
UNIVERSITY OF CALIFORNIA

HUMAN RESOURCE INFORMATION SYSTEM

ARCHITECTURE CONCEPT PAPER

SEPTEMBER 18, 2006

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TRANSMITTAL LETTER

September 18, 2006

Ms. Kristine Hafner
Associate Vice President
Chief Information Officer
University of California
300 Lakeside Drive, 7th Floor
Oakland, California 94612-3550

Dear Ms. Hafner:

Oracle Corporation is pleased to respond to the University of California's request for an Human Resources and Payroll architectural concept for the University system. Enclosed is the Oracle concept paper for your organizations' review and consideration.

It is truly exciting for us to present this concept paper to the University. Your vision of using Service Oriented Architecture as a key foundation to meet University System the various business process needs of it member institutions matches exactly Oracle's vision for the future of its business application solutions. As you know, higher education in general tends to a laggard market in the adoption of new technologies. For us at Oracle Higher Education, this can be disheartening as we see so much potential benefit that is typically differed for years or sometimes decades. Your market leading vision is refreshing and exciting.

Oracle today licenses a wide number of Human Resources/Payroll Applications to UC Berkeley and the UC Davis Medical Center, representing a total of 25,000 UC employees. The University campuses, medical centers and labs are valued Oracle customers and we would like to have a continuing dialogue on the Human Resources/Payroll architecture with your offices on how we can best serve the UC wide short and long term objectives. Towards that goal, we have assigned personnel from our Higher Education Business Unit with aimed at providing continuity to your offices. Joe Burkhart, who you met at our initial meeting, will lead this group and can bring Oracle executive and product development resources to bear to as your organization's need for more detail grows.

Thank you for the opportunity to engage with your offices on this important endeavor. We all look forward to working with your organization.

Sincerely,

Frances Schreiner
Applications Sales Manager
Oracle USA

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INTRODUCTION

We are pleased to have the opportunity to submit this concept paper in support of the Chief Information Officer of the University of California Office of the President. During a recent meeting attended by both Oracle staff and UCoP technology staff, the University's emerging need for increased capabilities to manage the University's human resources was discussed. The University has needs for capabilities such as enhanced recruiting, competency and skills management, performance management, succession planning and others. An outcome of this meeting was a request from the CIO for a blueprint of how Oracle's solutions and technology could be architected to meet the needs while allowing flexibility of choice at each institution in the UC system. Additionally, the CIO requested examples of how this architecture could be phased into operations over several years. This paper is Oracle's response to that request.

Our Understanding of UC Vision and Needs

The University of California system is undoubtedly the largest and most complex university system in the world. The University is also one of the fastest growing institutions in the world and operates in a highly complex and politically charged environment while facing tightening budget constraints. The University is also facing increasingly complex regulatory requirements and accountability expectations.

It is in this situation that the University had the foresight to develop in July 2000 its vision for the future *UC 2010 – A New Business Architecture for the University of California*. The New Business Architecture put forward six general strategies will allow the University to achieve these objectives:

"Unprecedented enrollment growth, new demands from our constituents and innovations in technology compel us to reshape our business functions and processes in a manner that scales to the anticipated University of California in 2010."

Richard C. Atkinson, President,
University of California

- Develop campus **business portals** that will integrate components of the New Business Architecture
- Apply new approaches to how the University recruits, retains, and develops the very best **people**
- Streamline UC's cumbersome **policies and processes**
- Leverage new **technology** to contain costs and improve services to UC's constituents
- Integrate campus **financial systems** and provide enhanced financial reporting through implementation of emerging technology standards, and
- Embed **performance management** systems in UC business processes and focus on the most important **financial controls**

To support the actualization of The New Business Architecture, a set of guiding principles were adopted to help to reshape behaviors and institutional values in the new business environment of the future.

Guiding Principles of the New Business Architecture

- **Enhance Individual Employee Productivity** — Provide flexible tools that individuals can use to perform their roles more effectively.
- **Encourage Collaboration and Partnerships** — Form alliances with other departments, campuses, institutions, and businesses in order to further the University's goals.

- **Manage Technology as an Investment** — View technology as an investment, rather than an annual expense, that will yield a return in exchange for up-front expenditures and assumption of risk.
- **Focus on Outcomes** — Measure and assess people, projects and teams by what they accomplish.
- **Strive for Simplification** — Develop tools that can be flexibly applied to reduce the complexity of University business processes. Continually measure approval points, hand-offs, waiting intervals, training requirements and cycle times.

As stated in the final document:

The New Business Architecture is more than a technology solution. It outlines a new *work environment* with operational principles, processes and tools designed to expand the productivity and effectiveness of the University's administrative staff. See Figure 1 below.

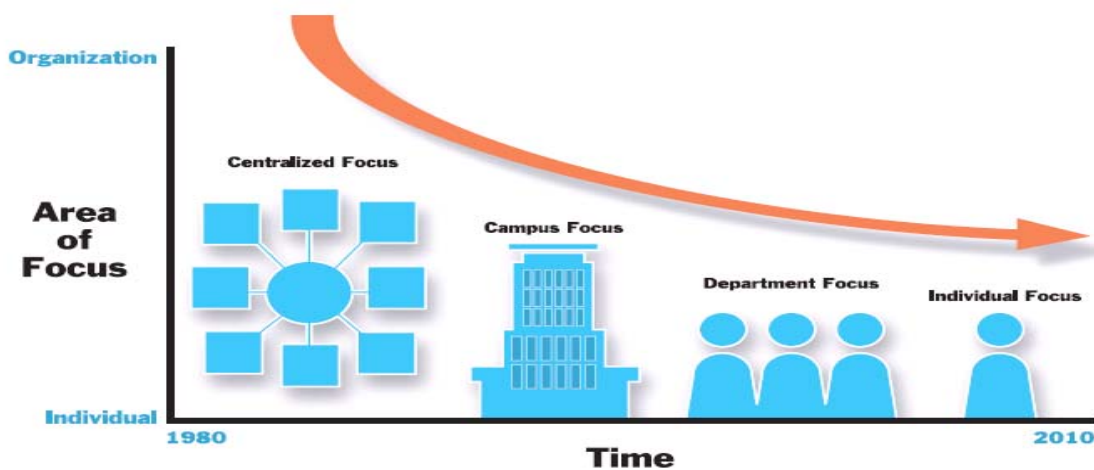


Figure 1 - A New Business Model

Seen through the eyes of our faculty and staff, a new business model must:

- Be flexible and scalable in order to accommodate significant workload growth and complexity without compromising quality and service
- Reduce department workload by:
 - Simplifying policies and procedural requirements
 - automating repetitive tasks
 - increasing the “intelligence” designed into systems
- Reduce the time it takes to perform work, particularly those functions that deliver key services to external and internal customers.
- Make it easier for staff to learn quickly what they need to know in order to excel in their jobs and to stay current in their areas of expertise.

It is to meet the challenge facing the University and fulfill the vision of The New Business Architecture that Oracle is please to propose a *Federated* ERP approach.

ORACLE'S PROPOSED SOLUTION

HRIS Conceptual Solution & Architecture

The UC System is challenged by legacy information technology architectures, declining external funding and systems that need to be redesigned in order to improve efficient utilization of scarce resources. The University's current applications infrastructure is very diverse, with systems acquired from a variety of third-party vendors. These systems are integrated using custom-built point-to-point linkages. The maintenance of these integration points consumes a significant fraction of the UCOP and UC Campus resources, and represents a significant hurdle to the quick and efficient deployment and support of new products and services.

The UC Office of the President desires a flexible and scalable solution architecture that can accommodate the delivery of varying service levels to the individual institutions comprising the UC system. The architecture should be able to allow the UC system to capitalize on efficiencies that can be gained where common needs, policies and procedures exist across the system or between individual institutions. The architecture should also support services and solutions unique to an institution where appropriate. The architecture capabilities should provide:

- Support for variations in the software and applications utilized by each institution
- Institutions the option to subscribe to services and application solutions provided by other system institutions or the UC Office of the President
- System wide identity management capabilities
- Security roles and capabilities to restrict views of data by institution and roles
- Intersystem data management and integration
- Scalability to meet the systems current, anticipated and unanticipated needs well into the future

Oracle's proposed solution meets these needs while promoting innovation and provides a standards-based business-computing infrastructure focused on achieving operational efficiency and effectiveness.

Federated ERP

The proposed solution recommends the deployment of a Federated ERP where a certain degree of commonality among the UC Institutions will lead to operational efficiency and effectiveness, cost reductions, and common tools, best practices, processes across the UC System (Figure 2).

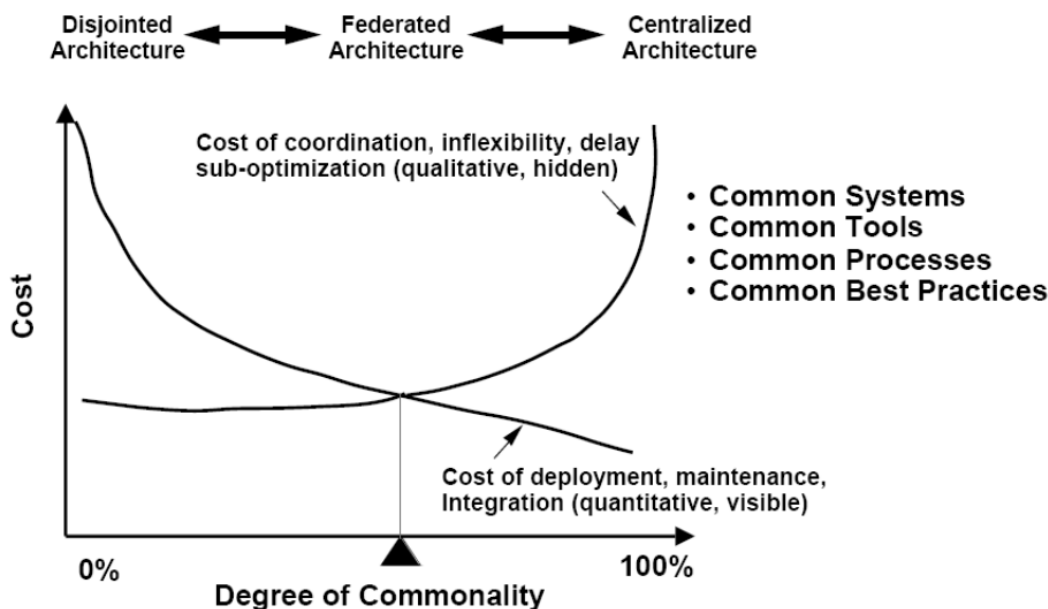


Figure 2 - Dr. Bipin Chadha, Lockheed Martin Advanced Technology Laboratories

A Federated ERP System (FERP) is an ERP system, which consist of system components (loosely coupled services) that are distributed across the internet or an intranet.

FERP is about:

- ❑ Separation of concerns
- ❑ Loosely coupled systems that interface based on standards
- ❑ Certain degree of commonality through shared service model with localization support
- ❑ Standardization of data model

Federated ERP enables both a shared service model at UCOP level and campus distinctiveness at UC Institutions.

The overall solution supports essential innovation and avoids cost through a degree of commonality with the Federated ERP deployment model that leverages SOA as the blueprint.

Core Principles of Service Oriented Architecture

The UC System supports a wide range of computing needs including Administrative applications, academic applications, research computing, and information portals.

To achieve true federation between instances of an application, the applications needs to be aware of other instances and have the capability to interact with other instances. The interaction among systems must be standards-based and must incorporate the guiding principles of Service-Oriented Architecture (SOA).

Service-Oriented Architecture (SOA) is an emerging collection of standards offering a more open and flexible solution to the old problem of integrating existing applications into new composite applications.

Service Oriented Architecture aims at achieving high levels of business process flexibility and the re-use of existing application functionality. The reduction of development times and the ability to create new applications from existing services (composite applications) is key to the strategy of SOA.

Successful SOA deployments require the commitment to a number of processes and guiding principles including the following:

- ❑ **Creation a Portfolio of Services:** Once services become available, they must be catalogued, and the catalogue maintained so that the services can be easily re-used, not re-created. Reusability of services is the cornerstone of any SOA strategy. Institutions can derive the true value of a SOA implementation only if they can create a set of reusable services. An inventory of services needs to be readily available to all authorized parties in order to facilitate reuse of these services by different departments or applications in different business contexts.
- ❑ **Utilization of an Enterprise Service Bus.** Virtualization of services means that services don't talk directly to each other, they use an intermediary to communicate. That intermediary is most often an Enterprise Services Bus (ESB). Calling services through an intermediary provides a layer of isolation between service consumers and providers. It also allows centralized and consistent processing to take place for each service call. An ESB also allows for a centralized monitoring system, providing a means to track and report problems and ensure the ability of UCOP to meet necessary service levels.
- ❑ **Use Orchestration and a Business Rules Engine.** Most legacy systems today have business processes and business rules functionality embedded in source code along with the rest of the system's functionality. SOA takes the approach of extracting business processes and business rules from embedded source code and implementing them separately, allowing for reusability of these processes and rules and simplifying their maintenance, extension and change.
- ❑ **Deployment of a Rich Internet Applications (RIAs)** can potentially improve the usability and effectiveness of online applications as well as increase developer productivity. According to Gartner Research, by 2010, at least 60% of new application development projects will include RIA technology of some kind.
- ❑ **Implementation of Common Security Policies.** Implementation of common security policies allows for the uniform development, implementation, maintenance and enforcement of security rules across services and applications.
- ❑ **Implement Monitoring and Enterprise Management Tools.** Monitoring and enterprise management tools allow IT to find problems before the users do, simplifies problem-solving and resolution, and gives customers visibility into key performance indicators.
- ❑ **Establish SLA's.** Establishing service level agreements builds trust between IT and the customer, by holding IT to a documented standard and providing, through monitoring and management tools, IT the ability to meet it's SLA's and both IT and the customer the information to measure compliance with agreed service levels. **Performance, scalability, and reliability** need to be taken into account when designing SOA architecture, developing SOA components, and in the day-to-day systems operations.

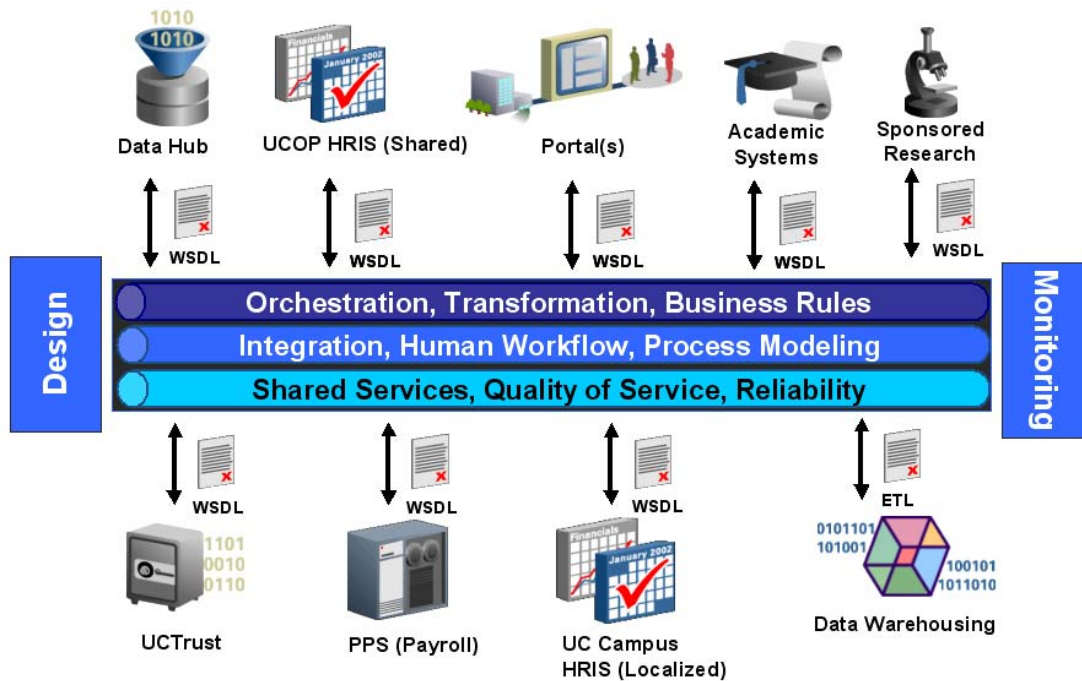


Figure 3 – FERP Model

The FERP model (Figure-3) promotes both shared and localized services where these services can be used by a wide variety of people and systems and can be done in a secure controlled environment. Enormous amounts of time and energy can be saved by building a portfolio of reusable services that everyone at UC System can use as a starting point for application development.

Semantic reconciliation is a critical piece to SOA – but one still needs to address information reconciliation. The Federated ERP model addresses any information reconciliation about person data with a deployment of the Oracle Customer Data Hub. Oracle Customer (Constituent) Data Hub provides a set of data quality services that you can perform centrally so that person data can be improved in one place and shared throughout the institution.

All the person attributes can be stored and maintained centrally for all the UC Institutions. The Constituent Data Hub provides the UC system with tools to consolidate person data from UC Institutions heterogeneous systems into a central, operational repository where it can be standardized, cleansed, and enriched centrally, and then made available to central payroll system PPS at UCOP and ancillary applications at each UC Institutions via right-time synchronization.

From a business and process perspective, the data hub allows unique person information to exist in one master location for the entire system. This data can be access only by system institutions and individuals with a determined need to view and use. For example:

- If a faculty member leaves one institution for a position at a different institution, access to the new institution would be granted with the new hire process while access to the prior institution personnel information can be restricted from the hiring institution.
- If a faculty member is adjunct faculty at multiple institutions, only one master set of bio-demographic needs to exist to support both or multiple institutions.

Oracle's SOA Strategy

Oracle's SOA strategy consists of delivering a comprehensive SOA platform based on open standards that has hot-pluggable component with the lowest cost of deployment.

Oracle SOA Suite is a complete set of service infrastructure components for creating, deploying, and managing SOAs. Oracle SOA Suite enables services to be created, managed, and orchestrated into composite applications and business processes. Better, you can adopt it incrementally on a project by project basis and still benefit from the common security, management, deployment architecture, development tools, etc. that you get out of the box.

Oracle SOA Suite also provides UCoP with comprehensive lifecycle support for service-oriented applications and delivers unparalleled interoperability with enterprises' existing IT infrastructure due to its unique hot-pluggable architecture.

Components of the Federated ERP Solution:

- ❑ Oracle's PeopleSoft Enterprise Human Capital Management
- ❑ Oracle SOA Suite
- ❑ Oracle Customer Data Hub

SOA not only enables the sharing of the entire application platform, also shares the application logic and business processes across the enterprise.

Oracle Fusion Architecture builds on SOA and provides a blueprint for creating next generation infrastructure that enables sustainable competitive advantage through innovation and continuous blending of business insight powered by high quality information and adaptable business processes realized through SOA.

Oracle SOA Suite enables FERP with a comprehensive unified suite of standard-based SOA components that provides a comprehensive technology foundation

The Federated ERP deployment model with Oracle's SOA as the blueprint for the architecture provides UCOP the ability to achieve innovation, business continuity, improved service quality, operational efficiency and effectiveness. At the same time providing an architectural constant while applications and services grow and evolve with the UC system.

Oracle's Human Capital Management Solution

Oracle's human capital management solutions take advantage of and compliment the FERP model. As described below, Oracle's solutions can be scaled and phased to meet the evolving needs of the UC system.

Focus on People

An effective HR transformation requires the adoption of a comprehensive human capital management (HCM) strategy. To build a more effective workforce, University of California should consider developing a cohesive HCM strategy that is tightly linked to your institutional goals and objectives, yet flexible enough to accommodate the unique needs of the different institutions and institutional pillars.

Leading HR technologies are critical to executing your HCM strategy successfully because they enable your HR function to move beyond administrative activities and transactions to a more strategic role that adds value

for the University of California – System. Oracle’s PeopleSoft Enterprise HRMS is one of the most proven and scalable applications on the globe. It can also adapt to the unique needs of the UC Systems to increase the value of your workforce and improve bottom line financial results.

Oracle’s PeopleSoft Enterprise HRMS delivers a comprehensive platform and robust functionality that helps your organization executes all four HCM strategies.

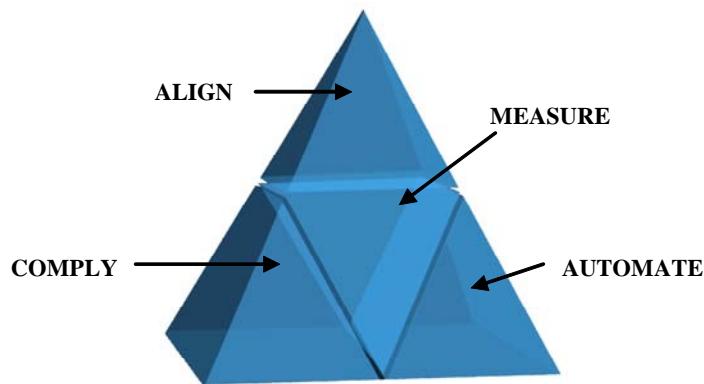


Figure 4 – Oracle’s PeopleSoft Enterprise HRMS

- **Comply:** Managing core HR data and processes, payroll, benefits and legislative/regulatory compliance.
- **Automate:** Saving cost and time with comprehensive, workflow-driven employee and manager self-service.
- **Measure:** Providing metrics and analytical tools to stakeholders to deliver information and determine the value of HR program investments
- **Align:** Offering flexible programs designed to increase workforce value through a broad range of development, performance management, and learning applications.

The Foundation – Enterprise Human Resources

Centralize Human Resource Information

Oracle's PeopleSoft Enterprise Human Resources enables the organization to effectively manage positions, comply with regulatory requirements, and recruit, hire, train, manage, compensate, promote, allocate, and retire its personnel resources. In addition to common human resource business processes, users will also find a variety of supplemental functions in PeopleSoft Human Resources for Higher Education and Government designed to serve the special needs of public sector organizations. Business practices like Position Control, Commitment Accounting, Flexible Service Tracking, Tenure Tracking, 1042S Processing, Contract Pay, Multiple Jobs, and Retroactive Pay/Benefit/Deductions are all supported. All the information needed about every employee is instantly available.

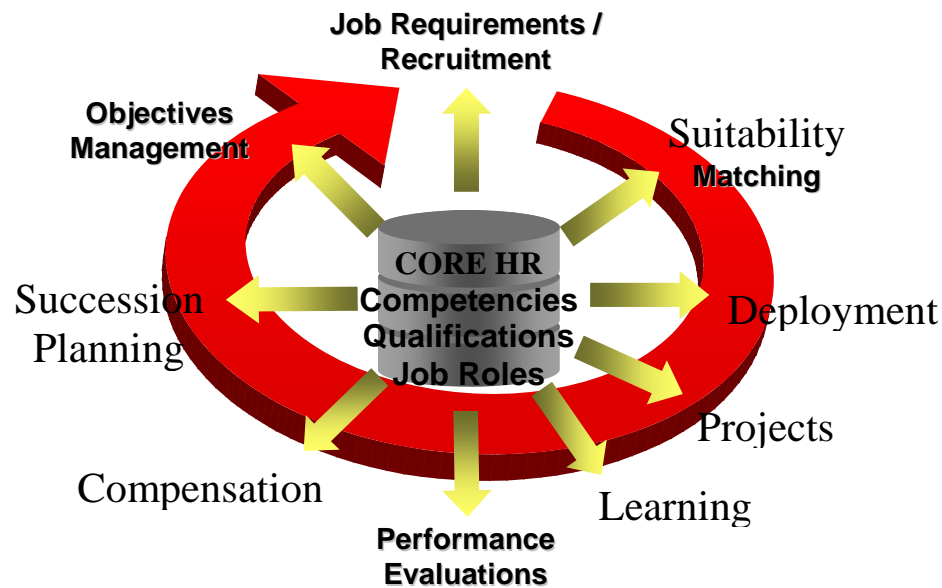


Figure 5 – Enterprise Human Resource

Federated ERP – Human Resources

Human Resource Systems application of the Federated ERP is particularly relevant. Common compliance and automation can take place or be reported upon at a centralized level. Site or departmental specifics can be treated on a one by one basis without impacting the entire system. Reporting can be managed at the enterprise or localized level

- Core HR information can be centralized (Standardization of Data)
- Site/Department specific security, workflow and selected applications
- Integration across platforms
- Flexible structure – Organization changes, and updates across system made easily

PHASE IN ADDITIONAL CAPABILITY

Oracle's PeopleSoft Enterprise HR was designed with diverse Corporate and Public institutions in mind. The modular approach to these applications allow for flexible deployment opportunities. In keeping the FERP (Federated ERP) model in mind, some of these applications will support the entire UC system while others can be used on a campus-by-campus, or department-by-department basis.

The key message is that UCOP can set its own priorities and deploy the capabilities it deems critical at the time. Oracle understands the complexity and scale of the current UC Systems and would recommend a phased implementation approach. Additional discussion and analysis is necessary, but an example of this approach may include:

PHASE 1: Oracle's PeopleSoft Enterprise HRMS

This application will allow the UC System the appropriate foundation for which to build upon. Employee data, positions, base benefits, competencies, and business processes would be housed in this system. Access via the HR Portal system would allow the System to manage the elements that it deems necessary while necessary control and access can be given to the individual institutions, and departments.

A. PHASE 2: Benefit Administration

Oracle PeopleSoft Benefits Administration builds on the foundation provided by the Enterprise HRMS. This comprehensive system provides greater automation and functionality that includes:

- Multiple flexible benefits programs
- Support for concurrent plan year processing
- Flexible credits for benefit plans and programs
- Definition of "core" coverage's and default elections
- Efficient and accurate open enrollment processing
- Printing of enrollment forms and confirmation statements
- Online viewing of employee elections and net payroll effect
- Event maintenance for Employee status changes during plan year
- Table-Driven, Effective-Dated Application
- Retroactive Benefits Processing
- COBRA Administration
- HIPPA Compliance
- Benefits Billing
- FMLA Administration
- FSA Administration
- Dependent/Beneficiary Coverage and Detail

B. PHASE 3: North American Payroll

Since much of the data that is used to manage compensation and ultimately payroll is housed within the HR system, bringing Payroll online in a later phase is often the most efficient approach. Oracle's PeopleSoft

Enterprise Payroll for North America provides the tools to efficiently calculate and report on earnings, taxes, deductions and balances while minimizing the burden on IT managers and payroll staff. Features include but are not limited to:

- Comprehensive and flexible payroll processing
- Accurate tax calculations
- Effective Date Processing
- Multifaceted Payroll Reporting
- Easy integration with other PeopleSoft Enterprise Applications
- Federal, State and Local Tax Updates
- Garnishment Support, Processing and Prorations
- Accurate and Timely Payments to Employees
- Splitting Wages Between Departments
- Access Unlimited Payroll History Online
- Create Unlimited Earnings and Deductions
- Track Deduction Arrears and Define Arrears Repayment Rules
- Handle Multi-Organizational Processing—including Common Paymaster
- Supports Current, MTD, QTD & YTD Reporting
- Tax Support (Federal, State and Local)
- Retro Active Benefit/Deductions Processing
- Process Unlimited Direct Deposits Per Employee
- Pay Employees with Multiple Pay Rates & Multiple Jobs
- Federal & State Disposable Income Definitions
- Automate the proration of concurrent garnishments
- Retro Active Pay Processing.

Concurrent/Future Phased Add-ons

As the UC System or individual campus needs/priorities are identified and or change, capabilities can be added either in parallel with phases 1 – 3 or in subsequent phases on a case-by-case and institution by institution basis. Oracle will work with the UC System and its constituents to determine the most appropriate path and timeline, but the overall system architecture allows for high levels of flexibility. The key business functions listed below may precede the implementation of Human Resources or be accomplished in parallel with Human Resources.

- Enterprise Learning Management
- Recruitment and Talent Acquisition
- Time and Labor
- HR help desk services
- Employee appraisal, development and performance management
- Absence Management
- Employee and Manager Self-Service.

The ultimate goal of human resources is to improve the efficiency, effectiveness and productivity of the workforce. However, none of the basic administrative duties can be neglected without serious consequences. To achieve and enhance workforce excellence, organizations need to shift the focus of HR from administrative tasks to strategic program delivery. HR leaders and senior management must work together to develop a

comprehensive HCM strategy, and then roll out new processes supported by leading technologies. Technologies that are scalable, flexible, and highly functional in capability.

ORACLE CREDENTIAL

Oracle Corporation Credentials

As we described in above in the body of this paper, the University of California System is large, complex and constantly evolving and changing. Each institution has unique mission, needs and capabilities. Oracle is uniquely positioned to assist the University of California System and the Office of the President as it supports the growing and evolving needs of it's federation of institutions.

- Oracle's knowledge, commitment and track record within Higher Education and Healthcare
- Oracle's demonstrated capability to meet the business needs of large, complex and market leading enterprises
- Oracle's acknowledged technology leadership, specifically in Service Oriented Architecture

Oracle's knowledge, commitment and track record within Higher Education and Healthcare

IDC now ranks Oracle as the largest higher education and healthcare vendors worldwide. In fact, facing increased pressure to reduce costs and improve service, more than 7,000 higher education and healthcare organizations use Oracle technology and applications to help increase efficiency, expand student and patient access to information and improve quality of service and care. Over 900 higher education institutions and over 600 healthcare customers use our Enterprise Suite worldwide.

Oracle brings a wealth of experience and knowledge to provide superior solutions and services to the higher education healthcare marketplace. Oracle employees thousands of individuals focused specifically higher education and healthcare across development, support, consulting, and sales/ marketing. In the U.S., Oracle Higher Education and Healthcare consists of over 1,000 resources dedicated to your success. To continue meeting our customers continually emerging and evolving needs, Oracle invests over \$1.7 billion annually on Research & Development.

Oracle is soundly invested in, and committed to, higher education and healthcare today. This is driven and continuously reaffirmed at the highest levels within Oracle, resulting in higher education and healthcare being identified as two of our top five key strategic industries. As a result, Oracle understands the increasing pressures UCOP faces: government regulations, rising costs, and demands for higher quality service and care in an increasingly competitive marketplace. Oracle's integrated higher education and healthcare solutions help you meet these challenges head on.

Oracle is the leader Higher Education applications solutions provider with industry specific solutions built on pure internet architecture. Oracle application solutions and technology are supporting:

- **12 of the top 15** Ranked Academic Universities Worldwide run Oracle applications
- **10 of the top 10** Research Universities run Oracle Applications
- **8 of the 11 Big 10** Conference Schools run Oracle Applications
- **6 of the Top 10** Most-wired campuses run Oracle Applications

Oracle is the leader Healthcare applications solutions provider with industry specific solutions built on pure internet architecture. Oracle application solutions and technology are supporting:

- **5 of the top 6** AARP ranked hospitals run Oracle applications
- **10 of the Top 12** Healthcare Organizations run Oracle applications

- **More than 450** Leading Healthcare Providers run Oracle applications in North America
- **70% of the Top** Multi-Hospital Systems in the US run Oracle

Oracle's demonstrated capability to meet the business needs of large, complex and market leading enterprises

The University of California System is unlike any other enterprise in the world. It's size, complexity and diversity of operations combine to make the UC system preeminent worldwide. Oracle believes we are the only technology partner with experience and credentials capable of assisting the UC system. Our higher education and healthcare experience mentioned above includes many of the other largest and most complex university systems:

- The University of Wisconsin System
- The University of Minnesota System
- The University of Massachusetts System
- The University of Michigan

But to truly find peers of the UC System's size and complexity we must look to our customers in other markets and industries. Oracle is the #1 HCM solutions provider worldwide with over 8000 customers. Oracle application solutions and technology are supporting:

- **9 of the top 10** Fortune 50
- **65 of the top** Fortune 100
- **8 of the top 10** Aerospace and Defense
- **5 of the top 6** Apparel
- **8 of the top 9** Computers, Office Equipment
- **9 of the top 11** Energy
- **5 of the top 6** Food Service
- **5 of the top 6** Hotels, Casinos, Resorts
- **11 of the top 11** Securities (F1000)
- **25 of the top 30** Specialty Retailers (F1000)
- **10 of the top 10** Research Universities
- **10 of the Top 12** Healthcare Organizations

Oracle's acknowledged technology leadership, specifically in Service Oriented Architecture

To meet both it's current and future needs, the University System of California needs a technology partner that has the capabilities the systems needs today and the vision and ability to deliver evolving and emerging business solutions to the UC System tomorrow.

Oracle is the only technology partner that can deliver and support the entire technology stack of business solutions from database, to middleware, to business applications. Oracle's track record of continually meeting our customer's evolving needs has been constantly proven over our 28-year history. This continues to be proven today and tomorrow and is substantiated by the comments of industry analysts regarding our future products.

IDC believes that Oracle will continue to aggressively develop and deliver Fusion Applications as promised to customers and business partners worldwide with the highest priority.

IDC Research
January 2006

AMR Research has spent some time recently looking at how the real Fusion application strategy has evolved and at what Oracle's development team has been working on. When we stripped away all the technology jargon, marketing spin, and competitive posturing, we found that there was a rather clear and straightforward plan to create a next-generation, service-oriented application suite.

AMR Research
March 2006

Project Fusion is the beginning of the vendor's technology commitment -- the project's framework addressing the concerns and needs of Oracle's customers. At the same time, Oracle employs a strategic plan to enlarge its footprint in the applications space.

IDC Research
August 2006