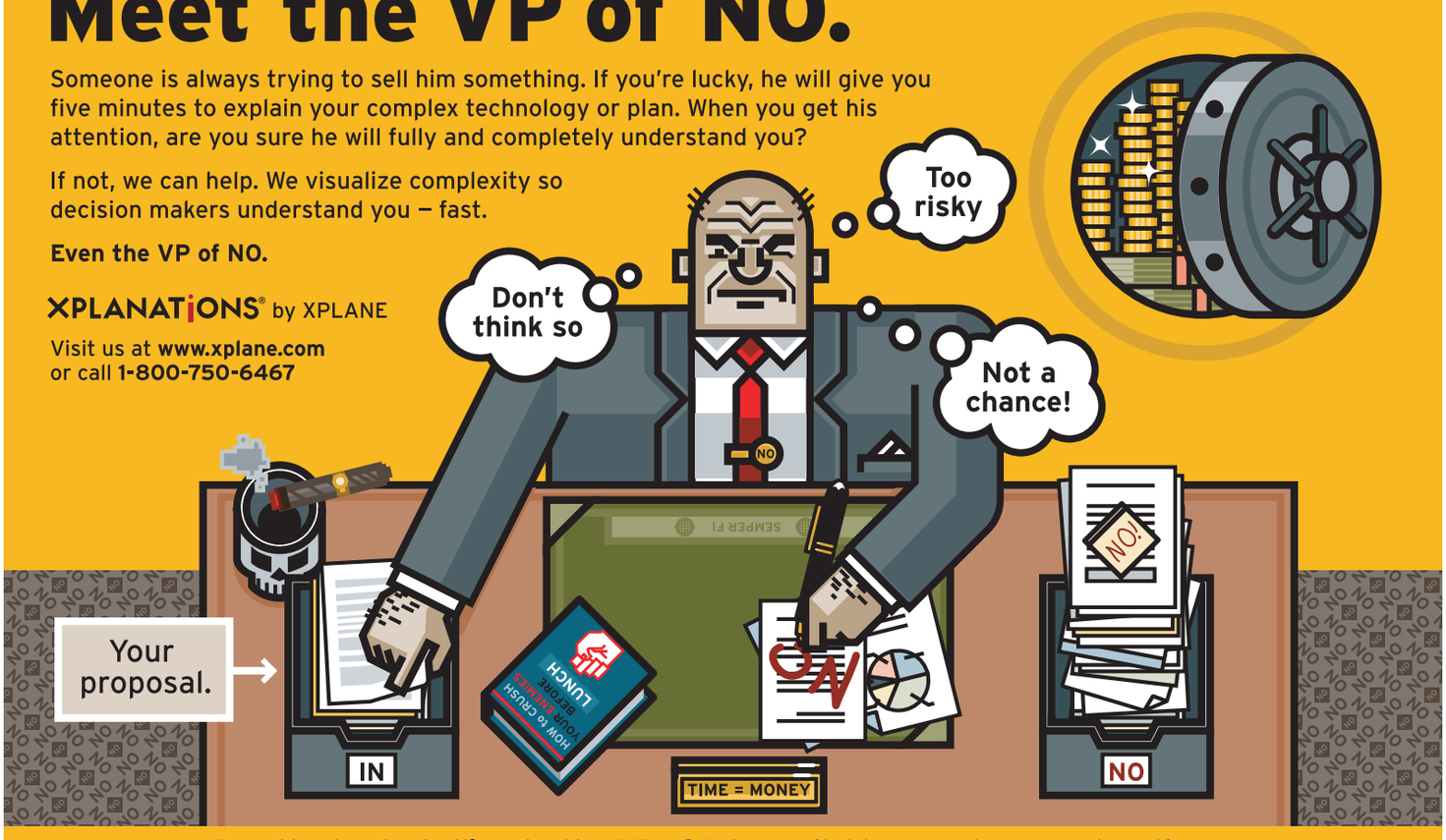
Someone is always trying to sell him something. If you're lucky, he will give you five minutes to explain your complex technology or plan. When you get his attention, are you sure he will fully and completely understand you?

If not, we can help. We visualize complexity so decision makers understand you – fast.

Even the VP of NO.

XPLANATIONS® by XPLANE

Visit us at **www.xplane.com**
or call **1-800-750-6467**



Buy the book, Selling to the VP of NO! Available now at **www.xplanations.com**

Technology that gets flowers from one part of the world to the other.

Receiving orders and delivering flowers from one part of the country to the other, anywhere, anytime—the same day. And anywhere in the world, the next day. That's what your neighborhood FTD florist expects their HP PCs and servers to do every day. Especially on a day like Mother's Day. With our help, a relatively small floral shop around the corner has the ability to use the latest technology to operate like a giant, global corporation. And moms everywhere get to see why we think technology is such a beautiful thing. www.hp.com/plus_ftd

ftd + hp = *everything is possible*

hp invent

©2003 Hewlett-Packard Development Company, L.P.

Realize the Full Value of Your Enterprise Software

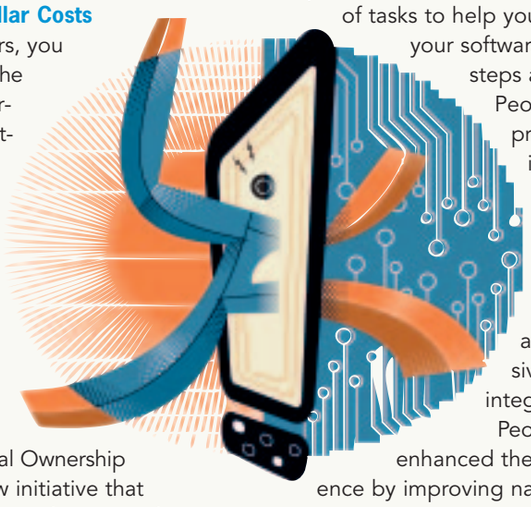
PeopleSoft Total Ownership Experience Paves the Way

Since its introduction in the early 1970s, enterprise software has evolved to meet the needs of a changing market. First, mainframe applications made specific departmental tasks easier. Later, client/server applications formed integrated suites to enable more complete business processes. Most recently, the internet era has connected people to information and transactions in real time. Today's feature-rich solutions enable you to automate key business processes, saving valuable time and money.

But in an era of flat or shrinking IT budgets, many organizations are looking for more cost-effective ways to implement and manage their enterprise software. They're seeking strategies and technology that can help them run their systems without relying on third-party resources or quick fixes.

Increasing Productivity, Reducing Hard-Dollar Costs

Like most customers, you want to maximize the return on your enterprise software investment. Along with the right features and functionality, you want higher-quality applications. Easier upgrades. And a systematic, cost-effective approach to maintenance.



PeopleSoft Total Ownership Experience is a new initiative that will help you unlock the full value of your enterprise software. It's a set of policies, processes, products, and tools that will reduce your hard-dollar costs and increase productivity. The Total Ownership Experience era is characterized by:

- Installations in days, not weeks.
- Implementations in weeks, not months.
- Real-time software support and performance diagnostics.
- Multivendor business process integration—right out of the box.

Delivering a Better Ownership Experience

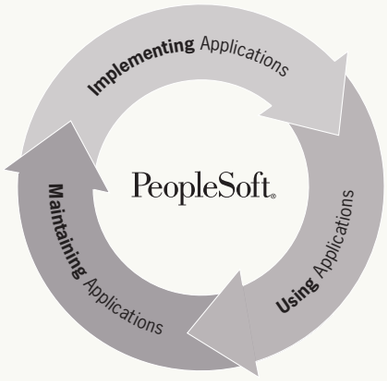
According to a META Group report, PeopleSoft's total cost of ownership is 51 percent lower than SAP's and 25 percent lower than Oracle's. PeopleSoft is now taking the concept one step further by focusing its technology on the normally labor-intensive process of owning enterprise software. PeopleSoft Total Ownership Experience focuses on the three key areas of your customer experience: implementing applications, using applications, and maintaining applications.

Streamlining and Automating Your Software Lifecycle

PeopleSoft has automated the people-intensive process of installing, configuring, and integrating software. You can now complete a standard installation in one day or a complex installation in a few days. PeopleSoft can create a customized set of tasks to help you configure your software with fewer steps and errors. And PeopleSoft delivers prepackaged integration with Oracle and SAP back-office systems, eliminating the need for expensive and time-intensive customer integrations.

PeopleSoft has also enhanced the user experience by improving navigation and streamlining tasks. An intuitive, iconic interface makes it easier to navigate between applications and gives the user a more complete view of possible transactions. Our usability lab tests show that these enhancements result in 30 percent less time to complete tasks and 20 percent fewer errors.

Maintaining your IT infrastructure is important, but it takes you away from tasks that deliver business value. PeopleSoft automates many of the support processes involved in maintaining your software. Embedded diagnostics logic helps identify the source of a problem and speed its resolution. Real-time performance diagnostics help you find the specific line of code that can be tuned to unblock a bottleneck.



The Total Ownership Experience touches all aspects of implementing, using, and maintaining enterprise software.

PeopleSoft is automating much of the update process to significantly reduce your maintenance time. Fix Packs, for example, are collections of all posted maintenance fixes since the software was first made generally available. Fix Packs keep your system current without requiring the installation of individual fixes, and you can apply it in just one step. A Fix Pack for PeopleSoft Financial Management and Supply Chain Management 8.4 SP1 is available now, and Fix Packs for other product lines will be coming soon. In addition, a new link within PeopleSoft Customer Connection provides patch recommendations that are tailored to your maintenance history. Also coming soon is Change Assistant, a new utility in PeopleTools 8.44 that will help automate the process of selecting and installing software fixes.

A New Era for PeopleSoft Customers

PeopleSoft Total Ownership Experience isn't a quarterly goal or a short-lived marketing strategy. It's the beginning of a new era for PeopleSoft—and for the entire enterprise software industry. Over the next few years, PeopleSoft will devote $800 million, 1,000 development engineers, and more than 100 project initiatives to improving your ownership experience.

"With PeopleSoft's Total Ownership Experience initiative, they have proven that they understand what customers really care about," says Steve Rice, vice president of Human Resources, Hewlett-Packard Americas. "PeopleSoft has thrown down the gauntlet for the application vendors to pull back the screen on their efforts."

Delivering Intelligent Best Practices to Improve the Total Ownership Experience

PeopleSoft Enterprise Financial Management 8.8

It's not easy being a CFO these days—or working for one. Finance departments across the United States are stretched thin, scrambling to meet Wall Street's demands for improved earnings while coping with multiple compliance deadlines under Sarbanes-Oxley. And it's not just extra overtime that's draining finance budgets: according to the Working Council for CFOs, the average Fortune 500 company will spend between $3 and $8 million annually on compliance—money that could be invested elsewhere within finance to improve operations or strategic decision making.

After putting IT investments on ice these past few years, smart CFOs are once again looking to technology to help their departments improve productivity, strengthen compliance, and balance competing demands on their time. And, with their corporate boards scrutinizing every investment, these CFOs are demanding solutions that deliver real, measurable productivity gains and an immediate return on investment.

PeopleSoft Enterprise Financial Management 8.8 was designed with the most demanding CFOs in mind. This newest release of PeopleSoft's industry-leading financial management solution takes its certified best practices to the next level with enhancements such as intelligent self-service, embedded analytics, and advanced technologies like XBRL, XML, and instant messaging. Enterprise Financial Management 8.8 is also one of the first releases to support PeopleSoft's Total Ownership Experience initiative, a corporate-wide effort directed at transforming all aspects of owning enterprise software. As a result of more than 225 new features and enhancements in PeopleSoft Enterprise Financial Management 8.8, customers can achieve productivity gains of 20 to 30 percent and slash implementation time by up to 50 percent.

Easier to Use

Although automating key functions like employee expense reporting can dramatically reduce an organization's costs, widespread user adoption is also critical. Already a leader in usability studies, PeopleSoft's developers raised the bar with this release, engaging 170 end users to test the top 120 most commonly used tasks across 20 applications. These tasks were then redesigned to be simpler, with consistent, icon-driven navigation, resulting in dramatically improved productivity. Users will also appreciate the fact that the number of clicks to complete common tasks was significantly reduced across many applications. Employee expense reporting, for example, was streamlined by more than 50 percent through fewer windows and a new, common interface for expense entry on both connected and mobile clients. As a result of these usability enhancements, user adoption and satisfaction will increase while error rates, help desk calls, and training time will decrease.

Louisiana-based Entergy is one of the largest integrated energy companies in the United States and a PeopleSoft Financial Management customer since 1996. "We've been involved extensively in testing PeopleSoft Enterprise Financial Management 8.8 and are impressed with how intelligent the applications are," said Steve K. Myers, CPA, Finance Operations Center manager, Entergy, Inc. "With the new release, we can set up the rules so that all the bank accounting and reconciliation is done automatically. Just the fact that bank files can be imported and uploaded automatically in PeopleSoft—without any third-party software—should generate real-time and cost savings. Plus, the real-time functionality in eSettlements could revolutionize our billing from suppliers, enabling us to do paperless invoices to companies of any size."

Implementation Time and Cost Slashed

Faster implementations are another key objective of PeopleSoft's Total Ownership Experience initiative. PeopleSoft Enterprise Financial Management 8.8 streamlines the deployment process from start to finish, with new configuration tools that eliminate implementation steps and enable applications to be up and running quickly. Other features, such as direct bank connectivity in PeopleSoft Cash Management and robust collections functionality in PeopleSoft Receivables, significantly reduce the need to license, integrate, and maintain third-party software.

And, if you want to bring discipline to your IT department with PeopleSoft Enterprise Service Automation (ESA) but are running SAP on the back end, don't worry. Prepackaged business process integration solutions also directly integrate PeopleSoft's ESA solution with SAP back-office systems to slash implementation time and cost. The new Process Integration Pack takes project and cost accounting information from PeopleSoft ESA and sends it directly to SAP's General Ledger for accurate chargebacks.

Intelligent Best Practices Improve Productivity

PeopleSoft's new Enterprise Financial Management takes support for finance best practices to the next level, with intelligent self-service, embedded analytics, and advanced web-based technologies. As a result, CFOs are better equipped to balance competing demands on their departments within the new timelines dictated by compliance regulations.

Intelligent self-service functionality delegates accountability to people who are closest to the business process, while ensuring appropriate controls. New on-demand processing capabilities allow people who handle payables and receivables to post critical transactions in real time, enabling customer and payment balances to reflect up-to-the-minute activity for more accurate reporting. In PeopleSoft Expenses, direct reporting from major credit cards to employee expense reports streamlines expense processing and ensures the accuracy of submitted expenses.

"One of the key features that FedEx appreciates from PeopleSoft Financial Management is its built-in internal controls and built-in best practices."

Chris Wood, Director of Enterprise Financial Systems, FedEx Corporation

Embedded analytics bring intelligence to the desktop for faster, better decision making. Enhanced graphical inquiries, the capability to drill down into detailed source information, and charting capabilities provide real-time insight that is critical to competing in today's business environment. PeopleSoft Receivables enables managers to manage credit and collections proactively, which can help reduce days sales outstanding by 10 to 20 percent. A new condition monitor automatically identifies exception conditions that need follow-up activities so that a credit manager can be automatically notified if a customer is nearing his credit limit. Embedded analytics in PeopleSoft Cash Management give treasurers a real-time review of cash positions throughout the day to improve liquidity and investment returns.

Advanced web-based technologies streamline key business processes. Enterprise Financial Management 8.8 takes PeopleSoft's Pure Internet Architecture™ one step further by adding advanced web-based technologies like XBRL, XML, and instant messaging to streamline and automate key business processes. Support for XBRL in PeopleSoft General Ledger helps speed regulatory report distribution. PeopleSoft Payables and eSettlements incorporate XML electronic invoice receipts for paperless processing and reduced data entry errors. PeopleSoft eSettlements also leverages instant messaging technology that permits buyers and sellers to resolve disputes in real time.

"Finance executives are walking a tightrope, balancing pressures to strengthen compliance and meet their numbers. They need solutions that empower their employees to do more with less," said Renee Lorton, senior vice president and general manager, PeopleSoft Financial Management. "PeopleSoft Enterprise Financial Management 8.8 was designed to do just that, bringing together our technology and certified finance best practices to dramatically increase our customers' productivity and software ownership satisfaction. Faster implementations at lower cost mean that our customers worldwide can focus on the fundamentals of running their businesses. That's what PeopleSoft is all about."

by Anne Ozzimo

For more information on how PeopleSoft Enterprise Financial Management 8.8 can help your finance organization improve productivity and strengthen compliance, please go to www.peoplesoft.com.

Using PeopleSoft Time and Labor?
We have the Data Collection Solutions.

Kaba Benzing's **B-COMM for PeopleSoft** Time and Labor provides PeopleSoft customers with a system to automate the collection and validation of time and labor data. The easy-to-use Kaba Benzing touch screen terminals not only provide a quick and easy means for collecting and validating data, but they can also double as an employee kiosk to drive information such as employee bank balances securely to the employee.

Kaba Benzing, part of the $800 million Kaba Holding group, is a global provider of enterprise data collection systems. For PeopleSoft customers it provides B-COMM for PeopleSoft and AutoTime, a full featured time and labor system for customers that need to collect and process shop floor labor information in addition to calculating time and attendance.

PeopleSoft
Partner Connection
Software Partner

KABA BENZING

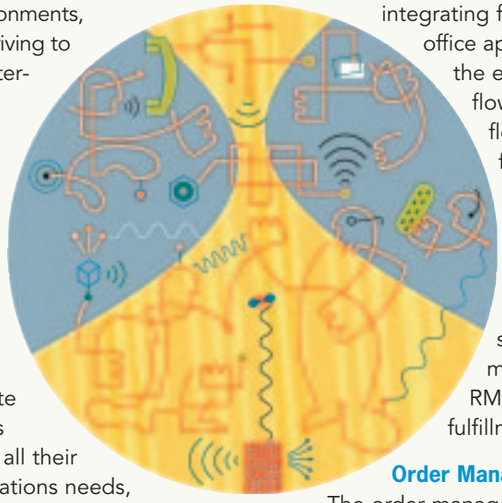
5753 Miami Lakes Drive
Miami Lakes, Florida 33014
305/819-4000
www.kaba-benzing-usa.com

The premier provider of time and labor management solutions

Bridging the Information Gap to Improve Customer Satisfaction

The best business decisions are made when people have all the information they need to evaluate a situation. Missing pieces in the information puzzle — often the result of enterprise information gaps — can mean unhappy customers, broken business processes, and lost opportunities. Today, companies recognize the potential of information technology to unify the enterprise yet face the realities of independent data silos, proprietary architectures, and disconnected business processes that span far beyond individual applications.

Enterprises are working rapidly to close the information gaps that resulted from the technology boom of the last five years. By reconfiguring their enterprise application environments, companies are striving to support cross-enterprise processes that ensure more effective and profitable customer interactions. And, though many organizations have chosen to standardize on an enterprise suite vendor — such as PeopleSoft — for all their enterprise applications needs, the truth is that most companies today are faced with integrating heterogeneous applications from multiple vendors.



The information gap between these disconnected, niche applications is wide and often prohibitively expensive — if not impossible — to bridge. The options for integrating front- and back-office solutions vary from full enterprise middleware solutions to custom, hand-coded, point-to-point connectors. In today's volatile business environment, many customers are looking for prepackaged solutions designed to solve specific business problems, without the expense or complexity of traditional integration projects.

To address this requirement, PeopleSoft is delivering prebuilt connectors between our pure internet applications and SAP and Oracle back-office solutions to automate the integration process and to help bridge the information gap. Built by using PeopleSoft's AppConnect integration platform, Process Integration Packs (PIPs) provide a single-vendor solution for integrating business processes across heterogeneous applications. PIPs provide flexible, prebuilt solutions that are based on industry best practices. They include the process definition, transformations, and adaptors required to support specific business processes across a multi-vendor environment. Along with PeopleSoft's world-class support and maintenance, PIPs take the complexity and cost out of integrating front-end and back-office applications, enabling the enterprise information flow to mirror the natural flow of business. The first three Process Integration Packs specifically designed to connect PeopleSoft CRM with SAP and Oracle back-office solutions are for order management, service RMA, and service fulfillment.

Order Management

The order management process is arguably the most critical of all cross-enterprise processes. A streamlined order management process can empower salespeople, reduce sales costs and order errors, improve the customer's purchasing experience, and — most importantly — drive revenue.

Based on order management best practices, the PeopleSoft Order Management PIP automatically passes orders from the front-office CRM application to the back-office system based on configurable business process rules. Salespeople can view inventory status, billing, and fulfillment information along with their lead and opportunity data to make well-informed business decisions. Orders are automatically passed from PeopleSoft Order Capture to the accounting and fulfillment systems where they can be processed quickly, improving collections and enhancing customer loyalty. Shipping, billing, and payment information are then sent back to the sales team, bridging the information gap that often leads to inconsistent customer service and lost revenue opportunities.

Service RMA

When it comes to customer satisfaction and loyalty, the RMA — Return Materials Authorization — process is critical. How well a company handles problem reporting, resolution, and product replacement can make or break the business's reputation — and bottom-line revenues.

With the PeopleSoft Service RMA PIP, companies can rest assured that their customers receive the high-quality, world-class support and service they deserve. The problem reporting, diagnosis, and resolution process is smooth and more effective. Salespeople and support personnel can view inventory levels along with warranty, entitlement, and service-level agreement information to replace defective products in a timely and appropriate fashion. With the Service RMA PIP, inventory information is automatically passed to PeopleSoft Support, closing the information gap and enabling faster problem resolution. Similarly, replacement part and installed product information is automatically updated and synchronized

"Integration is key for us to be able to monitor how the business is doing, what we are doing in sales, what we are doing for billings, and where our inventory is around the world. The integration of all those processes and applications enables us to be on top of business at all times."

Bill Whitmore, Vice President of Corporate IT, Fairchild Semiconductor

between PeopleSoft and the back-end order management and inventory systems—improving the product return process and enhancing the overall customer experience.

Service Fulfillment

The service fulfillment process picks up where service RMA leaves off. Once the customer's problem has been identified and a replacement part or product has been ordered, field service personnel must be dispatched to install the new part or replace the defective product. Customers often judge suppliers on their ability to address and resolve product difficulties and defects in a timely manner—especially when every minute of downtime can mean lost revenue.

The PeopleSoft Service Fulfillment PIP enables companies to streamline the field service process for installed products. Companies can quickly capture service requests, verify entitlements, confirm service orders, dispatch technicians, and perform on-site service calls. Because critical information is automatically passed from back-office inventory, billing, and purchasing systems to PeopleSoft FieldService, technicians are dispatched with the right replacement parts or products and the ability to place orders, view inventory, and process requests at the customer site. The closed-loop integration between PeopleSoft and back-end systems speeds customer request resolution and service order closure, leading to more satisfied customers and reduced operating costs.

by Ruth Burk, The Content Bureau

AppConnect Process Integration Packs—Connecting People, Process, and Data

As part of the PeopleSoft AppConnect integration solution, PeopleSoft Process Integration Packs provide practical integration solutions to real integration issues. PeopleSoft AppConnect delivers a choice of technology solutions that enable enterprises to connect people, processes, and data. PeopleSoft Process Integration Packs can be used independently or in conjunction with other AppConnect technologies, including PeopleSoft Enterprise Portal, PeopleSoft Enterprise Warehouse, and PeopleSoft Integration Broker. Together, PeopleSoft AppConnect solutions give companies the flexibility they need to solve complex business integration problems practically.

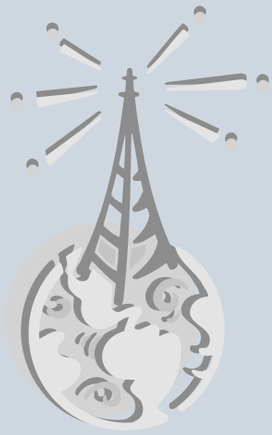
Late Breaking News

On September 8, 2003, MESA and MSI presented the Manufacturing Excellence Awards (MEAs) at MESA's 2003 Conference of Americas. The awards recognized manufacturers who have achieved success in the areas of operational excellence, customer intimacy, and product leadership.

During the conference, three finalists from each award category presented case studies about their company's business and how they have leveraged manufacturing enterprise solutions. From those presentations, three winning case studies were selected. PeopleSoft congratulates the winners and is proud to announce that two of the three winning organizations are PeopleSoft customers.

- The Customer Intimacy award went to Cybex International, presented by Brian Lyman, manager Business Systems.
- The Product Leadership award went to Corning Specialty Materials Division, presented by Doug Anderson, division CIO.

For more information about the awards, go to http://www.mesa.org/conference/mea.htm.



Editor's Note: A Journalist's View of the Real-Time Enterprise

In the April–June 2003 issue of *PeopleTalk*, we ran an article on several prominent journalists who were writing about The Real-Time Enterprise in the Mexican press. What we inadvertently left out of the article was that the essays were part of a contest sponsored by PeopleSoft. And we left out the winning essay! Mea culpa!

The winning essay, "The Real-Time Enterprise Is a Reality," is by Lourdes Adame from *eContact* magazine. To read the the full article in English or Spanish, go to this magazine's October–December 2003 online edition at www.peopletalkonline.com and view the News article "A Journalist's View of the Real-Time Enterprise."

TOUCHNET

Innovative. Knowledgeable. Experienced.

Introducing *Commerce Management System*

Like most organizations today, PeopleSoft users face an economy that mandates streamlined operations.

TouchNet Commerce Management System (CMS) enables online payments within PeopleSoft business applications. It helps trim overhead, boost efficiency, and streamline payment transactions.

TouchNet creates a real-time commerce environment in which people work together, confident that they are using "one version of the truth."

Put TouchNet to work for you...

- Eliminate the cost of manual payment processes
- Accept e-payments online — cards and checks
- Convert paper checks into electronic checks
- Streamline billing and cashiering operations
- Centralize financial transaction adminstration and reporting

Contact TouchNet today. Electronify your payment processes to streamline workflow and boost efficiency.

TouchNet®

www.touchnet.com
800.869.8329

PeopleSoft®
Partner Connection
Software Partner

© 2003 TouchNet Information Systems, Inc. TouchNet and the TouchNet Logo are registered trademarks of TouchNet Information Systems, Inc.

A Homeland Security Solution for All Levels of Government

With the introduction of the U.S. Department of Homeland Security, more changes have taken place in the U.S. government than in the entire time since World War II. Governments — state, local, and federal — must prepare infrastructure and first responders — police, fire, emergency, medical, and public health services personnel — for all possibilities.

Agencies are now responsible for providing reports to the U.S. Department of Homeland Security that reflect the costs involved in first-responder activities. A solution that does far more than manage first responders is needed. PeopleSoft Guardian allows you to construct your own solution for homeland security and enable people to manage emergency response — and provide required reports — from any location, in real time.

The PeopleSoft Guardian suite aggregates and organizes information from multiple resources through a customizable portal interface. The suite leverages existing functionality from PeopleSoft solutions to address directly the challenges of homeland security directly for all levels of government.

With PeopleSoft Guardian, your PeopleSoft Human Capital Management solution manages recruitment, skills assessment, and deployment of first responders. PeopleSoft provides prepackaged analytics to help you plan and assess preparedness for incidents — from first responders' skills and training to tracking response times on incidents — based on key performance indicators. You can analyze first-response performance metrics and look for improvements to feed back into the planning process. The analytic applications — Workforce Analytics, CRM Analytics, Supply Chain Analytics, and Financial Analytics — support analysis across the core business functions of any organization.

PeopleSoft Guardian's Command Center Console manages the information and communication needs of emergency command centers both in times of crisis and in the daily management of their workforce. It monitors emergency alerts, tracks human and capital resources, and assesses personnel skills.

Premapped, financial management pagelets in the portal provide the ability to view and receive alerts, as well as to act on financial information. Because supplies are a necessity to every first-responder organization, commanders and supervisors can also track information on purchase history, procurement, and billing details.

The PeopleSoft Guardian suite is also integrated with Environmental Systems Research Institute (ESRI) mapping software, which enables responders to deploy resources quickly through visual representation of incidents on a map.

by Katie Kirkpatrick

Resources

For information on education and government organizations that are using PeopleSoft, read in this issue:

"L.A. Story — With a Supply Chain Plot Twist," page 28

"North Dakota Unites Government and Education," page 32

Or visit www.peopletalkonline.com and read previous articles in the July issue:

"Managing People, Schools, Cities, and More in Massachusetts"

"Building a Campus Portal at Butler University"

"Gettysburg College Trains OnDemand"

Navy Systems Reinforced by PeopleSoft HCM

Federal and state governments are looking at technology to help them consolidate IT systems to drive down costs and streamline processes. Within the Department of Defense, the United States Navy has close to 400,000 active-duty personnel and an additional 150,000 on ready reserve all over the globe. That's quite a number of personnel to track, and the technology the Navy uses to do so makes all the difference.

The Navy recently shored its ranks with PeopleSoft Human Capital Management (HCM) to manage its personnel. The Navy's new system, the Navy Standard Integrated Personnel System (NSIPS), brings its active duty and reserve Navy forces online, providing them with access to their personnel information from 570 ship and shore sites at any time.

"A completely integrated, personnel system with state-of-the-art self-service capabilities was our goal, and PeopleSoft made it possible," said Commander Susan Eaton, NSIPS System and Software Engineering Manager. "Now, rather than filing manual paperwork at their Personnel Support Detachment offices, our service members can update their addresses, phone numbers, and emergency contact information from their home, ship, or base via a simple web browser. It represents a tremendous technological leap in our manpower and personnel systems."

NSIPS consolidates the Navy's multiple legacy systems to reduce the Navy's administrative maintenance costs and improve the accuracy of data. The Navy produced more than 500,000 reports annually, and 75,000 of those contained errors that required manual intervention. NSIPS will help the Navy reduce the number of errors and free personnel for other tasks. In addition, the more accurate data gathered from NSIPS will be used to populate the Department of Defense's new Defense Integrated Military Human Resources System, which will consolidate 80 legacy systems with PeopleSoft applications. The 3.1 million members of the United States military branches — both active and reserve — will be better served as a result.

L.A. Story—
With a Supply Chain Plot Twist

The second largest city in the nation, Los Angeles, was using an antiquated purchasing system that belied the City's cutting edge nature. After realizing that it was cheaper and easier for city employees to go out and buy their own supplies rather than use the City's supply processes, the City determined that changes were in order.

The City conducted its own study of its purchasing and materials management practices and brought in a third party to do the same. The results all indicated that there was plenty to fix. The City's purchasing processes were not only paper-driven, they also didn't take advantage of the considerable buying power of a city its size. City agencies held more than 2,000 contracts with suppliers, and suppliers had multiple contracts with each agency. In addition, 14 separate agencies operated 94 warehouses with a combined inventory of $54 million.

With no funds set aside to subsidize the project, staff had to determine how much could be saved with a new supply chain management system. One report said that as much as $250 million in potential savings was trapped in Los Angeles's old, inefficient supply chain. The new system was going to have to pay for itself.

The City created the Supply Management System (SMS) project for purchasing, materials management, and accounts payable functions. The City chose PeopleSoft Supply Chain Management as the best overall solution for a myriad of reasons: PeopleSoft's leadership position in the enterprise application and public sector markets, flexible report writing capabilities, and the potential for integrating with PeopleSoft Payroll and other PeopleSoft Financial Management applications for the public sector.

City of Los Angeles City Hall

Turning a Vision into Reality

Once the City chose PeopleSoft, it decided to fundamentally change the way it procures goods and services while keeping software changes to a minimum—a designation known as "vanilla." "We changed our processes so we could stay as vanilla as possible, except where the city ordinances required something specific," says Bob Jensen, assistant general manager for the department's Supply Services Division. "I think we got it right."

The City transformed its accounts payable and other business processes with the help of best practices that are integrated into PeopleSoft SCM. The system was implemented on a centralized, citywide file server architecture to give all users access to information.

Flora Chang, SMS director of systems for the General Services Department, says, "The integrated functions between purchasing, receiving, and accounts payable have given users improved procurement analysis capabilities and greatly reduced the procure to pay cycle time. The system turned the vision of the reengineering project into reality."

"With the system two years into production, it has met the evaluation team's assessment of PeopleSoft very well. The integrated functions between purchasing, receiving, and accounts payable have given users much improved procurement analysis capabilities and greatly reduced the procure to pay cycle time."

Flora Chang, SMS Director of Systems, Los Angeles General Services Department

"Customer agencies now are happy and satisfied, and they are taking advantage of the reporting capabilities PeopleSoft provides to track performance and manage more effectively because it's all visible and it's all in real time."

Jon K. Mukri, General Manager, Department of General Services

Bob Jensen, Assistant General Manager of the Supply Services Division and Jon K. Mukri, General Manager of the Department of General Services

Saving Dollars Through Consolidation

In addition to advanced technology, the SMS project involved considerable process changes for the City. Instead of 14 separate agencies operating 94 warehouses, Los Angeles now had a single agency—General Services—operating 58 warehouses, including a new distribution center for commodities.

The newly streamlined inventory stands at $27.5 million—nearly half of the former level. Bill Griggs, city supply services manager, says one of General Services' most challenging tasks was convincing agencies that "there would be no loss of service to customers who had lost control of their own warehouses." There also was significant work to be done with the City's 10,000 suppliers, many of whom were frustrated by chronic late payments and burdensome paperwork.

The Health of the Supply Chain

"Customer agencies now are happy and satisfied, and they are taking advantage of the reporting capabilities PeopleSoft provides to track performance and manage more effectively because it's all visible and it's all in real time," says Jon K. Mukri, general manager of the Department of General Services. The City cut its number of contracts in half, going from more than 2,000 to just 900. Through consolidated mega-contracts, the cornerstone of strategic sourcing, General Services takes the aggregated demand from the entire city to the marketplace. Supply Services Manager Kenneth Desowitz that says the new approach allows Los Angeles to "make sure there is enough competition" to get the best value on a wide range of goods and services.

"At the same time, suppliers of all sizes took note of the smoother, cleaner, and more efficient processes through the PeopleSoft system," says Deborah Ramos, director of Operations Support. In some categories, participation by minority- and women-owned businesses climbed from the low single digits to 25 percent after the shift to mega-contracts. The volume of invoices processed through SMS grew 43.5 percent year over year, and the consolidated city warehouses are operating at an enviable 96 to 98 percent efficiency rate. "You can see the health of a supply chain in accounts payable," says Jensen, pointing to the sharp drop in payment times from an average of 42 days to only eight days. Bea Padiangan, chief accountant for SMS Payment Services, says the results add up to increased savings for the City. The City's goal had been to earn early pay discounts on 80 percent of all payments with SMS. With the new system, the department earns early payment discounts on an average of 92 percent of all invoices, and it reached—and held steady for the last four months—a record 98 percent. The prompt payment discounts have saved the City $1 million each quarter.

Initial Return of $28 Million

The City's landmark supply chain management solution—which combined PeopleSoft's SCM technology with an overhaul of cumbersome procurement processes—delivered dramatic results. The $28 million project generated an initial return on investment of nearly 130 percent—with an additional $3.6 million of savings each year in personnel and contract savings. The technology-powered transformation enabled America's second largest city to reduce warehousing by 40 percent, slash inventory levels by 50 percent, and cut the number of purchasing contracts by more than 50 percent. Furthermore, the City now earns early payment discounts on 92 percent of all invoices—exceeding its own targets by 12 percent. Ultimately, the solution helped change the way Los Angeles manages relationships with 10,000 suppliers and 40 agencies and how it accounts for spending more than $800 million of taxpayer funds each year.

By some estimates, PeopleSoft-based SMS is Los Angeles's first citywide system to be successfully implemented in 20 years.

by Katie Kirkpatrick

"The main reason we chose PeopleSoft was the integration with the PeopleSoft modules that we already had. And the product was very user friendly. It has a great architecture for integrating with the internet. Using PeopleSoft eProcurement, we took our first steps into the internet."

Mario Fernandez, IT Director, CCU

CCU Brews Big Savings with Internet Procurement

With a presence in Chile going back 150 years, CCU is a diversified multinational beverage company with 4,000 employees and revenues of $481 million in 2002. CCU, the leading brewery in Chile, sells its products in more than 60 countries worldwide. Its nine business units produce beer, wine, mineral water, soft drinks, juices, and pisco, a local spirit. The company has licensing or joint venture agreements with Paulaner, Anheuser-Busch, Heineken, PepsiCo, Schweppes, Guinness, and Watt's.

CCU became a PeopleSoft customer in 1998—the first customer in Chile—and now runs PeopleSoft Human Resources, Financial Management, Supply Chain Management, and Enterprise Performance Management. Mario Fernandez, IT director of CCU, says that implementing PeopleSoft, coupled with a process review by consultancy Booz Allen Hamilton, enabled the company to achieve cost reductions that amount to US$20 million per year.

CCU's implementation included using consultants from both PeopleSoft Global Services and PwC. "PwC and PeopleSoft helped us develop a common model and manage the rollout for our first two business units," says Fernandez. "For the remaining business units, we did the implementations with our own people. Between 1998 and 2000, we implemented PeopleSoft Financial Management in all the business units of the company and, later, PeopleSoft Manufacturing between 1999 and 2001."

The growth of the internet in 1999 and 2000 led CCU to seize opportunities to change the way they did business with their vendors. "Around the year 2000," says Fernandez, "we brought our managers together and developed an innovative internet strategic business plan and, in the process, discovered that we could save a lot of money if we developed what we call our supplier portal."

Mario Fernandez, IT Director, CCU

CCU supplied custom-labeled wine for a recent ICAB Board Meeting.

PeopleSoft eProcurement Opens the Door to the Internet

After an evaluation, CCU selected PeopleSoft and its internet-based eProcurement. "The main reason we chose PeopleSoft was the integration with the PeopleSoft modules that we already had. That's very important for us. And the product was very user friendly. It has a great architecture for integrating with the internet. Using PeopleSoft eProcurement, we took our first steps into the internet."

Fernandez says that, with 1400 PeopleSoft users within CCU, PeopleSoft eProcurement has benefited CCU in three primary areas: "First, there's less working capital required because now we don't have to have a stock of raw materials—specific raw materials like labels, glass bottles, and cans—that now are stocked and managed in our warehouses by our vendors through the system. Second, we've reduced head count because we don't have to key in all the invoices—now we have our suppliers enter them over the internet. Last year, there were 690 vendors who entered 11,358 invoices directly into our system through the internet.

"Finally, we have less administrative work because we have 15 vendors that work with us using PeopleSoft eProcurement. We publish their product catalog into the system, and our users can buy those items directly through the internet without going to the purchasing department. Our users placed 5,133 orders that way last year."

Latin America Representation on ICAB

In addition to his post as IT director at CCU, Mario Fernandez represents the nearly 200 Spanish-speaking PeopleSoft Latin American customers on the International Customer Advisory Board (ICAB). Fernandez says that last year, when ICAB was expanding to encompass all regions served by PeopleSoft, "I found that there was not much involvement of the customers here in Chile, or Latin America in general, so I applied to serve on the board and received a seat.

"We have specific initiatives about issues that are of greatest importance to the customer," Fernandez says. "For example, an initiative that we have on quality, on upgrades, and how to influence PeopleSoft product development in those areas. One of my special interests is to help PeopleSoft to become a truly international company. ICAB is working very closely with PeopleSoft senior executives to promote the interests of the customers."

by David Ogden

- Systems Integration.
- Outsourcing.
- Infrastructure.
- Server Technology.
- Consulting.

Imagine it:
Changing the model of the data center to reduce complexity. And gaining control over costs and services for each customer.

Done:
JetBlue Airways worked with Unisys to extend its standardization on Microsoft® Windows® to the enterprise level. Our experience, support and comprehensive services bring mission-critical reliability and simplified control with our ES7000 enterprise server. It scales to 32 Intel® Xeon™ processors for massive power and efficiency. And the money JetBlue saves managing its data center it puts back into keeping fares low and customer satisfaction high. After all, the more control you have over costs and complexity, the more competitive edge you achieve.

Servers and Services with precision thinking, relentless execution to drive your vision forward.

UNISYS

Imagine it. Done.

unisys.com 1.800.874.8647 x371

PeopleSoft®
Partner Connection
Silver Services Partner

© 2003 Unisys Corporation. Unisys is a registered trademark of Unisys Corporation. Intel, Intel Inside, the Intel Inside logo, and Intel Xeon are trademarks or registered trademarks of Intel Corporation or its subsidiaries in the United States and other countries. © 2003 Microsoft Corporation. All rights reserved. Microsoft, Windows and the Windows logo are either registered trademarks or trademarks of Microsoft Corporation in the United States and/or other countries.

North Dakota Unites Government and Education

Although many states have embarked on eGovernment initiatives in recent years, North Dakota's ConnectND initiative is unique. Rather than use multiple systems to run its public agencies and higher education institutions, North Dakota upgraded to a single solution to run both. PeopleSoft provides the foundation for ConnectND, connecting 58 government agencies and 10 institutions of higher learning on an integrated system that consists of PeopleSoft Financial Management, Human Capital Management, Student Administration, and government and campus portals.

"PeopleSoft is the only provider that offered a complete student administration system as well as full financial and human resources systems for university employees and for state agencies," says Curtis Wolfe, chief information officer of the State of North Dakota. "The new system will make it easier to share information and enable effective, real-time workflow across agency lines."

Integrated Solution Delivers Cost Savings, Flexibility

Before the ConnectND project, North Dakota operated 200 state agency and student administration systems by using 20-year-old mainframes and many manual processes. By integrating statewide systems and standardizing on PeopleSoft's best-practice business processes, the State will save nearly $9.9 million annually by decommissioning legacy systems and making continuous process improvements.

"We felt PeopleSoft met the needs of state government very well," says Pam Sharp, the director of North Dakota's Office of Management and Budget. "Now we can have a financial system for both state government and higher education. Even though our agency business needs are totally different than those on campus, PeopleSoft was flexible enough to allow for those differences and let us build the same system for everyone."

Streamlining Student Administration

During North Dakota's lengthy evaluation process, the state sought a vendor that could help streamline student administration at the North Dakota University System. In fact, it was PeopleSoft's Student Administration Solutions that set PeopleSoft apart from other vendors. "PeopleSoft was the best fit for student administration, human resources, and financials," recalls Sharp. "They were clearly the right selection because they're the only true provider of all three systems in the public sector. We've met our go-live dates so far, and everything has been a complete success." According to Grant Crawford, chief information officer at the North Dakota University Systems, "We're establishing systems that will meet our needs for the next 20 years."

Curtis Wolfe, Chief Information Officer of the State of North Dakota and Grant Crawford, Chief Information Officer at the North Dakota University System

"We're establishing systems that will meet our needs for the next 20 years. PeopleSoft incorporates best practices for government and higher education, and when we put that in place, it will deliver a great return for the state of North Dakota."

Grant Crawford, CIO, North Dakota University System

"Now we can have a financial system for both state government and higher education. Even though our agency business needs are totally different than those on campus, PeopleSoft was flexible enough to allow for those differences and let us build the same system for everyone."

Pam Sharp, Director of North Dakota's Office of Management and Budget

Managing People More Efficiently

North Dakota's mainframe human resource systems forced the state to rely heavily on manual, paper-based business processes. Now, with PeopleSoft Human Capital Management, the state will connect its employees to business processes in real time. For example, through self-service applications, employees can log on to ConnectND to update addresses, change their tax withholding status, or request leave.

PeopleSoft's integrated workflow enables the state to define its own business processes for activities such as hiring an employee or registering a student. North Dakota can enforce business rules automatically in every transaction, eliminating costly paperwork, errors, and delays.

All state agencies now receive paychecks through PeopleSoft Payroll. By the summer of 2004, North Dakota will roll out PeopleSoft Payroll to its 10 university campuses, which previously lacked uniform payroll processes and systems.

"We're trying to implement the software as written, without customizations," explains Crawford. "PeopleSoft incorporates best practices for government and higher education, and when we put that in place, it will deliver a great return for the state of North Dakota."

Best Practices Streamline Financial, Regulatory Reporting

PeopleSoft Financial Management is changing the way the state does business through best practices that have transformed internal control processes. Workflow, authorizations, and commitment control have replaced manual steps with online source to settle business processes.

"PeopleSoft workflow and user-based authorization controls are exactly what we need and fit perfectly with how we are changing the way we do business based on best practices," says Sharp. "Instead of using paper, we anticipate that most vouchers and authorizations will be done online."

Another key driver behind North Dakota's upgrade to PeopleSoft Financial Management was compliance with the Governmental Accounting Standards Board (GASB) Statement 34. GASB 34 will improve the transparency and usability of state financial information through rigorous new financial reporting standards. To comply with GASB 34, North Dakota needed to automate key processes and standardize on a single source of the financial truth.

"So much more information is needed for GASB 34," says Sharp. "Before, we downloaded information from our mainframe system and manually typed the financial data into spreadsheets. But it still didn't provide all the information we needed. PeopleSoft's reporting system will make our lives much easier."

It will also make the lives of state legislators easier, by giving them access to detailed financial and performance information they can use to make key legislative decisions. Explains Sharp: "ConnectND combines financials for state government and the university system. Now we are looking forward to the day when legislators can access role-based financial information through a portal."

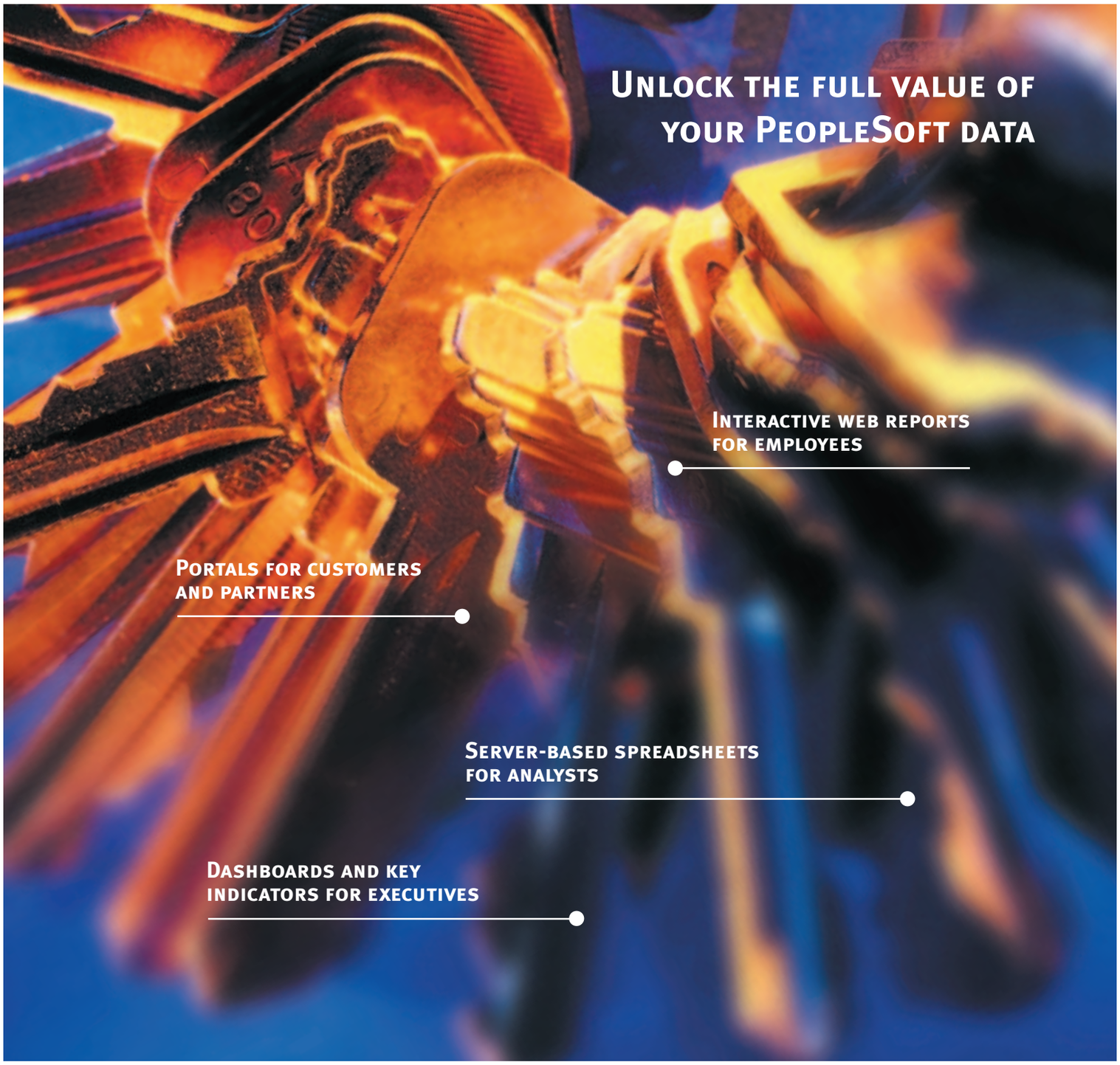
Technology Drives Economic Development

North Dakota is considering a program in which local agencies and K-12 schools would use the PeopleSoft implementation for a fee. The program would generate revenues for the state and help smaller agencies run smoothly. More importantly, it would support Governor John Hoeven's vision for a web-enabled North Dakota.

"Building our future in North Dakota means building an integrated technology infrastructure for our schools and government, as well as a strong communications backbone for our state," says Governor Hoeven. "We're pleased to be partnering with PeopleSoft on a project that will be a first for the nation."

ConnectND received the prestigious Explorer Award at the E-Gov 2003 Conference in Washington, D.C. The Explorer Awards are given to federal, state, and local government agencies for exemplary achievements in eGovernment and higher education service delivery. As a rural state with a small technology budget, North Dakota was honored for its innovative, cost-effective solution to improve the delivery of public services to the state's largely rural and geographically dispersed population.

by Lisa Kendall



ACTUATE®

Using your PeopleSoft applications, you've built some incredible data assets—and your reporting and query tools have opened a few new doors for your business. But most of these tools serve less than 5% of users, blocking everyone else's path to productivity.

The secret to unlocking the value of your PeopleSoft data is to empower 100% of your users with the information they need, in the forms they need it, at any time. To do so, you need Actuate, the state-of-the-art platform that gives you the power to quickly build self-service solutions that integrate PeopleSoft information with all your other enterprise data.

For the keys to unlock the full value of your PeopleSoft data, contact Actuate today at 800.914.2259

www.actuate.com/psoft

© 2003 Actuate Corporation. All rights reserved. Actuate is a registered trademark of Actuate Corporation.

"PeopleSoft was the only pure internet, global architecture solution and common solution platform, which we believe will enable Norske Skog Australasia to operate more effectively as a region."

Henry Shiner, Vice President of Business Information and Planning, Norske Skog

Norske Skog Is "One Company, One System"

As part of a regional business strategy to achieve the end goal of "One Company, One System," leading Australasian paper producer Norske Skog has implemented a pure internet business solution. Within its paper mills and administrative offices, Norske Skog wanted to manage the entire business systems portfolio effectively, including supply chain management, procurement, general ledger, accounts payable, accounts receivable, and inventory.

Henry Shiner, vice president of Business Information and Planning at Norske Skog, said that the company has been working toward establishing a single information platform that encompasses the entire Australasian region. The global company, which was founded in Norway and now operates in Australasia, currently employs more than 1,500 people and includes newspapers, commercial printers, printing houses, and publishers as its major customers. The goal of "One Company, One System" was to enable the Norske Skog offices to operate as a unified region with an integrated solution.

Henry Shiner, Vice President of Business Information and Planning

Unification with a Pure Internet Architecture

Although Norske Skog's Australian offices were already operating on a PeopleSoft solution, the New Zealand offices were using a separate system. According to Shiner, the business would be able to operate more effectively with PeopleSoft 8—which Norske Skog chose for its internet architecture, flexibility, and lower cost of ownership.

Norske Skog also runs MRO's MAXIMO system to manage maintenance and work programmes. It was imperative that both systems interface in real time. "Integrating the system from MRO Software with our existing PeopleSoft financial system enables us to manage asset and work order maintenance and link that data with the financial system for cost analysis and budgeting," Shiner explains. "The combination of MAXIMO 5 and PeopleSoft 8.4 has provided us a more comprehensive view of our assets and improved insight into our costing and budgeting activities.

"PeopleSoft was able to listen closely, understand our needs," Shiner says, "and then ensure that this translated to a solution strategy that matched those needs. PeopleSoft was also the only pure internet, global architecture solution and common solution platform, which we believe will enable Norske Skog Australasia to operate more effectively as a region."

Envisioning "One Company, One System"

One of Norske Skog's key requirements for the PeopleSoft solution was the vision of achieving the goal of "One Company, One System." "Having a single solution across our regional operations offers many benefits—not least of all the decreased costs of running applications and the need for only a single support structure," said Shiner.

Norske Skog and PeopleSoft have worked closely over the past four years to enable a flexible solutions strategy that supports the core business operations. "PeopleSoft was one of the few companies that offered an upgrade path to a pure internet architecture, allowing us to achieve this goal," said Shiner. "The PeopleSoft solution also offered cost savings though the use of one standardised system, which enabled all Norske Skog employees to work from the same slate.

"The deployment of the PeopleSoft/MAXIMO platform marks the completion of the transition to the one company, one platform vision," said Shiner. Using PeopleSoft's best of breed approach enabled Norske Skog to couple programs together to ensure flexibility and avoid heavy customisation, as well as to meet the business requirements with full ERP. Ultimately, this platform allowed Norske Skog to match the business system accurately to each of the requirements while adopting an open approach to the solution.

Change Management Is the Critical Next Step

When Norske Skog went live on 10 July 2003 with the PeopleSoft 8 solution, the key focus was—and will continue to be—on change management. Shiner is confident that the new systems will facilitate increased efficiencies in Norske Skog's operations over time. "Norske Skog is dedicating full-time resources to ensuring the change management area—recognising and socialising the change management applications and focusing on the business processes that will change to meet the implementation," says Shiner. "The key issues will be ensuring accurate and timely training for all people involved and keeping them abreast of the project as it develops.

"So far, the project is on time and on budget. We have had a good relationship with PeopleSoft for four years now, and we look forward to working with them to ensure that the solutions strategy of Norske Skog continues to support our core business strategy."

Borgata's Gamble on Paperless Recruitment Pays Off

Cassie Fireman, Vice President of Talent and David Farlin, Vice President of IT

Breaking into the casino industry requires more than a billion-dollar facility. For Borgata Hotel Casino and Spa, opening the first new casino in Atlantic City in 13 years meant competing for talent. The company sought to hire 5,100 employees in just seven months.

But Borgata's market research showed that most Atlantic City casino workers had held their jobs for many years and would be reluctant to leave lucrative salary and benefits packages.

So Borgata sought to establish itself as a different kind of employer. The casino adopted the motto "Work Someplace Different" and launched a high-profile recruiting campaign to find key employees who could offer a unique guest experience.

And, unlike other casinos, Borgata established an efficient, paperless recruiting process backed by PeopleSoft's recruiting solutions. "We knew we would never have been ready in time for the grand opening if we used a manual hiring process," says Cassie Fireman, vice president of Talent at Borgata. "Less than six months after deploying PeopleSoft, we had hired 5,100 people and were ready to provide our first guests with an unforgettable experience."

Goodbye Tradition, Hello Efficiency

By using PeopleSoft Enterprise Portal, Borgata built an online application center at www.borgatajobs.com in October 2002. The site handled 65,000 applications in six months. By the time the Borgata Employment Center—powered by PeopleSoft eRecruit and eRecruit Manager Desktop—opened in January 2003, Borgata had 27,000 applications on file. The Employment Center efficiently processed up to 700 applications each day.

"The hiring process among casinos is generally a very traditional one," says Fireman. "Many of the older facilities just don't have the infrastructure to support the web and other media. But we're about as close to paperless as an HR office can be."

The Borgata Employment Center has 30 kiosks where applicants can submit online applications. Applicants also used borgatajobs.com to submit applications from home or from the Atlantic City Public Library.

Selecting a web-based system was a key to Borgata's success. "The portal was very important to our overall communication strategy," says Fireman. "We also wanted an integrated solution so we wouldn't have to keep applicant information in one system and move it to a new system when we hired someone."

"We wanted to minimize the number of operating systems and platforms we'd have to use," says David Farlin, vice president of IT. "We were very pleased to find out about the tight relationship between PeopleSoft and the Microsoft SQL database. That complemented our existing server infrastructure very well."

As it implemented PeopleSoft, Borgata sought to support its five core values for associates: fun, fast, friendly, fresh, and focused. "We built into PeopleSoft a scoring system that would help us rate each applicant during a multistage interview process," says Farlin. "Our screeners used that system to rank each applicant consistently at each stage. When we found someone we wanted to hire, we could simply click a button to populate our HR database with the applicant's information."

"Our cost per hire was substantially less than the industry average, resulting in savings that more than paid for our entire PeopleSoft recruitment investment."

Cassie Fireman, Vice President of Talent, Borgata Hotel Casino and Spa

"Using pure internet applications, we've already seen a reduction in client maintenance. It's amazing how many people we can push applications out to without installing on individual computers. We're approximately 98 percent web-based across our entire spectrum of enterprise applications."

David Farlin, Vice President of IT, Borgata

Borgata Hotel Casino and Spa in Atlantic City, New Jersey

Matching Talent to Careers

How did Borgata manage to conduct 60,000 interviews in five months? "We didn't get much sleep," Fireman recalls with a laugh. "We involved many of our line-level supervisors and managers who were directly affected by the final outcome. By doing so, we screened up to 700 people a day and ended up with better quality hires."

Many of Borgata's 5,100 hires came from the Atlantic City market. Borgata also attracted casino workers from across the United States and applicants from other industries. "Several industries have been forced to downsize during the recession, but their employees have transferable skills," says Fireman. "We hired a number of people from the airline and retail industries who took this opportunity to make a career change."

Career-changers often have difficulty finding the right fit in a new industry. PeopleSoft's recruiting solutions helped Borgata match quality applicants to jobs. "We didn't want to lose quality applicants," says Fireman. "If one manager said, 'Great candidate, but not the right fit,' PeopleSoft enabled that manager to schedule the applicant for an interview with a manager in another area and pass along the information electronically."

During the six-month recruitment drive, Borgata's recruiters used a browser to view preliminary candidate data, complete and store evaluations, attach job requisitions, and automatically generate offer letters. Applicants got real-time access to their applications and information about Borgata's culture, benefits, and perks. Once hired, applicants could log on to an employee homepage where they could view their paycheck, benefits, and personal information.

Lower-than-Average Costs

Online recruitment has made a difference in Borgata's bottom line. In an industry that averages a $250 cost per hire for hourly employees and a $1,200 cost per hire for salaried employees, Borgata spent just $174.16 per head to hire 5,100 people. "Our cost per hire was substantially less than the industry average, resulting in savings that more than paid for our entire PeopleSoft recruitment investment," says Fireman.

"Using pure internet applications, we've already seen a reduction in client maintenance," says Farlin. "It's amazing how many people we can push applications out to without installing on individual computers. We're approximately 98 percent web-based across our entire spectrum of enterprise applications."

Delivering a Unique Employee Experience

With a strong workforce in place, Borgata uses PeopleSoft applications to provide key elements of a superior employee experience. Employees get email accounts that they can access through kiosks and home computers. They can request time off and swap schedules online. They can see their time swipe seconds after clocking in, check in a uniform, or read company information at their convenience. "We don't have bulletin boards or 50-foot-long paper signs taped up in the hallway," says Farlin. "When we have a message to get out to the workforce, we deliver it electronically. With PeopleSoft's superior integration, we've made PeopleSoft and third-party tools work together in a way that's seamless and user-friendly for our workforce."

Borgata hopes that increased employee satisfaction will lead to greater retention of key personnel. "Retention will always be a challenge in this industry," says Fireman. "But we're empowering our associates to do things they've never had the opportunity to do at other jobs. They can take responsibility for their own employment and stay engaged with the company on a daily basis through the portal. In the long term, that's going to set us apart as a different place to work."

by Keven Smith

Erin Hamm, Project Manager for Manager Self Service, Gary Jochum and Mike Steinbach, Senior Programmer Analysts

Customer Talk

Since 1958, American Century has evolved from a small, single-style mutual fund manager to a multidisciplined, global asset management firm that offers diverse investment vehicles and employs approximately 1,900 people worldwide.

Success by Proxy

American Century Customizes PeopleSoft for Greater ROI

by Michael Steinbach and Gary Jochum, senior programmer analysts, and Erin Hamm, project manager for Manager Self Service, American Century

In tight economic times like these, most companies are following the same marching orders: "Do more with less." American Century is no exception. Our HR department seeks to provide a superior employee experience and retain key talent without increasing its own headcount. We in IT must give HR the automation and process improvement they need to continue to work efficiently.

When we upgraded to PeopleSoft 8 in June 2002, we rolled out self-service applications such as PeopleSoft eCompensation Manager Desktop and eProfile. These applications relieve HR of the burden of manually entering promotions and salary changes for every employee at American Century.

In our PeopleSoft 7.5 environment, we built an in-house application that enabled managers to enter salary adjustments and career progressions for their direct reports. The PeopleSoft 8 self-service applications replaced this functionality. But there was one key piece of functionality we didn't want to leave behind—a proxy feature that enables a designated manager to log on and enter information on behalf of another manager. The proxy feature also enables HR staff to log on as any manager to assist with difficult transactions.

It was important that we continue to offer proxy functionality to our managers to maximize their productivity and satisfy internal audit requirements, without sacrificing security.

EASE OF DESIGN, EASE OF USE

Using PeopleTools made the proxy customization easy to build and allowed us to deliver complex functionality quickly, which is a tribute to PeopleSoft's usability. Rather than writing ASP code for the pages, we simply used PeopleSoft's Application Designer to drag and drop fields onto the page. It was as simple as "design and build." The finished product is an intuitive interface that managers are able to use with minimal training.

Today, our HR staff and authorized proxy managers can enter transactions on behalf of a manager who is out of the office for business or personal reasons. The proxy manager can enter salary adjustments, review ratings, bonus incentive ratings, and spot bonuses for the absent manager, ensuring that the compensation cycle will complete in a timely manner. HR compensation team members also have the ability to correct invalid transactions for absent managers, which also ensures that the compensation cycle will complete on time. The compensation team then follows up with the manager to explain any corrections and provide guidance for future transactions.

SOPHISTICATED SECURITY

Security is a major concern when modifying compensation data. The HR team is composed of HR business partners who work with specific departments to address compensation, benefit, and staffing issues. A central HR compensation team is responsible for administering compensation across the company. This HR compensation team controls proxy rights for all the HR business partners, including defining whether HR business partners can proxy for managers in one or more departments. The proxy system also provides flexibility for individual managers to designate a proxy manager for a specific date range. This opportunity is critical if a manager will be out of the office during our semi-annual compensation period when we enter salary adjustments and promotions.

Using PeopleTools made the proxy customization easy to build and allowed us to deliver complex functionality quickly, which is a tribute to PeopleSoft's usability.

There's no chance of an unauthorized user entering proxy mode, because they don't have access to the proxy link when they log on to PeopleSoft. Only managers, HR business partners, and the compensation team can see the link and attempt to log on.

When the proxy manager attempts to log on, the request queries our administration table several times. We make sure that the proxy manager is authorized for proxy mode, that he or she is authorized to go into proxy mode for that particular absent manager, and that the absent manager granted the proxy manager permission to proxy for him or her during this time period.

Once the proxy manager is cleared for access, the system temporarily removes the proxy manager's own security settings and inserts the manager self-service role with the associated permission list. The system then switches the proxy manager's social security number to that of the absent manager and logs off the proxy manager. When the proxy manager logs on again, he or she can enter transactions on the absent manager's behalf.

After logging on in proxy mode, the proxy application logs the proxy manager's name, time of entry, and whom they're proxying for. The proxy manager sees only manager self-service functions and a list of the absent manager's direct reports. Employee self-service links that contain personal information, such as the absent manager's social security number and salary, are hidden from view because the proxy manager has only the manager self-service role.

Each time the proxy manager enters a transaction, it's written to the audit tables. When the proxy manager clicks a link to end proxy mode, we change their security background and record the time of exit. The audit tables help us prevent errors or inappropriate actions from affecting the compensation process.

Thanks to PeopleSoft's robust workflow features, everyone involved in a proxy transaction gets an email notification. The proxy manager, the absent manager, and the approving manager all receive email confirmation of the transaction. They will know instantly when changes are made.

Occasionally, a proxy manager will leave the office for the day without exiting proxy mode. We built a process that runs overnight to take these managers out of proxy mode automatically. If there's no "end" time listed in the audit tables, the process knows that a proxy manager never logged off. The system will then change the proxy manager's security settings back to their default. So, the next time the proxy manager signs on, he or she will see the original settings. The proxy manager can then resume his or her proxy activities by selecting the proxy link and passing through all the previously mentioned security checks.

In designing the proxy security features, we looked at how PeopleSoft provided security and then modeled their outstanding security features where appropriate.

ENTHUSIASTIC FEEDBACK FROM BUSINESS PARTNERS

Sometimes, a proxy manager needs to act on behalf of more than one manager. The proxy system allows the proxy manager to switch identities on the fly. Each time the proxy manager switches, the system goes back to the security tables and applies the social security number for each absent manager. This feature is crucial for HR compensation staff, the most frequent users of the feature, who sometimes proxy for several managers in one sitting. We added this feature in response to their feedback, and they're ecstatic about the effect it's had on their daily duties.

Overall, the feedback on the proxy functionality has been astounding. We haven't had any issues, and our business partners are happy. During January 2003, our busiest month for compensation issues, the proxy feature was used about 700 times.

SAVINGS THROUGH GREATER EFFICIENCY

At American Century, some executives assign responsibility to other managers or to authorized HR members to complete compensation transactions. Use of the proxy feature enables them to maintain focus on executive-related tasks while ensuring that we maintain the security of the compensation data. We maintain the integrity of our data and make it easier to see what our salary figures will be in relation to the budget. And when we know that an individual in proxy mode entered a particular transaction, our audit department can make sure that everything is accurate.

In releasing the proxy feature, we've managed to reduce the workload for the HR compensation team. We've automated the process of supporting users who need help walking through transactions in manager self-service. Rather than going to the managers' offices and sitting in with them as they perform the transaction, HR staff can simply log on as the manager and see exactly what the managers see. This feature is critical when our HR staff is helping a manager in one of our remote locations. Though our compensation team members still have the same scope of responsibilities, the time they spend entering transactions for absent managers has decreased dramatically.

Thanks to a user-friendly toolset, a web-based architecture, and excellent delivered security, we're using our PeopleSoft customization to achieve our business objectives.

If you have been involved in an innovative deployment of PeopleSoft 8 applications and want to tell your fellow PeopleTalk *readers about it, please submit a proposal to peopletalk_editor@peoplesoft.com.*

Carol Ptak is a leading authority in the use of ERP and supply chain tools to drive improved bottom-line performance. Her expertise is well grounded in more than two decades of nuts-and-bolts experience as a practitioner, consultant, and educator in manufacturing.

Industry Talk

The Demand-Driven Enterprise

by Carol A. Ptak, CFPIM, CIRM, Jonah, PMP, Vice President of Manufacturing Industry Strategy

Shrinking margins, swelling supply chain complexity, fluctuations in demand, and skyrocketing customer expectations add up to huge challenges for manufacturers. Vaulting over these obstacles—and increasing profits at the same time—requires nothing less than radical change.

Each manufacturing company has its own priorities and its own set of challenges. One thing, however, remains constant: Whether you produce one airplane or millions of sheets of paper every day, customers set the pace. Long gone are the days when manufacturing companies could operate from an inventory-centric model, building stock and then promoting it to customers who may or may not have wanted it in the first place. In this world of shortened product lifecycles and ever-shifting customer requirements, the old inventory "push" model is no longer viable. The market has irrevocably shifted to a demand-driven model, where customer needs are first and foremost. To survive—and thrive—manufacturing companies must have the ability to adapt proactively to changing customer needs and market conditions.

DEMAND-DRIVEN MANUFACTURING

Manufacturers must sense and respond immediately to customer demand, or the customer will go elsewhere. Success depends on how well you can sense danger, competitive pressures, and the efficacy of your operations in dealing with those threats. Are your customers satisfied with your value and delivery channels? Have you met your customer's request for new features? How are your competitors trying to woo away customers? What upgrades do your customers expect and when? How well can your company respond—and how effectively—to these pressures?

If you are a manufacturing company with multiple sites, being able to sense and respond effectively to customers and the marketplace doesn't come naturally. You have an independent collection of factories, each with its own product strategy. With constant mergers and acquisitions, it's hard enough to keep tabs on operations, much less switch gears quickly to head off a competitor's foray into your territory. Each individual factory may run efficiently, but you still lack a complete view of what's happening enterprise-wide, impacting your ability to adapt to market fluctuations and issues.

Gaining production efficiencies in one plant is simply not enough to stay competitive and profitable. You need to leverage your resources across your entire demand-driven enterprise and have the means to synchronize all your plants around customer demand. With a real-time pulse on all your operations, you can leverage your assets to respond to customers more quickly, with less inventory, and at a lower cost. An enterprise-wide view allows you to use on-staff human resources for project-specific expertise and perfectly time the procurement of necessary talent to minimize your overhead costs. Self-service supplier applications free your employees to focus on revenue-producing projects rather than manage cumbersome administrative processes.

PeopleSoft's internet architecture enables you to integrate plant operations with your corporate applications so that the financials, procurement patterns, and customer data from each plant can be used across the demand-driven enterprise. Your customers can use the same ordering system, billing system, and customer service procedures, regardless of which plant or division supplies the product. You can fill a customer order that includes products from different divisions within your enterprise from a single point of contact. Your demand-driven enterprise provides better customer service—and taps into customers' needs—at the enterprise level.

If you build only what you will sell, prioritize your most profitable customers, tightly collaborate with suppliers so that they anticipate and fulfill your needs in just time, and deploy your human resources and other assets where they generate the highest return, you will be not only highly competitive, but also highly profitable.

Only by integrating your plants with enterprise operations in real time can you sense and respond to critical market changes and pressing customer demands. PeopleSoft provides a single solution that offers a centralized, enterprise-wide view that enables you to stay competitive in a rapidly shifting marketplace—without losing the efficacy of each individual plant.

COLLABORATION FOR PROFIT

Despite the squeeze of market conditions, the goal remains the same: to increase profits continually. Though becoming a successful demand-driven enterprise requires radical changes in the way you do business, it also offers the clearest path to profitability, now and in the future. If you build only what you will sell, prioritize your most profitable customers, tightly collaborate with suppliers so that they anticipate and fulfill your needs just in time, and deploy your human resources and other assets where they generate the highest return, you will be not only highly competitive, but also highly profitable.

Collaboration is the key to an extremely flexible and adaptable supply chain that enables you to respond quickly. If you manufacture consumer products, for example, it is especially important to break down the traditional barriers between manufacturers, distributors, retailers, and consumers so that you can manage all the way from the consumer to your planning. As a result, you can more effectively manage your sales channel and improve forecast accuracy. Effectively managing your supplier network by using PeopleSoft Supplier Relationship Management (SRM) fosters collaboration and optimizes your relationship with suppliers, enabling these suppliers to become collaborative partners. As partners, they help you better manage spend and lower costs for goods and services while providing unprecedented levels of supplier responsiveness.

With PeopleSoft SRM, trading partners share online forecasts and results data, so you can both cut inventory and reduce supply chain inefficiencies. These savings mean that you can develop entirely new supply strategies—such as determining which product areas would benefit from an expanded supplier base or consolidation of existing suppliers in strategic sourcing. You always know how your suppliers are performing, in real time. Because collaboration flows two ways, close integration with suppliers also means giving suppliers real-time visibility into your company's needs, access to transactional histories, and up-to-the-minute insight into their performance.

As customers become more demanding, customer relationship management (CRM) also becomes crucial for maintaining and growing your customer base. By using PeopleSoft CRM Analytics, you can gain insight into your customers' behavior, enabling you to determine ways to drive profitable long-term customer relationships. Adapting immediately to customer demands means anticipating what they value most. As a demand-driven enterprise, you have very little leeway—you need to know what isn't working with customers before it impacts your bottom line.

Knowing your customer needs is the first step; you also need the ability to respond with agility and speed. Often, this ability means ensuring that you attract, retain, and track the best engineering talent. PeopleSoft Workforce Analytics gives you the information you need to evaluate productivity and alignment of the workforce with company goals. You can also develop rewards that tie directly into performance. With an enterprise-wide accounting of all your human resources, you can pool your talent for a particular project, enterprise-wide, collaborating with other divisions to meet customer needs.

But whether your business relies on attracting the best and brightest engineers or on operating a group of lean production plants, you must be able to sense and instantly respond to your environment. PeopleSoft provides you with a single, integrated view of your demand-driven enterprise so that you know—in real time—what is happening at your Detroit plant, at your Hong Kong distributor, and in your New York headquarters.

PeopleSoft Supply Chain Analytics turn data into actionable information that alerts you to potential problems before they occur. If a supplier always delivers in seven weeks, for example, but your planning lead time for a new product is four weeks, the system will alert you to this change in lead time, detail what impact it will have on your inventory, and provide suggestions for keeping on schedule. If you make consumer products, PeopleSoft Trade Promotions Management can help you more effectively target the 15 or more percent of revenue you spend on trade promotions by providing an analysis of which channels are most lucrative.

DEMAND-DRIVEN ENTERPRISES ARE HERE TODAY

Inventory-centric manufacturing enterprises must evolve into demand-driven enterprises to stay competitive. In this new era of customer-driven, lean manufacturing, being able to sense and respond proactively to your marketplace often means the difference between profit and loss. From plant to corporate operations, the new PeopleSoft is uniquely qualified to bring you a complete solution for running your demand-driven manufacturing enterprise. PeopleSoft connects you, in real time, to the suppliers, customers, and employees who collaborate with you on your success.

Best Practices

Global Services Executive Vice President Mike Gregoire, part-time action sports enthusiast and full-time leader of PeopleSoft's consulting, education, and hosting business, is focused on ensuring that organizations realize the full business benefits throughout the lifecycle of their PeopleSoft software.

Increasing Value with Global Services

by Mike Gregoire, PeopleSoft Global Services Executive Vice President

As our economy, businesses, and cultures take on increasing global characteristics, mission-critical business projects and operations are racing to adapt worldwide. By increasing the opportunity for project success and maximizing return on investment, services providers are finding an integrated blend of consulting, education, hosting, and support to be a powerful differentiator in a variety of business attributes, including speed, quality, and cost.

To ensure the success of mission-critical business projects, growing global services must be delivered through a structured yet flexible delivery model that provides the same high standards of quality, no matter where the service originates. The global delivery model enables each service component to cast a wider net, delivering a range of services from a deeper, global pool of resources. The global delivery model is not a product but a framework and methodology for delivering those service products more effectively and economically—anywhere in the world.

INCREASING REQUIREMENTS OF TODAY'S GLOBAL BUSINESS

With the growing geographic operations and reach of today's global businesses, a new series of requirements have emerged. What was once a geographically concise view of business operations now includes dispersed organizations of research and development, manufacturing, sales and distribution, and customer support, each with the challenges of time, language, and regional influence. To ensure the highest level of operational productivity and efficiency, technology solution providers must not only address these new requirements but do so in a fashion that integrates their portfolio of services and ensures consistency and integrated best practices.

ENHANCED RESOURCING AND AVAILABILITY

As the complexity and criticality of businesses projects increase, the availability of qualified resources who have the necessary training and experience becomes all that much more critical. To ensure maximum availability and cost management, key resources must be obtained from a wider array of locations and organizations; and, to maintain the highest levels of efficiency, these resources must be part of an established common global infrastructure that ensures that all resources and services are fully integrated with other offerings and locations. A service delivered by one location must fit seamlessly with another service delivered through another location. As an example, data conversion processes performed in a lab environment must be linked at the beginning and end to the data collection and go-live processes performed on-site, with consistent testing and quality control. The result is that all parts efficiently work as a unified whole under the organization's global delivery model umbrella.

THE RIGHT BLEND OF SERVICES

The common infrastructure of the global delivery model also enables the organization to better monitor and manage its available services and resources. In essence, it allows managers to analyze common performance and results around the world and make immediate adjustments that result in the optimum mix of services and appropriate costs. With the right mix of services, the service provider can create packages that enable its customers to generate a faster return on investment.

RISK DIVERSIFICATION

As current events illustrate, risk is a constant companion in today's world. Geopolitical events, natural disasters, and economic factors can all impact the delivery, quality, and pricing of services. With

A global delivery model enables an organization to better monitor and manage its available services and resources. In essence, it enables managers to analyze performance and results around the world and make immediate adjustments that result in the optimum mix of services and appropriate costs.

the insurance provided by a greater pool of resources throughout the world and a common infrastructure and practices, the global delivery model offers immediate manpower and skills to mitigate any potential shortages or delays. As a result, each customer's solutions are delivered on time and with the expected results, regardless of the current state of affairs in any one region.

COST EFFICIENCY

When combined with regional labor sources, the view and flexibility that the global delivery model provides gives services organizations greater visibility into efficiency and cost management opportunities. By optimally resourcing worldwide staff, expensive labor that is better suited for complex, specialized jobs won't be saddled with less complicated projects. Smaller, less complicated activities can be routed to more cost-efficient resources, and the resulting savings can be passed on to the customer.

WE DELIVER—GLOBALLY

At PeopleSoft, we've been employing a global delivery model with great success. We've consolidated more resources throughout the world under our umbrella to support greater consistency, flexibility, and service range. All service options, regardless of regional origin, are driven by the same processes, methodologies, and standards.

PeopleSoft's global delivery model spans our entire line of service products—from consulting and hosting to support and education.

On-Site Consulting

The global delivery model is probably best illustrated in our on-site consulting practice. With more than 3,500 PeopleSoft Global Services consultants working in 150 countries, we have an enormous global resource pool. This scope enables us to better leverage regional differences to bolster the breadth and depth of our service offerings. Simply put, with so many experts throughout the world, we have more skills, more experience, and more flexibility to create the perfect mix of services for any given customer. This advantage is one reason we were chosen for more than 3,000 projects in 2002.

Solution Centers

PeopleSoft Solution Centers enable customers to save both time and money during implementations and upgrades. These labs, located throughout the world, provide a controlled environment with all the technical, process, and methodology expertise necessary to cost-effectively develop, test, and implement a complete application solution. By leveraging proven processes that eliminate time-consuming distractions, the solution centers can deliver implementations and upgrades that are 25 percent faster and 35 percent less expensive than comparable on-site efforts. Currently, the average time for a four-product implementation is 16 weeks.

PeopleSoft Education

Effective training is essential for the success of any implementation or upgrade. Through our global training centers and 250 certified instructors, the wide range of PeopleSoft Education training options promotes greater systemwide value. With an annual enrollment of more than 90,000 learners, PeopleSoft has created a flexible curriculum that accommodates training needs anywhere in the world. These classes can be delivered at the customer's site with our expert instructors, off-site through any of our global training facilities, or online through our web-based education products. All training materials can be completely customized to match the customers' specific needs. In addition, web-based training is self-paced to accommodate ongoing training efforts in globally distributed organizations.

Hosting Services

PeopleSoft Hosting Services enable customers anywhere in the world to focus on their core business rather than the business of managing enterprise applications. Through our global hosting centers, we provide the technical infrastructure and application expertise necessary to support and integrate critical business processes. All hosted customers retain direct access to PeopleSoft Global Services' support to ensure greater synergy between the hosted applications and the customer's business processes.

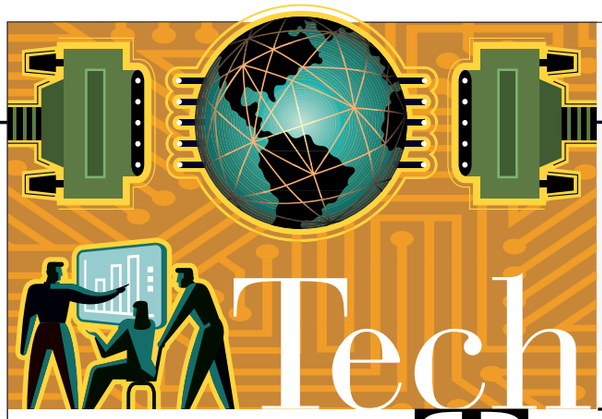
Support Center

PeopleSoft Support Services are also delivered through our global delivery framework. Customers have access to support technicians in 140 countries and eight languages.

Partner Resources

Though the breadth and depth of the PeopleSoft global resource pool is significant, we've augmented that talent base by adding global service partners. Through more than 300 global partners, we're able to offer more services from more locations throughout the world. This additional resource pool enables us to build on the demonstrated business benefits and customer value of the global delivery model.

For years, business pundits have lauded enterprise globalization. PeopleSoft's global delivery model represents a maturation of this trend. Instead of separate pieces spread across the globe, these global resources are consolidated under a single PeopleSoft umbrella and methodology. As a result, our pool of service talent spans the globe, providing customers with a richer solution for increasing the value of their PeopleSoft system.



SUPERCHARGING INTEGRATION WITH APPCONNECT

Delivering a Superior User Experience

Building a real-time enterprise means digitizing your business processes and putting them online with consistent methods based on best practices. By using a portal, you connect customers, suppliers, partners, and employees directly to those business processes. By using integration technology, you integrate processes across lines of business, locations, and departments. And an enterprise analytics platform helps you break down silos of information to create a single system of record for the extended enterprise.

With the J.D. Edwards merger, PeopleSoft supercharges AppConnect with business process integration capabilities from webMethods to further enable business process execution across the enterprise and beyond. J.D. Edwards technology strengthens the AppConnect business process integration offerings of portal, business process, and analytics with focused solutions for organizations of all sizes and industries.

Integrating People, Processes, and Analytics

PeopleSoft AppConnect features the Enterprise Portal and a wide range of portal packs for integration applications at the role level. PeopleSoft Integration Broker connects applications at the business process level. The Enterprise Warehouse consolidates data for improved decision making.

You can use AppConnect to integrate PeopleSoft and other line of business applications across the enterprise by using a single platform with common security, roles, look and feel, languages, documentation, maintenance, and installation. And when people, processes, and analytics are all connected, you transform your user experience and ultimately improve your bottom line.

Connect People with an Enterprise Portal

In many organizations, people locate information or connect to business processes through a variety of systems. Each line of business application or transaction type can mean logging on with a separate username and password. But with a portal, people can locate and navigate by role and function with a single signon.

The PeopleSoft Enterprise Portal makes information available to your customers, suppliers, partners, and employees, consolidated in a familiar web page format. People can get information, make transactions, and procure services from a single source that combines online business transactions with tailored content.

PeopleSoft's industry standard portal is designed to accept content from any application. J.D. Edwards's applications are designed to publish their content into any industry standard portal. The PeopleSoft Enterprise Portal is available for both Enterprise and EnterpriseOne customers.

Connect Business Process with Integration Solutions

Business processes can span across organizational lines and geographic locations. But the multivendor application components of enterprise systems sometimes lack internal connections and may not readily allow data to flow from outside the organization. A real-time enterprise creates additional value by connecting business processes and running them online for customers, suppliers, and partners—as well as employees.

The PeopleSoft strategy for enterprise integration has always been to dramatically improve the user experience. Our integration strategy provides technology and online features to support both point-to-point and complex integration scenarios through a catalog of web services for cost-effective integration between PeopleSoft applications and other business applications.

PeopleSoft is unifying on a single business integration platform for both PeopleSoft Enterprise and PeopleSoft EnterpriseOne. We have combined technology from both PeopleSoft AppConnect and J.D. Edwards. This platform consists of unified portal, process, and analytics technology. It is the foundation for real-time enterprise solutions that connect people, processes, and data to meet the demands of today's business environment.

With the acquisition of J.D. Edwards, PeopleSoft now offers a more comprehensive business process management approach that includes process modeling with reference maps, process monitoring, process integration, and process optimization. Our Process Integration Packs (PIPs) provide out-of-the-box integration between PeopleSoft applications and SAP, Oracle, and Siebel. It is the most comprehensive and flexible business integration platform in the industry.

PeopleSoft Integration Broker is designed for interoperability with other integration platforms, including the webMethods platform that J.D. Edwards uses. PeopleSoft is embedding webMethods—an industry-leading solution for business processes integration—to link enterprise software packages, legacy systems, databases, workflows, and web services both within and across enterprises.

PeopleSoft Integration Broker and J.D. Edwards Extended Processes Integrations—along with delivered enterprise integration points (EIPs) and extended business processes (XBPs)—help third-party applications integrate quickly with PeopleSoft and J.D. Edwards.

The merger with J.D. Edwards makes Process Modeler our new standard for interactive, role-based, graphical modeling of business processes. PeopleSoft is building more than 600 models of business process workflows so that you can easily visualize and connect processes and organizations. From Process Modeler, you can define and validate business processes, configure solutions, and launch applications.

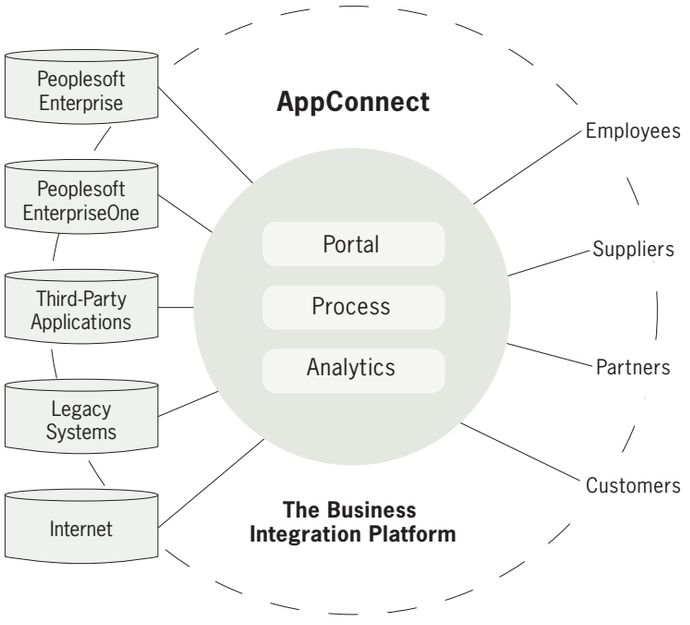
Consolidate Data for On-Demand Analytics

Nonintegrated business applications typically store information in silos. Now you can consolidate data for more comprehensive and reliable information analysis. PeopleSoft Enterprise Warehouse harvests information from internal and external systems, maps the data into common business metrics for analytics, and embeds these metrics in the business processes people use on a day-to-day basis. This availability enables people to better analyze situations, drill down to the essential details, and make better decisions in real time.

PeopleSoft has earned a proven reputation in enterprise performance management with leading web technology, data warehousing, and usable performance solutions tailored to industry needs. In a real-time enterprise, analytics should be pervasive across the business, and that's why analytic technology is a major component of PeopleSoft's AppConnect business integration platform. Analytic information is valuable and readily available to all roles in the organization when it's delivered through dashboards and portals with embedded analytics in process-centric solutions. Our analytics platform is also open to a variety of reporting tools, such as Cognos, MicroStrategies, and Business Objects.

PeopleSoft's open and flexible data warehouse design accepts analytic data from any application. And because J.D. Edwards's applications were designed to publish analytic data into any standard warehouse, there is a natural fit between J.D.Edwards's applications and the PeopleSoft Enterprise Warehouse. Early next year, J.D. Edwards and PeopleSoft analytics will be unified on a single analytics platform.

Using an open and flexible platform with an emphasis on choice is important to integration success. By running on your choice of the leading application server infrastructures, including BEA WebLogic and IBM WebSphere, the new AppConnect platform enables business process innovation by using comprehensive and flexible solutions with real-time content and analytics in the context of subject and role—for a superior user experience.



PeopleSoft AppConnect Is the Business Integration Platform for the Next Generation of Real-Time Enterprise Solutions

PeopleSoft AppConnect is proven technology, deployed by many enterprises, that connects your people, processes, and analytics in real time. The demands of real-time business require this new breed of business integration platform to enable people, processes, and performance-centric real-time enterprise solutions. All products in the AppConnect platform, including PeopleSoft Enterprise Portal, Integration Broker, and Enterprise Warehouse, communicate by using web services and legacy integration methodologies. AppConnect is compatible with J2EE and .NET, works with your choice of IBM WebSphere or BEA WebLogic application servers, and lists dozens of PeopleSoft partners with certified solutions—making it the industry's most comprehensive and flexible business integration platform.

Looking Ahead

For nearly two decades, Rick Bergquist, PeopleSoft Chief Technology Officer, has carefully helped merge dozens of technologies and thousands of customers into the PeopleSoft family.

The most successful partnerships bring together people with complementary personalities and talents. Companies, product lines, and technologies also can have complementary synergies that make the whole stronger than the parts. The merger between PeopleSoft and J.D. Edwards likewise brings together complementary technologies that converge to provide our mutual customers the leading tools for managing their business processes in real time.

Sharpening Your Real-Time Process Focus

Becoming a real-time enterprise is at the core of PeopleSoft's philosophy. When you connect people directly to online processes, you remove inefficiencies from your operations. By using embedded analytics, you can have better visibility into the performance of your people, suppliers, and financial operations. Your organization becomes more agile, so you can prosper as changes occur within your industry.

The Real-Time Enterprise enables you to adapt business processes quickly to meet the demands of customers, drive costs out of operations, and move your business forward in a variety of economic climates. Both J.D. Edwards and PeopleSoft have demonstrated a focus on developing and supporting enterprise business processes from a holistic perspective, rather than simply selling individual applications. Now you can capitalize on that shared focus.

Achieving your real-time enterprise begins with digitizing business processes to establish consistent best practices. Business processes integrated at the people, process, and data levels improve the bottom line and streamline operations. You connect customers, suppliers, partners, and employees. You integrate processes across locations, functions, and departments. And you liberate silos of information to create a system of record at the enterprise level.

But how can you achieve business process integration faster? In baseball, there's a saying that you can't hit what you can't see. In business, you can't change what you don't understand. You need tools to establish a visual model of your business processes so that you can understand how they work and be able to change them with focused agility.

Visualizing Process Modeling Solutions

At PeopleSoft, we emphasize the value of visually modeling business processes so that we can better communicate how they work. Modeling helps identify enterprise integration points, validates the flow of data across applications, and enables organizations to accelerate the implementation, operation, and modification of their business processes. You get a holistic view of a process—such as order to cash—that makes sense in the context of your organization.

We have been working on a way to get more detail on mapping business processes, delivering them to PeopleSoft customers through wall-chart size Visio diagrams. J.D. Edwards has brought the same focus and commitment to documenting business processes and has developed a wonderful interactive process-modeling tool.

The Process Modeler—previously known at J.D. Edwards as the Solution Modeler—is now our standard for visually documenting business processes. The Process Modeler is an interactive, role-based, graphical modeling tool that enables customers to visualize, understand, document, and navigate business processes easily before and after implementation. PeopleSoft customers will be able to use the graphical business process modeling tool, links for software configuration, customizable process models and processing options, and other organizational and workflow modeling features.

Intellectual Property Transference

Behind our choice to deploy the Process Modeler is the concept of transference—we're searching out the gems that both companies have in their portfolio of intellectual property and taking them to the next level. The Process Modeler is an excellent example of using transference to create something new and valuable to our customers.

The business process models that J.D. Edwards and PeopleSoft were using both showed a flat representation of business process detail. But when our teams got together and discussed what our customers really needed, we knew that our customers would be better served by business processes presented hierarchically, so that people could see the high-level view of the process and then drill down into the details. It wasn't simply a matter of choosing between the J.D. Edwards way and the PeopleSoft way—it was all about finding the best way.

This concept of intellectual transference is not new to PeopleSoft. When we acquired Vantive in 1999, we found some great call center and sales force automation functionality. We then combined those customer relationship management (CRM) practices with PeopleSoft 8's internet architecture. We augmented the data model from a simple flat view of the customer to a sophisticated model that accounts for the variety of relationships that you may have with your customers. We now have a CRM system that offers a variety of industry solutions and that has garnered four major awards this year.

This technology convergence is made possible by consistent architectures, dedicated people who have a real-world customer focus, and a spirit of using transference to find the best solution.

A Merger of Companies with Complementary Technologies

Compatibility starts with a common foundation. The smooth convergence of PeopleSoft and J.D. Edwards is based on our technology choices over the past few years. Both companies employ web architectures. Both connect people directly to processes with internet applications delivered through a browser and portals. Both connect processes by using web services application integration, delivered enterprise integration points (EIPs), and extended business processes (XBPs). Both recognize the need to integrate data through warehouses for performance management and analytics, and both take advantage of extract, transfer, and load (ETL) technology.

Not only are the technology approaches similar, they also offer open architecture and standards with options for databases and hardware—enabling organizations to make choices that fit how they operate. From the shop floor to the boardroom, PeopleSoft connects line of business applications and provides an internet foundation for change.

Will PeopleSoft products change? Will the technology get better? Absolutely. Is that good for you? You bet it is. You'll have access to more powerful business tools. Better real-time business processes. Thousands of organizations have trusted us to help them succeed—and we respect those relationships. We are committed to incorporating new technology that transforms business processes. We continue to innovate, evolve, and take advantage of new approaches that are faster and cheaper and deliver more customer satisfaction.

David Thompson, PeopleSoft SVP and CIO, manages the systems behind PeopleSoft business processes and puts them online for customers, suppliers, partners, and employees on a technology foundation of PeopleSoft Pure Internet Architecture.™

CIO to CIO

Accelerate Before Merging

Integrating IT Operations by Using Internet Technology

Project portfolio management enables you to load all the projects in a consistent format and prioritize them for the whole organization. Resources from the combined company can then be allocated to the new portfolio of projects. People are focused on common goals with all the information available online through a portal.

Getting more quality work done faster is good for business anytime, but it is never more welcome than in the IT department during a merger. Integrated software tools and internet architecture enabled us to achieve exactly those kinds of accelerated results in our merger with J.D. Edwards. We are now one company and moving forward rapidly, thanks to our technology.

The tools we used for projects, communication, and business processes were PeopleSoft real-time applications that connected our people, processes, and data—quickly and accurately. They clearly helped us accelerate the merger process and combine our operations at internet speed.

Develop and Execute the Plan

To start, we needed to agree on a common strategy and direction and employ a set of key operating principles when making decisions. Developing an integrated strategy for IT is a significant task. Our primary IT integration goal was to reduce cost across the enterprise by assessing and improving existing business processes and realizing the power of one in both culture and environment. We needed to provide the business with flexible, adaptable IT resources and an infrastructure that could deliver high-value solutions that focus on customer satisfaction and performance metrics.

We agreed on key principles to serve as guidelines for integrating IT. They included creating business solutions to meet current and future business needs; maximizing the use of resources; continuously reviewing and improving operations; enabling secure, reliable, and immediate access to business processes; and using new staffing strategies to optimize financial performance.

We then approached the global IT integration tasks with a clear focus on third-party management, application integration, information security, infrastructure integration, architecture, support, and systems operations.

Because IT is the technical backbone for business processes, a swift IT integration accelerates the merger process across the company. Speed, focus, and early momentum are vital to recognizing early shareholder value, as opposed to a prolonged transition. One goal was clear: the faster the transition completes, the faster we realize return on investment.

Here are some key factors to consider when you find yourself integrating the IT operations of a new organization into your enterprise. With an internet foundation, it doesn't matter whether the integration happens next door, halfway across the country, or around the world.

Deliver Immediate Access

Establishing a single signon and loading employee information, roles, and responsibilities come first. Send people a link and a password via email, and they can immediately be connected to the network and start working productively—without loading new software on all their machines or reconfiguring their computers. This access leverages existing computing assets in the merging company because all people need to connect to business processes is a browser. PeopleSoft's internet architecture makes this part of the integration very cost effective and fast because it scales easily.

From a network access point of view, you can absorb a few individuals, a department, or a whole company very quickly with similar ease. Put a trust relationship in place between your networks, tie the other company's information into your active directory, and the other company's people receive immediate access through their own computers. Then all you need to provide is a URL link. Internet technology enables you to leverage the other company's existing infrastructure of networks and IT assets.

Run IT with Project Portfolio Management

We rely on PeopleSoft Project Portfolio Management to control our IT projects as a portfolio of business investments by ranking project value, managing resources, and controlling spending while balancing risk, cost, and return. For a merger, this closed-loop process can help align ongoing and new projects with strategic objectives. You can accelerate the time period for integrating the IT activities of two companies without losing focus on existing priorities. Real-time information about IT operations, delivered on a role-based portal, enables managers to set priorities, get immediate project visibility, optimize resources, and deliver more value faster.

Load, Rank, Prioritize, and Execute Projects

By using PeopleSoft Enterprise Service Automation and Project Portfolio Management, you can load all tasks, projects, and resources—combining all current IT projects at both companies along with those new projects required for the integration. All you need to do is load the information, rank the projects, prioritize tasks, and then manage project execution. Project portfolio management enables you to load all the projects in a consistent format and prioritize them for the whole organization. Resources from the combined company can then be allocated to the new portfolio of projects. People are then focused on common goals with all the information available online through a portal.

The result is that your intranet website becomes the main IT communication forum for the IT integration with centralized information, news, and updates. All IT employees from both companies have a common place to access guiding principles, integration processes, operational definitions, and technology standards.

Facilitate Communication

Use a portal as the focal point to facilitate communication. People can get information immediately without waiting for emails with their bullet points, documents, and spreadsheet attachments. Marketing, sales, and all the other teams can use the portal technology as a central point of communication for merger integration activities. People don't have to search all over the enterprise looking for data. You can establish team areas within the portal to get up-to-date information about status, tasks, and results. If you are part of a subteam, you know exactly where to go.

Connect Business Processes

Access to self-service applications through the portal for expenses, budgets, open enrollment, payroll, directory, and employee information provides immediate benefits. All relevant information can be delivered through the portal and made available by role. These business processes include all the basic employee services you need for the new organization to hit the ground running. People are hired, connected, and able to use their laptops in the new company. You can eventually develop common naming conventions and clean up some details, but when speed is king, a pure internet approach really accelerates the process.

Cut Costs with Strategic Sourcing

An online bidding process speeds the sourcing of services. You put a service contract up for bid, monitor the vendor bidding process in real time, and select the best pricing. You can use reverse auctions to kick off a bid for services based on the joint contracts of the combined company. For example, some newly-merged companies wait months to negotiate a new telecommunications contract. We negotiated a new contract immediately using our own PeopleSoft Strategic Sourcing application, which enabled us to quickly achieve best of market pricing based on the new voice and data traffic volumes.

When you are looking for tools to facilitate a merger, integrated pure internet technology can help your organization connect people, maximize their assets, reduce costs, and accelerate the timing of a merger, acquisition, or other business combination. It certainly helped us.

READY? GO.

Accelerating Mergers with Real-Time Technology

While PeopleSoft CFO Kevin Parker was fending off unsolicited offers and managing the creation of the new PeopleSoft, he was also rapidly and successfully integrating his first daughter into his real-time family.

Mergers and acquisitions are becoming a very attractive strategic option for many companies that are seeking to grow in these uncertain economic times. Acquisitions can expand product and technology offerings to customers and generate significant cost savings through the elimination of shared services. For a merger's goals of growth and profit to play out successfully, the speed of business integration becomes a key factor.

Any merger or acquisition has basic principles. You should understand the culture of each organization and how they will blend. You must have effective online business processes already in place. You need to set goals, communicate the integration progress, assess talent, define the leadership roles, prioritize projects, and execute tasks in real time. Most of all, you need to stay focused on your customers, continue to deliver innovative products, and run your daily business processes flawlessly to deliver on the goals. And the faster you accomplish those objectives, the greater the rewards.

Due to external business factors, we found ourselves completing our merger and acquisition activities with J.D. Edwards in a more accelerated time frame than any of us initially expected. Imagine getting ready for one of the biggest races in your life and having no time to get set. But with a foundation of real-time business processes in place, you're already set. You can just go out and run a great race.

Merge the Cultures

When you choose a partner, you should look for cultural and organizational similarities with a complementary product line and technology infrastructure. You look for opportunities not only to expand markets, but also to increase earnings through operational synergies. When the two organizations have a common entrepreneurial history, a philosophy that people are the driving force behind success, and a strong focus on customer service — and both run on real-time technology — you can move your business forward faster because people have a common perspective and vision of the road ahead.

Move Faster with Online Business Processes

PeopleSoft's internet architecture simplifies business integration with other companies, reduces costs, and accelerates many processes that could delay key milestones. It enables you to connect people to information and transactions with an emailed link and a password. With web-browser access, employees can use their existing computers because they do not have to load new software or reconfigure computers. Multiply these integration savings in time and money across thousands of people working in multiple locations around the world, and you can see how internet architecture can eliminate a major IT expenditure.

When the two organizations have a common entrepreneurial history, a philosophy that people are the driving force behind success, a strong focus on customer service—and both run on real-time technology—you can move your business forward faster because people have a common perspective and vision of the road ahead.

Within days, the backbone of your new organization is connected. People can be entering expenses, adjusting benefits, viewing paychecks, and relying on a single source of company information while workflow routes approvals and managers restructure the organizations online.

For example, we used PeopleSoft Financial Management's online features during the transition to empower employees to make better business decisions with real-time financial information and strategic insights to ensure compliance, control expenditures, and mitigate surprises.

Communicate Integration Goals and Progress

Communication may be your most important responsibility. And using online communication is much more efficient and timely than using paper. In a merger, communicating integration information and milestones is critical to making people part of the process.

With an intranet portal and email, employees around the world can stay informed about the integration — every step of the way. Merging the company websites and intranets is more than symbolic. It enables customers, suppliers, partners, and employees to access information immediately about new products, processes, and opportunities. We used a daily email newsletter with intranet links called OneVoice and our intranet portal, Planet PeopleSoft, which runs on our own PeopleSoft Enterprise Portal technology, as the unifying communications tool.

Assess Talent and Define Leadership Roles

Empower managers to build the most successful teams from available talent. The faster you can connect human capital processes to business results, the sooner your new organization will synchronize on management objectives and maximize business performance.

With PeopleSoft Human Capital Management, you have an online window into the people who will power your new organization. You can quickly roll up personnel costs, standardize sales incentive programs, and align your workforce with business objectives. PeopleSoft Workforce Analytics provides the tools to measure, manage, and maximize workforce performance at a detailed level as your business moves forward.

Prioritize Projects and Execute Tasks

When you list all the projects, define priorities, and monitor progress by using a single methodology, you can speed the overall execution of integration and benefit from a structured, closed-loop process. Managers can use real-time information that's available on a web browser for immediate visibility.

You can use PeopleSoft Project Portfolio Management to rank integration projects as a portfolio of business investments, to control spending, and to manage resources. From a single source of information, you can quickly compare and contrast projects to determine maximum value. Then you can prioritize initiatives based on internal goals and predefined metrics, such as cost, risk, and return on investment. Finally, you can make decisions and align your projects with strategies and objectives.

Keep Your Customer Focus

While you are managing the merger process, you must remain focused on your customers. Support, product development, and enhancing the ownership experience continue while you combine operations. We introduced major support enhancements built on our industry-leading support policy — with software fixes and updates for four years from general availability, upgrade scripts for five years, tax and related regulatory changes for six years, and problem solving for the lifetime of the software license. We also backed our initiative to improve the total ownership experience with new tools and technologies to reduce implementation time, increase productivity, and lower IT administration costs.

Measure Savings in Real Time

During a merger or acquisition, you need answers immediately so that you can focus on a particular issue. With an internet architecture, you can easily share that information with customers, suppliers, partners, and employees and use analytics to improve collaboration and strategic sourcing to get the best market pricing for services based on the increased volumes of the new combined organization. You can connect new suppliers directly to your business processes online in real time to begin realizing savings faster.

Cost reduction opportunities in shared services include a reduction in redundant positions, lower IT infrastructure costs, elimination of duplicate facilities, and consolidation of sales services and marketing programs. With PeopleSoft Enterprise Performance Management and embedded analytics, you can monitor your progress and make adjustments before situations turn into problems.

We are all excited about driving the new PeopleSoft to the next level. With a strong product roadmap, distribution plans, and cost savings, the new PeopleSoft is deeply engaged in executing the plan and delivering on goals. But we couldn't have accomplished so much so fast without the benefit of being a real-time enterprise.

CIO John Hill uses both PeopleSoft and J. D. Edwards systems to keep Praxair running in real time.

With 25,000 employees, operations in 40 countries, and annual sales of $5.1 billion, Praxair, Inc. (NYSE: PX) is a Fortune 500 company that supplies atmospheric, process, and specialty gases; high-performance coatings; and related services and technologies. Praxair serves a wide range of industries: food and beverage, healthcare, semiconductor, chemical, refining, primary metal, and metal fabrication.

As CIO, how do you decide which IT projects get the green light?

Our strategy is to align the identification of opportunities as closely as possible to the leaders of the individual business units so that they can make active decisions around where to put resources to achieve their primary business goals. That's really the process—helping to drive the core disciplines while putting the decision making where it's most likely to align IT projects with business strategy. It's a federated IT model, in which we place most applications' development and project prioritization with the business units, then layer on top a shared services organization that provides core skills around ERP systems, eBusiness, data warehousing, and infrastructure management.

Another challenge is identifying really good projects—ones that have a very well-defined and compelling business case, and for which the scope and path to achieve those benefits is clear and understood by the stakeholders as well as the information technology folks, who will be charged with delivering the solution. It's easy to come up with a lot of projects. The challenge is finding the right projects and having the discipline to work only on those.

How do your relationships with IT vendors help you decide which approach to take when investing in new technology?

I see vendors as falling into three categories: the few who are strategic technology partners, those who are well respected and from whom you can buy specific technologies, and then there's the rest. Very few vendors end up falling into the strategic partner level. I look for vendors who really listen to the needs of the customer without holding their order book in the same hand. A lot of companies have a very strong and aggressive sales culture, and they preach partnership, but what they're really talking about is closing the next deal.

When there is a true partnership, business just flows to strategic partners because there is active dialog. There's understanding. There's actually a give and take around responding to customer needs. I'd say that some of our technology vendors fit into that category, where there's a clear understanding of the value exchanged in both directions—beyond just the exchange of technology for money, but the exchange of intellectual capital between the firms. Those are the kind of relationships that drive true innovation versus just revenue.

Do you think consolidation of the ERP market would help or hinder organizations like yours?

I see some value coming from the consolidation of complementary technologies because their companies can take advantage of economies of scale to provide a higher degree of integration, and perhaps they have a greater ability to allocate research and development resources for good technology ideas—PeopleSoft and J.D. Edwards, in particular. I think a lot of people overlook the fact that when you buy software that is core to running your business, you are actually outsourcing a significant portion of your technology operation to that vendor. Having a vendor bring innovative technology to the solution clearly delivers a high degree of value. But some vendors out there would like to be the only sources of technology for businesses, regardless of what they need. I think that ultimately limits creativity.

You have invested in several software systems from different vendors. Is integration between the systems an issue for you?

Organizations spend a lot of their time on integration. We've standardized on webMethods to support a lot of integration. I think of ERP systems as managing the core assets of the corporation—money, material, and people—and the three interact in almost every transaction. So, tight integration between PeopleSoft and J.D. Edwards, for example, would make my life easier.

Praxair uses both PeopleSoft HCM and J.D. Edwards OneWorld. Now that the two companies have merged, what are your expectations?

Given the comments that Craig Conway and Bob Dukowski made early on about the compatibility of the cultures, I am anticipating that the combination of PeopleSoft and J.D. Edwards will bring the best capabilities of both firms together to benefit customers. I think J.D. Edwards has a very strong and coherent approach to interacting with its customers at all levels, which is a strength that I expect PeopleSoft will continue to capitalize on.

the upgrade is only the beginning

Once your HRMS upgrade project is completed, how can you be sure your company unleashes the new productivity-driven applications of PeopleSoft 8.8?

Working Concepts Business Process Improvement services are designed to help you deploy your most valuable asset — your workforce — to more strategic roles, optimizing your organization's investment in human capital. Implementing PeopleSoft HelpDesk for Human Resources, ePerformance, and the full suite of Human Capital Management solutions requires a step-by-step roadmap to achieve maximum ROI and productivity.

Let us help you find your way.

We have developed tools to help you build a strategy for making the most of your PeopleSoft 8.8 upgrade. To receive Working Concepts' newest whitepaper, *Maximizing Business Results Through Performance Management,* visit us on the web at workingconcepts.com.

The First Step

Self-Service

- eBenefits
- eProfile
- ePay
- eCompensation
- eRecruit
- eEquity
- eDevelopment
- ePerformance
- Manager Desktops

The Next Level

The Enterprise Portal

- Corporate Branding
- HR Process Improvement
- 3rd Party Integration

working concepts®

A Towers Perrin Division

PeopleSoft CERTIFIED ALLIANCE PARTNER Consulting

Authoria

800.924.2535

visit | **workingconcepts.com**

BEST PRACTICE IN HUMAN RESOURCES

PeopleSoft®

PeopleSoft, Inc.
Corporate Headquarters
4460 Hacienda Drive
Pleasanton, California
94588 USA

Toll-free 1 888 773 8277
Tel 925 694 3000

www.peoplesoft.com

PeopleSoft Argentina
Buenos Aires
Tel 54 11 4510 5100

PeopleSoft Australia
Chatswood, New South Wales
Tel 61 2 9413 0000

PeopleSoft Belgium
St-Stevens-Woluwe
Tel 32 2 416 22 00

PeopleSoft Brazil
São Paulo
Tel 55 11 5189 9000

PeopleSoft Canada
Toronto, Ontario
Tel 416 227 3000

PeopleSoft Caribbean, Central America
Tel 305 507 9400

PeopleSoft Chile
Santiago
Tel 56 2 3702918

PeopleSoft China
Hong Kong
Tel 852 2168 0808

PeopleSoft Denmark
Ballerup
Tel 45 0 44 20 99 35

PeopleSoft France
Paris
Tel 33 1 40 90 50 00

PeopleSoft Germany
Munich
Tel 49 89 99 21 50 00

PeopleSoft India
Bangalore
Tel 91 80 226 7272

PeopleSoft Italy
Milan
Tel 39 02 925941

PeopleSoft Japan
Tokyo
Tel 813 5432 7800

PeopleSoft Malaysia
Kuala Lumpur
Tel 6 03 2169 6183

PeopleSoft Mexico
Mexico, D.F.
Tel 52 55 5284 5284

PeopleSoft Netherlands
Amsterdam
Tel 31 20 462 5400

PeopleSoft New Zealand
Auckland
Tel 64 9 358 7155

PeopleSoft Singapore
Singapore
Tel 65 68322100

PeopleSoft South Africa
Sandton
Tel 27 11 258 7800

PeopleSoft Spain
Madrid
Tel 34 91 722 9700

PeopleSoft Sweden
Upplands Väsby
Tel 46 8 50 91 44 20

PeopleSoft Switzerland
Volketswil
Tel 41 1 908 3535

PeopleSoft Taiwan
Taipei
Tel 886 2 2720 0066

PeopleSoft Thailand
Bangkok
Tel 66 2 2318147 49

PeopleSoft United Kingdom
Reading, Berkshire
Tel 44 118 952 2000

PeopleSoft USA, Inc.
Pleasanton, California
Tel 925 694 3000

PeopleSoft Venezuela, Andean Region
Caracas
Tel 58 212 952 4042

About Our Contributors

Her success is rolling presses/colors tuned just right./Fills out spreadsheets on the side/does *Ptalk* budget oversight. Deals with Kristen, Scott and Steve/Does yoga bends at night./Comes home and puts the kids to bed/Makes everything all right. **Sandy Biagi**, production manager.

New to the *PeopleTalk* team but no stranger to rejoining a split infinitive, copy editor **Kristen Imler** savors her daily commute to the PeopleSoft office. Time on the train in the morning and in the evening gives her plenty of time to catch up on the classics. She finds it much easier to read when year-old daughter June isn't teething on the book.

Sand in the hair, tanbark in the shoes, band aids everywhere else. **Katie Kirkpatrick** knows that most anyplace makes a good launching pad from which to jump. Her Captain Underpants name is Flunky PottyButt. She must be the mother of a four-year-old boy.

A furtive glance at the **Mark Kuroczko** nightstand reading pile recently revealed "Kingdom of Fear" by Hunter S. Thompson, "The Raw and the Cooked" by Jim Harrison, and a floor-scuffed, dog-eared, coffee-stained, sun-bleached, edge-worn paperback copy of "The Hyphen Nation: Profiles of Serial Modifiers and Their Gross Abuse of Conjunctive Adjectives."

Dana Leipold is finding that e-v-e-r-y-t-h-i-n-g in her home needs to be baby-proofed for her extremely mobile and curious nine-month-old daughter — including the cat.

In this installment of "As Nipomo Turns," writer **Anne Ozzimo** escaped the confines of her small town to revel in five days of nonstop action at Connect 2003. Exhausted from enjoying all the sights in beautiful Downtown Disney, she is mentally and physically unable to write any witty bio contribution to this edition of *PeopleTalk*. Join Anne for the next installment of "As Nipomo Turns" in the Winter 2003 issue.

Terse associate editor **David Ogden** likes Howard Dean, writes verse.

Keven Smith has never been a big TV watcher, but he's mourning the sudden loss of funnyman and personal idol John Ritter. "One of the most gifted and underrated actors of the past 25 years," Keven keeps saying to anyone who will listen.

Alan Stacy welcomes the 6700 J.D. Edwards customers to the PeopleSoft family and looks forward to telling their stories in future issues of *PeopleTalk*. Write him at peopletalk_editor@peoplesoft.com.

Eric Tamm used to have a big house in the city and a tiny house in the country. Now he's moving into a tiny house in the city and building a big house in the country.

PeopleTalk

PeopleTalk, the PeopleSoft magazine, is published quarterly.

Copyright © 2003 by PeopleSoft, Inc. All rights reserved.

Publisher, Editorial Cajoler, Web Producer, Advertising Manager: **Alan Stacy**
Associate Editor, Poet in Residence: **David Ogden**
Production Manager, Kerning Queen, and Advertising Traffic Manager: **Sandy Biagi**
Copy Editor: **Kristen Imler**
Staff Writers: **Katie Kirkpatrick, Mark Kuroczko, Dana Leipold, Eric Tamm**
Design: **Casper Design Group, Berkeley, California**
Photography: **Michael Branscom, Jason Doyle, Mark Robert Halper, Jason Lindsey, Gabriel Schkolnick, Laura Maxwell Schultz**
Illustration: **Kevin Ghiglione**
Printing: **Woods Lithographics, Phoenix, Arizona**

Visit *PeopleTalk* Online at www.peopletalkonline.com.

Subscriptions: Want to know more about PeopleSoft? Subscribe to *PeopleTalk*. You'll find a subscription form on our website at www.peopletalkonline.com.

Address or name changes: Please let us know if you would like to remove a name from our mailing list or change your address. Send address or name changes via email to peopletalk@peoplesoft.com or fax to 925 694 8357.

PeopleTalk welcomes your comments at peopletalk_editor@peoplesoft.com.

PeopleSoft, PeopleTools, PS/nVision, PeopleCode, PeopleBooks, *PeopleTalk*, and Vantive are registered trademarks, and Pure Internet Architecture, Intelligent Context Manager, and The Real-Time Enterprise are trademarks of PeopleSoft, Inc. All other company and product names may be trademarks of their respective owners. Found ourselves a lover/Edwards was her name./Customers were happy/We played the internet game./Traded vows in Denver/Craig and Bob were there./Analysts were atwitter/They blessed the whole affair./There lurked an evil-doer/The prince of Redwood Shores/Said "Number three ain't good enough/This billionaire wants more."/Jim and Chuck and Safra/Did shenanigans galore./Shareholders didn't bite, they said/"Show Larry to the door." The information contained herein is subject to change without notice.
Copyright © 2003 PeopleSoft, Inc. All rights reserved. All wrongs redressed. Usually.

5302-0903

PRESORTED STD
U.S. POSTAGE
PAID
PHOENIX AZ
PERMIT NO. 995