



## Underwriters Laboratories case study (for internal use only)

### Global implementation of Oracle E-Business Suite

**Industry:** Public safety testing

**Challenge:** Replace disparate financial applications for 26 international business units and establish a consolidated platform for global finance that would eliminate manual reconciliation.

**Solution:** Rolta TUSC implemented key modules of the Oracle E-Business Suite for all 26 business units using regional project teams. Rolta TUSC leveraged the E-Business Suite's rich standard functionality to eliminate customization and address process change before technology change.

**Results:** Underwriters Laboratories (UL) now has a single platform for transaction processing for the first time in its history, improving the timeliness and consistency of data, and ensuring informed decision-making. By decommissioning legacy systems and standardizing processes globally, UL has also reduced operating costs.

## The Challenge

With UL's rapid globalization came inherited IT systems and management difficulties – particularly with regard to financial reporting. Each international UL location was operating unique legacy financial applications, and lack of integration made a timely, accurate view of global financial operations virtually impossible. To achieve a holistic view, a time-consuming reconciliation process was needed to merge data feeds from 26 legacy general ledgers into the more comprehensive domestic application each month. Not only was the process inefficient, but also data was outdated by the time it was available.

"We needed to establish a standardized platform for global finance to gain efficiencies and insight into the true business operation," said Brian Cunningham, Director of Global Financial systems for Underwriters Laboratories. Several years back, we took a hard look at our financial infrastructure and potential gains from worldwide standardization. With continued growth, we were finally ready to make the leap."

Based on its overall integration potential and diverse feature set, management decided to replace all of its legacy applications with Oracle 11i E-Business Suite and establish a single application platform for global finance. Modules to be implemented included General Ledger, Payables, Purchasing, Fixed Assets and Receivables.

Cognizant that the project was too large and business-critical for the company to tackle on its own, UL began seeking a partner with significant Oracle expertise to manage the implementation.

"Rolta TUSC's depth of experience in implementing Oracle solutions, its consultants' thought leadership, and the team's overall responsiveness made them the compelling choice for us," said Cunningham. "They understood our business challenge and were prepared to address the implementation thoroughly and rapidly."

## The Approach

Over an eleven-month period, Rolta TUSC provided the project management lead and implemented the key Oracle Financials modules for UL's North American, European and Asia-Pacific regions. A primary US-based global project team, including an executive-level steering committee, headed the effort with supporting regional teams.

Critical to the success of the project, Rolta TUSC, in concert with the UL's business and functional project leads, established a global standard for the implementation, ensuring the suite would be standardized worldwide. The team adhered to that standard except in rare instances where statutory requirements dictated an exception. In addition, the team made it a priority to utilize standard functionality and Oracle best practices, always addressing process change before making technology customizations.

Data conversions from legacy systems were an important and time-intensive component of implementation. For each of the 26 identified foreign business units, Rolta TUSC converted suppliers and supplier sites to support purchasing and payables activity, fixed assets history, and general ledger balances – ensuring UL would have access to critical historical data.

To establish seamless information flow, Rolta TUSC developed 13 custom interfaces and data extract processes in support of the US business unit including sophisticated chart of accounts conversions. Rolta TUSC also coordinated electronic funds transfer (EFT) payment processing capabilities in Europe and Asia.

The entire project was tackled utilizing Rolta TUSC's four-stage project management methodology, which combines field-proven methods, PMI best practices and key aspects of Oracle's AIM methodology. As part of that endeavor, Rolta TUSC had each business unit hold its own conference room pilot (CRP) and share issues and remediation results globally. As a result, each successive business unit implementation was more fluid than the one before.

"We were very pleased with the application knowledge, project management leadership and dedication to our success the Rolta TUSC team displayed throughout implementation," said Cunningham. "As a former Oracle applications consultant, I am a tougher critic than most, and I was very impressed. The Rolta TUSC team has earned our respect for making this massive effort a relatively painless process."

With teams working concurrently across the globe, Rolta TUSC delivered the overall project on time and within budget.

## The Results

With Rolta TUSC successfully implementing Oracle Financials for 26 business units in North America, Europe, and Asia-Pacific, UL has achieved significant business results, including:

- **Creation of a single chart of accounts**—Following the Oracle implementation, there is one global chart of accounts for the first time in the company's history. This consolidation has not only enhanced reporting but has also attributed to a more streamlined and efficient period close process.
- **Visibility into procurement and payables activity on a global level**—Oracle Financials has improved the accuracy, timeliness and availability of information to support management decision-making on a global level. Enterprise-wide visibility allows management to analyze aggregated data on procurement, payables and income and make rapid decisions. It will ultimately enable the organization to positively impact the bottom line. UL, for instance, can leverage the comprehensive data to negotiate more effectively with vendors and secure volume discounts.
- **Standardized global processes**—Previously, the company's business units held data and documents in drastically varying formats. Following the Oracle implementation, there is one global chart of accounts and the same reporting methods are employed by all business units, ensuring that critical management data is delivered in a standardized, consistent format and that business units can exchange information easily.
- **Elimination of reconciliation processes during monthly close**—The Oracle implementation has completely eliminated manual intervention during the monthly close process. Other previously labor-intensive processes, including fixed assets and purchasing reconciliation, have also been automated, increasing efficiency. Employee time previously spent reconciling and processing financial data can now be spent on value-added tasks. And with automated financial processes, the company can keep staffing levels static even as transaction volumes continue to grow.

In addition, by decommissioning legacy systems and consolidating on Oracle, UL has significantly lowered its operating and maintenance costs.

Cunningham sees Rolta TUSC as a key contributor in UL's ability to achieve these results and a partner on which his company can depend. "With Rolta TUSC's assistance in completing this implementation, we have improved our efficiency and our ability to provide key data to our business decision makers."

## About US

TUSC has been known as the Oracle Experts for more than 20 years, but Rolta TUSC is so much more than that now! Through the merger of Rolta's IT Consulting Division with the acquisitions of TUSC, WhittmanHart Consulting, and Piocon Technologies, we have gained some of the world's most knowledgeable technology and business experts in enterprise performance management, business intelligence, and CA infrastructure management solutions.

While we have added exciting new capabilities, we remain committed to maintaining our expertise and industry leadership in Oracle E-Business Suite and Oracle Technology. Now more than ever, Rolta TUSC has the expertise and solutions your organization will need to be competitive in our new economy.