CHAPTER 16

New Applications in Release 11i

uch of the excitement surrounding Release 11i concentrated on CRM (Customer Relationship Management) and the Internet products (iProcurement, iPayment, iStore and iMarketing). The financial applications have not stood still as CRM evolved. Two new applications, Oracle Property Manager and Oracle Treasury, have been introduced. Additionally, to further improve the integration and usefulness of data in the E-Business Suite, Oracle introduced the Business Intelligence System (BIS).

Property Management is of interest to any organization that wants to maximize its return on real property. Companies that own or lease real estate can allocate the cost of ownership to the employees or cost centers that use the space. Companies that lease their property portfolios to tenants can—with minimal administration burden—record their leases, schedule payments for rent and service charges, and recover rent owed. Oracle Treasury takes care of managing cash; by allowing companies to evaluate and manage risk it enables the execution of long-term financial strategy.

The Business Intelligence System makes use of data from all of the E-Business Suite applications to provide performance measurements, operating alerts, and management reports. BIS provides key analysis across all functional areas: Finance, Manufacturing, Purchasing, Human Resource, Sales, Service, Call Center, and Marketing; delivered through a personalized home page accessed with a standard Web browser.

Oracle Property Manager

All companies need physical space to operate—offices for employees, factories for workers, distribution warehouses to hold stock, retail outlets. Some own what they need, rarely move, and do not expand their operations. These companies are still responsible for the property maintenance and facilities management. Yet most organizations have a continually shifting property portfolio. Surplus space is sublet on commercial terms. Property can be sold and leased back to release the capital for business expansion. Leased property gives you the flexibility to lease more or less in the future, or move operations to a more favorable location.

An Overview of Property Management

Whether owned outright or leased, the defining characteristic is that the property is landed property. The property will have land associated with it even if there is no building on the land. Car parks or agricultural land are legitimate business properties. The laborious job of recording all your properties and their subdivisions into buildings, floors, and offices can be simplified if your data is already encoded in a database. Companies with a significant number of properties under management should make use of a *Computer Aided Design* (CAD) or *Computer-assisted facilities*

management (CAFM) applications to hold engineering drawings of their buildings. These systems will know the floor space of each unit. The salient information from these drawings can be extracted and uploaded directly to Oracle Property Manager. Modified data can be exported from Oracle to update the CAD/CAFM databases.

Managing the useful space in the property portfolio is a matter of allocating costs to business units and departments based on their utilization, or leasing vacant space to external tenants. By doing so you will have the following at any point in time:

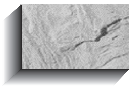
- A measure of how much vacant space is costing you
- Metrics to determine whether ownership is more or less cost effective than leasing
- Cash flows per property

Managed efficiently, your property portfolio can operate at a profit. Departmental managers might grumble at being charged market rent for their space usage but by doing so the property department can run a genuine P&L (profit and loss) account. It takes a P&L analysis to indicate whether in-house property management is cost effective or should be outsourced to companies that have specialized in property and facilities management.

Locations, Buildings, Floors, and Offices

Property data is built into a hierarchy. You set up buildings; each building in turn can be subdivided into floors, and the floors into offices. Each building, floor, and office is a location—it is assigned a location code. The distinction is important; locations are parcels of land, and buildings that are bought or leased. They appear on purchase agreements or leases. Buildings and their subdivisions are simply a convenience for allocating charges for space usage internally. Although the location is presented in the format of a key flexfield, it is in fact something richer, with more data stored at each level. There are predefined data fields at each level of the hierarchy: region, building, floor and office.

Property Manager uses location codes to identify specific locations and associate them with leases. When you set up buildings, floors, and offices you assign each an alias. The building alias becomes the first element of a location code. If you set up floors and offices, their aliases will become the second and third elements of the location code.



TIP

Use consistently a separator character such as an underscore (_), a point (.), or an oblique (/) to separate the floor and office elements in the location code.

Description	Building, Floor, or Office	Alias	Location Code
Building at 2600 Tenth Street, Berkeley, CA	Building	2600TS	2600TS
Third floor	Floor	/3	2600TS/3
Sixth floor	Floor	/6	2600TS/6
Conference room on the sixth floor	Office	/CONF	2600TS/6/CONF

TABLE 16-1. *Derivation of the Location Code from the Aliases*

Figures 16-1, 16-2, and 16-3 show the appearance of the screens used to set up Buildings, Floors, and Offices. Note how the location code (2600TS/6/CONF) in Figure 16-3 has been constructed as an amalgamation of office, floor, and room aliases.

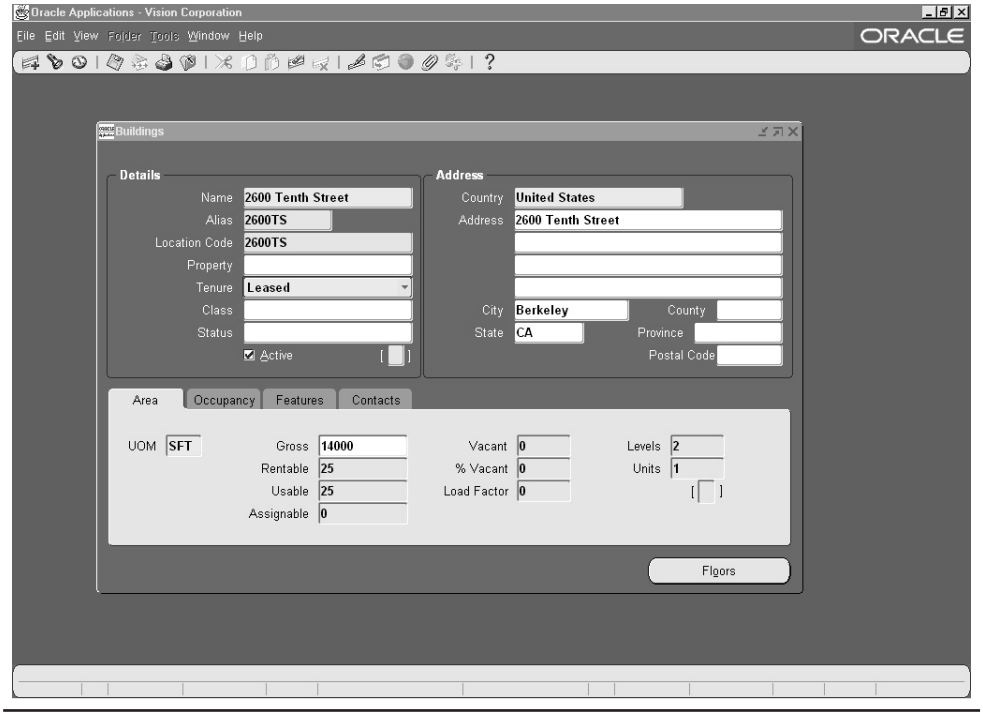


FIGURE 16-1. *The Set Up Buildings screen*

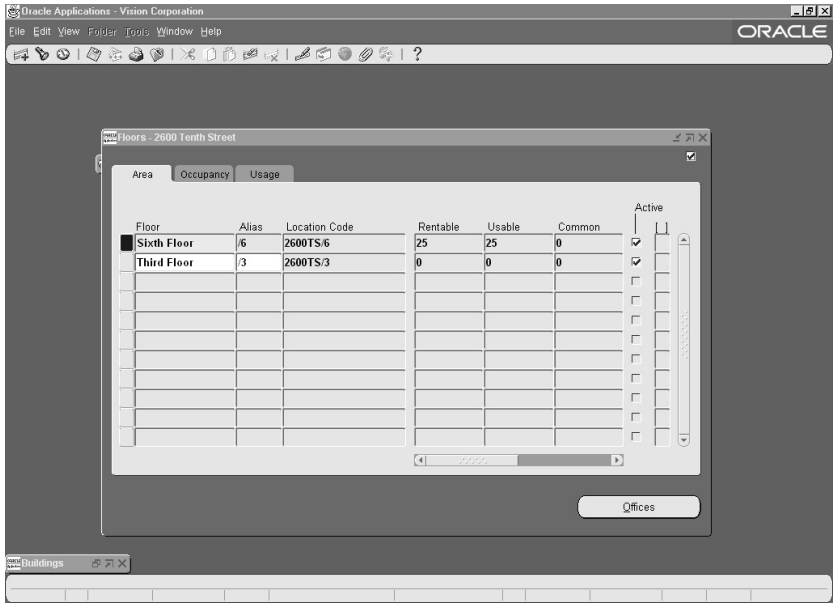


FIGURE 16-2. *The Set Up Floor screen*

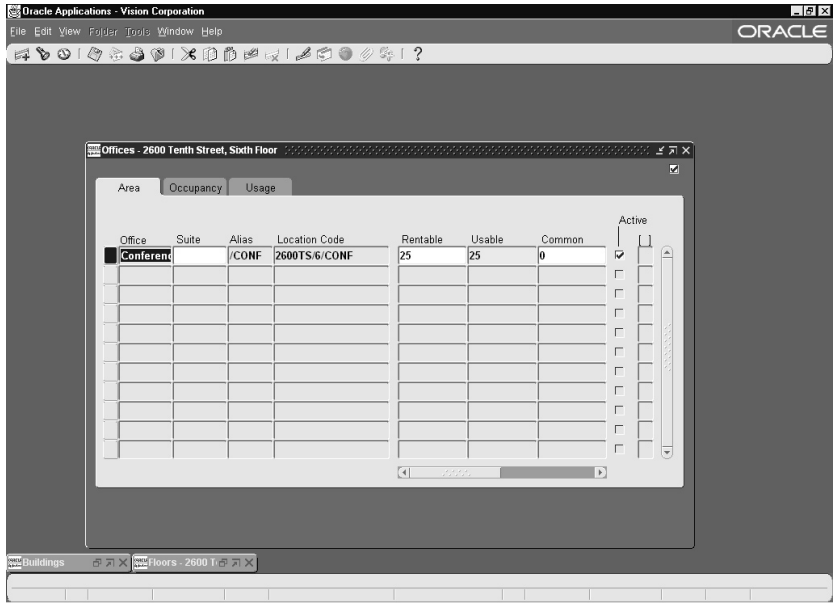


FIGURE 16-3. *The Set Up Office screen*

The total overall floor space of the building is recorded at building level. At office level the floor space is measured for

- **Rentable space** The rentable floor area (which would relate to rent calculations based on $ per square foot)
- **Usable space** The usable floor space
- **Common space** The space taken up by corridors, toilets, or other space

Locations can be designated as part of an Office Park or a Region. You can set up office parks and regions to be independent of each other Navigation path: Locations | Define Regions and Office Parks), or you can set up office parks to be located within a region. After you have set up the office parks and regions, you use the Locations windows to associate specific locations with specific office parks and regions.

Landlords, Tenants, and Leases

Your company might be landlord or tenant, or quite possibly both. Leases determine the contract of occupancy. When you are the tenant the lease is termed a *Master Lease.* When you act as landlord and sublet the property to a tenant the lease is simply termed a *Lease.* A Lease can relate to several locations. The process of extracting from the lease the relevant details that need to be recorded within Oracle Property Manager is called *abstraction*.

You also might need to examine related documents such as conveyance documents, insurance policies, and service provider contracts. The lease relates to one or several locations, and is between two parties: us, and either an external landlord or an external tenant. The Enter Lease screen is shown in Figure 16-4. By setting the lease class you determine whether Payments or Billings are expected under the lease as shown in Table 16-2.

Lease Type	Our Role	Payments	Billing
Direct	Tenant	Enabled	
Third Party	Landlord		Enabled
Sublease	Landlord on the sublease		Enabled

TABLE 16-2. *Lease Types*

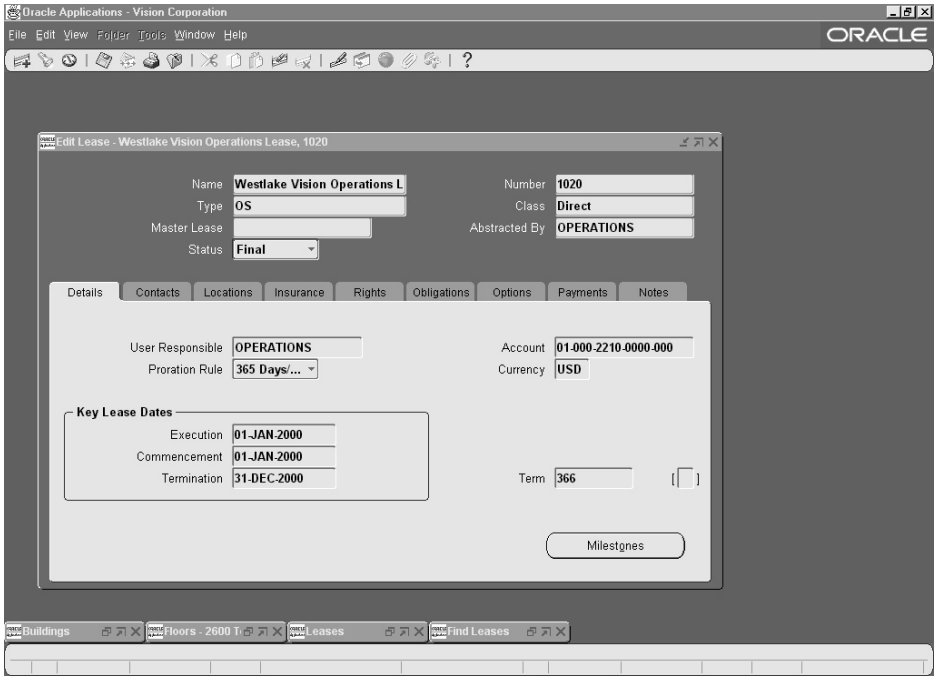


FIGURE 16-4. *The Enter Lease screen*

Lease agreements are administered using the Enter Lease screen, which is shown in Figure 16-4 (Menu path: Leases and Documents | Enter Leases and Documents. Choose the New button to create a new lease). Critical information for the lease, such as rights and obligations under the contract, are recorded here too. Obligations would clarify who was responsible for repair and maintenance.

Lease Payment and Billing

Paying landlords or billing tenants is a four-step process:

1. Enter the terms of the transaction in the Payments or Billings region of the Leases window.
2. Create a payment or billing schedule, made up of individual schedule events.
3. Authorize schedule events in the Authorize Payments or Authorize Billings window.
4. Export payment or billing items to Oracle Payables or Oracle Receivables.

The terms of the transaction describe the amounts, start and end dates, frequency, and the GL accounts that will be affected. For payments you specify a payment term type, which controls how the payments are treated by Oracle Property Manager. The various choices are set out in Table 16-3.

Base Rent is used extensively throughout Oracle Property Manager. The RXI-Rent Roll and Lease Expiration Report determine the total lease liability by summing all payments of type BASE. The NATURAL BREAKPOINT for VARIABLE RENT for a particular period is calculated by totaling the BASE for that period and dividing by the BREAK RATE. INDEX RENT is also calculated from BASE. BASIS AMOUNT is the addition of all BASE payment types defined in the lease for the period in question. This amount is then multiplied with the percent increase in *Consumer Price Index* (CPI) for that period and divided by the frequency to get the INDEX RENT to be charged.

The current integration between Oracle Property Manager, and Oracle Payables and Oracle Receivables does not give the user control over the due dates. Oracle Property Manager creates transactions with schedule dates taken from the date on which the transfer was performed. The application is being enhanced to reflect the normal practice of calculating a due date from the invoice date.

Cash Flow by Property

You can keep track of expenses and revenue for each of your properties by setting up the property as a general ledger subaccount in Oracle Cash Management. This gives

Payment Terms Type	Explanation
ABATE	Abated or free rent. Abatement means that the amount entered must be a negative amount.
BASE	Base rent.
PRE	Prepayment. The frequency of the prepayment is "one time only:" the start and end dates of the prepayment are the same.
PASS	Pass-through.
DIR	Direct.
ESC	Escalation.
RET	Retro adjustment.
SEC	Security deposit.

TABLE 16-3. *Explanation of the Various Lease Payment Term Types*

you access to important financial information about your property such as cash flow, income, and profitability. In addition to calculating current financial data, Oracle Cash Management's powerful forecasting tools also enable you to project future cash flows.

Space Management

Oracle Property Manager allows you to allocate space to employees or cost centers, so that they get charged for their proportionate uses of the property costs. You can specify occupancy at any level within the property hierarchy; namely Regions and office parks, Buildings, Floors, or Offices. You can track space usage at any level by employee, cost center, or both. For example, you can use this information to charge cost centers for the square footage they use, ensuring an economical use of available space.

Integration with Other Applications

Oracle Property Manager is integrated with Oracle General Ledger, Oracle Payables, Oracle Receivables, and Oracle Human Resources. This integration enables you to use your Property Manager records as the source of payments and billings, and use Human Resources records as a source for employee information.

Lease terms span multiple lease payment or billing periods. The lease payment schedules are generated by a concurrent process when a lease is finalized or the lease dates are altered by a lease amendment. The program to create rent schedules is called PNCPMTSC. The program to modify rent schedules is PNMPMTSC. The schedules are created based on the frequency of a payment term in the lease. For example, if the term is for a year and the frequency is monthly, twelve schedules are created, one representing each month.

Oracle Property Management uses the PNEXPAP concurrent program to send rent payable to Oracle Payables. Rents receivable are transferred from Oracle Property Management to the Oracle Receivables open interface using the PNEXPAR concurrent program. These and the other concurrent programs used in Oracle Property Manager are shown in Table 16-4.

Oracle Property Manager calculates (using FASB-13 compliant logic) normalized rent, accrued liabilities, and assets. Account distributions are transferred using the Open Interface to the General Ledger, where they are uploaded as journals.

Property Manager Data Model

The logical data model is shown in Figure 16-5. Property is assigned through the Property Space Assignment to People. This assignment drives the allocation of overhead property costs to internal cost centers, in proportion to the space that the staff occupies. The leases held with external landlords and tenants are recorded in Property Lease. Property Lease Terms determine the rent receivable from tenants (customers in Oracle Receivables) and rent payable to landlords (suppliers in Oracle Payables).

Module	Description
PNCPMTSC	Create Rent Schedules
PNEXPAP	Export Payment Items to AP for invoice creation
PNEXPAR	Export Billing items to AR for invoice creation
PNEXPCAD	Export Locations and Space Allocations Data to Open Interface Tables
PNIMPCAD	Import Locations and Space Allocations Data from Open Interface Tables
PNMPMTSC	Modify Rent Schedules
PNVPURGE	Purge Open Interface Tables

TABLE 16-4. *Concurrent Programs Used by Property Manager*

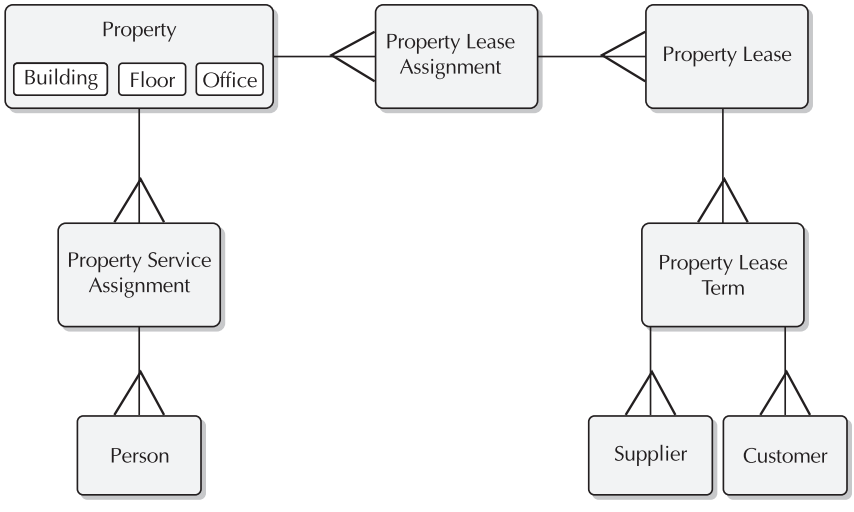


FIGURE 16-5. *Property Manager Logical Data Model*

The logical data model has been implemented with physical tables, as shown in Table 16-5.

Entity	Physical Table Name	Explanation
Property	PN_PROPERTIES_ALL	Categorize building and land. Properties have one or more locations.
Property	PN_LOCATIONS_ALL	Locations are designated space within a property. The space can be a building, a floor, or an office. The floor is linked to the building, and the office is linked to the floor, by means of parent_location_id.
Property Lease	PN_LEASES_ALL	Stores lease information such as the name, number, class, and status of the lease. After the lease is finalized, data elements are protected against updates.
Property Lease	PN_PAYMENT_SCHEDULES_ALL	Stores rent schedules for both landlord and tenant.
Property Lease	PN_LEASE_DETAILS_ALL	Holds lease dates and accounting information.
Property Lease Assignment	PN_TENANCIES_ALL	Connects leases with the property locations that are covered by the lease.
Property Space Assignment	PN_SPACE_ALLOCATIONS_ALL	Stores space assignment information for employees.

TABLE 16-5. *Property Manager Tables and Their Uses*

Oracle Treasury

Treasury departments have two core functions: corporate finance, which is the process of raising long-term finance for a company's expansion or acquisition program and short-term funding, which is the art of understanding the companies' cash flow; and managing surpluses and shortfalls, making use of capital markets to borrow or invest money.

The objective of corporate treasury operations is to optimize financial performance. Passive intervention works on the premise that financial markets cannot be predicted and seeks to neutralize the company's financial exposure; exchange rate exposure is covered by foreign exchange deals designed to eliminate risk. Active management assumes that we can predict market movement; for example, a tire manufacturer predicts rubber prices will rise in six months. Today's favorable price can be locked in by buying commodity futures.

In-house banking can save money. By borrowing from subsidiaries with surpluses and lending to those who need cash, in-house banking minimizes your overall borrowing requirements and thereby your interest charges. In-house currency swaps can be organized between subsidiaries as and when their currency positions are complementary. You save on currency conversion fees. To recognize the opportunity you need a centralized, up-to-date, accurate picture of all positions, spot and forward. Oracle Treasury provides in-house banking features to coordinate liquidity, financing, and intercompany transactions. It allows cash pooling across bank accounts and lets you set interest rates for subsidiaries' transactions to accurately reflect the fair cost of funding.

An Overview of Treasury Operations

Treasury has to be part of an integrated software suite because cash forecasting depends on inflows and outflows generated elsewhere in the ERP: Payroll, Accounts Receivable, and Accounts Payable. Treasury needs to be a separate subledger. Although the deals cast in Oracle Treasury are ultimately accounted for in General Ledger, the GL alone is not sufficient. Deals are opened, have a life, and are closed. One accounting journal reflects the deal value of the opening positions and several additional journals can be generated to reflect interest payments or to revalue the deal throughout its life; a closing position is posted as a journal once the deal is closed. The deal is a single transaction (albeit financially complex), which will give rise to minimum two accounting journals and maybe more if revaluations are involved. Intercompany funding deals will generate journals in both companies' accounts, even though they are entered only once into Oracle Treasury. The treasury manager's prime concern is portfolio optimization; not accounting. He or she wants to be able to see the entire portfolio in one place and track its value over time.

Portfolios and Positions

A deal is a trade; it is a contractual agreement between two parties to exchange an underlying asset at an agreed point of time. A portfolio is a collection of deals. A position is the total commitment in a particular market, the number of contracts bought less those sold. Oracle Treasury associates each deal—and therefore portfolios and positions—with a company, or legal entity that enters into the trade. The company profile associates your deals with a set of books (the set of books within which the legal entity is accounted for) and to the related bank accounts and the contact staff for deals and settlement. Navigate to the Setup | Parties | Company Profiles window to set up companies.

Counter parties are the organizations with which you enter into deals. Brokerages and banks are external counter parties, whereas subsidiaries of your own organization are internal. The counter party may be one with which you enter into foreign exchange or money market deals; they might be a client and you the brokerage (you enter into deals on their behalf); they might be a legal or accounting advisor of yours; or they might be an asset valuer. Navigate to the Setup | Parties | Counterparty Profiles window to set up counter parties.

Different Types of Deals

Once you have set up your company and its counter parties, you are ready to enter deals. The exchange deals Oracle Treasury supports rediscussed in the following sections.

FOREX Spot and Forward Deals A foreign exchange (abbreviated FOREX) deal is an agreement to exchange certain amounts of currency at a specified exchange rate. Spot deals are for immediate delivery. Forward deals are for delivery at a fixed date in the future. A foreign exchange deal can also be a *swap,* a transaction where you and the counter party lend to each other on different terms: either different currencies or at different exchange rates.

Rate Rollovers A *rollover* is a loan that is periodically repriced at a fixed spread above an industry standard rate such as LIBOR.

Money Market Deals The *money market* is a term for borrowing or lending money for three years or less. Issued initially to raise money for the issuer, the securities are bought and sold at exchanges until they mature, when the person holding the security gets the principal amount of the loan repaid. *Securities* are government bonds, treasury bills, or commercial paper issued by banks or other companies. Although called securities, the lending is unsecured and backed only by the reputation of the lender. Solid and reliable issuers such as the U.S. government

pay lower interest than commercial companies, which must pay higher interest rates to attract lenders. Money market deals fall into one of the following situations:

- **Short-term money** Money borrowed for short periods, one year or less.
- **Intercompany funding** The transfer of money from one company to another.
- **Wholesale term money** Borrowing in large amounts from banks and institutions. These deals are rarely exchanged or traded.
- **Retail term money** Mortgages, sinking funds, or hire purchase.
- **Negotiable instruments** An unconditional promise to pay some amount of money. Negotiable instruments are easily transferred from one party to another by delivery.
- **Derivatives** Options and futures are derivatives. They are financial securities that derive their value from the price of an underlying financial asset (a stock, bond, or commodity) or in some cases a market index.

The terms, conditions, and features of each of these deals are radically different and each has its own dedicated window in Oracle Treasury to capture the deal parameters. Figure 16-6 shows the window where foreign exchange deals are entered. The client field is not used at present but will be introduced as more features are added to Oracle Treasury to enable Brokerages to track deals against the clients who made them.

Using Treasury for Cash Forecasting

ERP transactions are either visible in the General Ledger, such as payables and receivables or not yet visible, such as open purchase orders and sales orders. Both are imported into Treasury as Indicative Exposures. To get cash flows from the rest of the ERP, you first must define the cash forecast template. Once you define this template, you can run the Cash Forecasting concurrent program XTRFCAST (XTR_CASH_FCST.Forecast). This program compiles data from Payables, Receivables, Purchasing, Order Entry, Payroll, and user-defined external sources. Any previous data retrieved through this process will be dropped and replaced with the current information. Make sure you have run the cash forecast for the correct date range and company.

Integration with Other Applications

Treasury generates journals that are posted to General Ledger. Both Treasury and General Ledger have interest rate tables. Treasury has its own rates table,

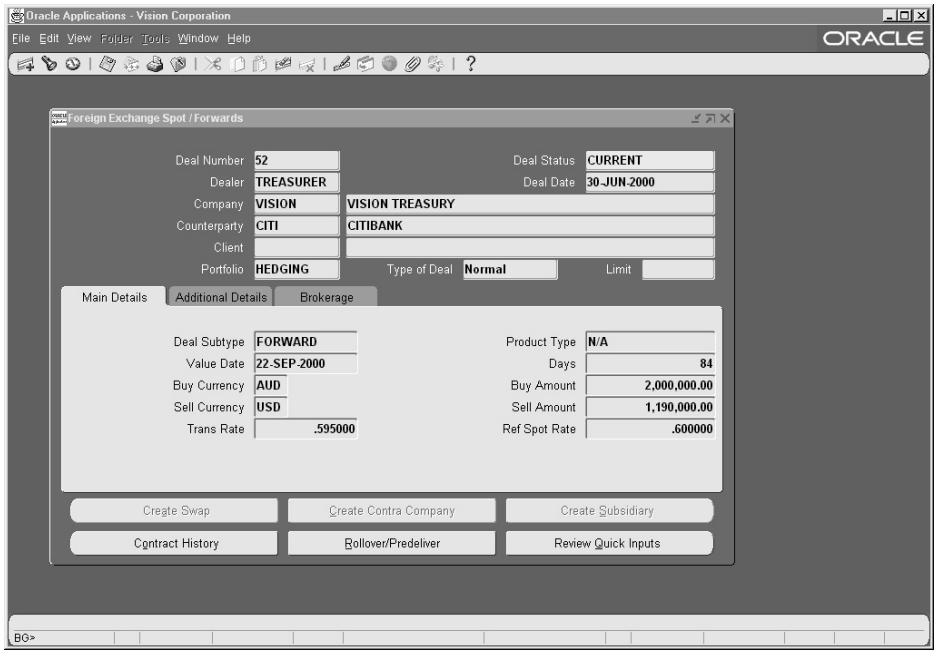


FIGURE 16-6. *The Foreign Exchange window*

XTR_ MARKET_PRICES, which is maintained separately from the GL rates table, GL_ DAILY_RATES. Treasury uses the rates from its own rates table for revaluations and tolerance level checks. Treasury uses the GL rates table when transferring journal entries to GL because treasury requires both interest and foreign exchange rates, and often requires these to be updated on a more frequent basis than GL. Due to the restriction that a company can be assigned only one legal entity, this module impact the functional architecture.

Are Treasury Banks and Account Payable Banks Stored in Separate Tables?

Treasury bank information is stored in a Treasury table (XTR_BANK_ACCOUNTS) and reconciled in Treasury using a separate reconciliation process. All parties and banks used by Treasury need to be recorded in Treasury. The access to this data is limited to treasury users because large amounts of funds are affected. Treasury payments are more critical than AP payments. They must be paid when due or serious penalties could result.

Cash Forecasting in Treasury and Cash Management

Treasury in 11i is based on the Cash Management 11.0 reconciliation engine; the two applications will merge in release 12. For Treasury 11i, Treasury receives its exposure information from Payables, Receivables, Purchasing, Order Entry, Payroll, and external sources Treasury summarizes the exposure information it receives, which is then used to calculate Treasury's various cash positions. In a future release, the Treasury Reconciliation methodology will be included in the Cash Management program and cash forecasting will be taken out of Treasury.

Market Data Feed

Market Data Feed is a new feature in Oracle Treasury Release 11.5.4 that allows you to automatically import critical market data such as foreign exchange rates, interest rates, bond prices, and option volatilities. Because many treasury operations require frequent updates to this market data, this automated method nicely complements the existing ability of manual entry. If you are able to receive an electronic flat file of market data from your bank, broker, or third party rate feed provider, you now can import the information into Oracle Treasury. You can either format the electronic flat file to conform with the sample SQL*Loader control file that Oracle Treasury provides or create your own control file to import the data that is stored in another format. In the end, you will create a Concurrent Request Set that you schedule to automatically import your market data for your Current or Historic Rates. A new open interface table, xtr_market_data_interface, has been added to control the import of market data.

Business Intelligence System

The Business Intelligence System (BIS) is a suite of reports spanning Financials, Projects, Operations, Process Manufacturing, Human Resources, and Customer Relationship Management applications. The style of reporting differs from standard application reporting in three ways:

- Data can be drawn from disparate parts of the operational system.
- Data is structured around reporting dimensions and is pre-summarized.
- Data held in Flexfields can be retrieved and reported.

BIS is delivered using a packaged data warehouse, with prebuilt routines to extract relevant data from the operational transaction tables. The data store structures in BIS are optimized for multidimensional query access. You can also pull data from sources other than Oracle E-Business Suite: other operational systems, other data warehouses, and even SAP or PeopleSoft databases.

Oracle's BIS is delivered in eight separate perspectives, accessed through the Personal Homepage:

- Call Center
- Customer
- Financials
- Marketing
- Operations
- Purchasing
- Process Manufacturing

Each perspective provides intelligence reports, performance measures, alert notifications, and access to roughly two-dozen analysis workbooks. These are prebuilt Oracle Discover templates.

Architecture

BIS uses data modeling principles, set out by Kimball,[1] which have become the de facto standard in data warehouse development. Data is split into measures and dimensions. Measures are the quantities upon which you want to report such as dollar costs, head count, and number of sales. Dimensions are the categories that characterize and qualify the data. Common dimensions are time (such as this quarter, last quarter, financial year to date), Organization (department, cost center), geography (Asia region, Europe and Africa, North California, and so forth). Most reports are a presentation of a measure by a dimension; for example, Last Quarter's Sales by Region; Today's Headcount by Department.

Data and Software Architecture

Dimensions tend to be static or slowly evolving. The data representing measures is continually being augmented. This is only to be expected. An organization only rarely creates new departments; however, new sales figures are coming in every day. The star data model reflects this disparity. The measures are volatile and change on a daily basis. The goal of a data warehouse is to be sufficiently up to date to provide accurate reporting. However, the frequency that the business intelligence repository needs to be refreshed is driven ultimately by the frequency that reports are generated. Daily updates might be appropriate in some circumstances but not others.

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[1] *The Data Warehouse Toolkit,* by Ralph Kimball, 1996, John Wiley & Sons.

ETL (Extract Transform Load) Each perspective has its own ETL program, which summarizes the ERP transactional data and refreshes the BIS data stores with the latest up-to-date position. These concurrent programs must be run before any BIS reports are produced and scheduled to rerun on a frequent basis thereafter. They are listed in Table 16-6.

Intelligence Reports Business Intelligence is delivered either in preconfigured reports or with Discoverer Workbooks. The reports are Web deployed and written in Reports 3.1. Both mechanisms are accessed through Oracle's Self-Service Web Applications. Users can customize their own personal homepage.

Performance Measures Performance Measures are built using Oracle Web Reports. Oracle Web Reports allows you to view your data at a high level by using a standard browser. In addition you can drill from your top-level reports to detailed information.

Perspective	Program	Name
Call Center	BIXSUMPB	BIX Interaction Summary Load
	BIXSERSB	BIX Server Summary Load
Financials	GLOSUM	Financial Item Data Collection
Marketing	CSTBISLD	BIS Margin Analysis Load
Operations	MRPPBIS	Populate Forecast Analysis
Process Manufacturing	PMI_ONHAND_SALES_SUMMARY	PMI Onhand Sales Summary
	PMI_PROD_SUMMARY	PMI Production Summary
Purchasing	POAFTXPO	Populate Procurement Fact Tables
Projects	PAXACMPT	PRC: Update Project Summary Amounts
	PABISUMS	PRC: Refresh BIS Summary Amounts

TABLE 16-6. *BIS Extract Transform and Load Programs*

Workbooks Workbooks uses Oracle Discover technology to enable you to create ad-hoc queries and reports. Discoverer uses the End User Layer (EUL) as a basis for building Discoverer workbooks, which allows you to drill to detail level information and pivot your financial data using the prebuilt Financial Intelligence workbooks. To access the workbooks you need Discoverer 3i. You can also use the existing EUL as a basis for creating new reporting business areas and new workbooks.

Finance Intelligence Content

Content is delivered in BIS as reports, performance measures, or Analysis Workbooks. Table 16-7 lists the content available within the Financials perspective.

Management Area	Intelligence Reports	Performance Measures	Analysis Workbooks
Revenue Growth	Revenues	Revenue	GL Analysis
	Sales Revenue	Sales Revenue Growth %	Product Revenue Analysis
	Customer Satisfaction	Return by Value	Customer Satisfaction Analysis
		On-time Shipment by Line	
		On-time Shipment by Value	
		Actual-to-schedule	
	Product Quality	Scrap %	Product Quality Analysis
		Production Yield	
	Resource Utilization	Resource Utilization	Resource Utilization Analysis
	Manpower Trends		
	Summary Manpower Analysis		
	Manpower Gains		
	Manpower Losses	Manpower Separation	
	Separation Trends by Leaving Reason		
	Separation Trend by Service Band		
	Separation by Competence		
Profitability	Profit Margin		GL Analysis
	Contribution Margin		GL Analysis
	Earnings Per Share		
	Current Ratio		GL Analysis
	Analysts Summary		

TABLE 16-7. *BIS Content for Financials*

Management Area	Intelligence Reports	Performance Measures	Analysis Workbooks
Expenses	Expenses		
	Invoices and Payments		
	Cash Forecasts		
	Expense Reports		
	Nonconformance by Organization		Quality Nonconformance Analysis
	Nonconformance by Defect Code		Quality Global Results Analysis
	Nonconformance by Item		
	Nonconformance by Lot		
	Nonconformance by Plan		
	Nonconformance by Plan Type		
Assets Utilization	Asset Responsibility		
	Asset Aging		
	Asset Aging by Category		
	Asset Cost Distribution		
	Resource Utilization	Resource Utilization	Resource Utilization Analysis
Risks	Forecast Accuracy	MRP Forecast Error %	
		MRP Forecast Error % by Demand Class	
	Collection Indicators	AR Turnover	
		Days Sales Outstanding	
		Weighted Average Balance	
		Weighted Average Days Late	
	Trading Partner Activity		Receipt Analysis
			Billing Analysis
Cash	Cash Forecasts		Cash Flow Analysis
			Limits Utilization Analysis
			Net Position Analysis
Projects	Project Performance		Project Margin Analysis
			Project Revenue Analysis
			Project Cost Analysis

TABLE 16-7. *BIS Content for Financials* (continued)

Conclusion

Oracle Property Manager and Oracle Treasury are genuine subledgers that plug gaps in the traditional Receivables Payables setup. These applications will be of interest to large corporations, which typically perform property management and treasury functions in house; and niche players in the facilities management and finance businesses. Real estate companies and finance brokerages no longer need to implement specialized packages and integrate into their back office accounting systems. These functions are, with Release 11i, available in one single integrated suite.

Oracle Business Intelligence magnifies the usefulness of operational data buried in the E-Business Suite. Prebuilt reports, with Web drill-down, and Discoverer workbooks are tuned toward performance measurement, early warning of business issues and accurate financial analysis and forecast. Whereas all the extract and summarization routines are prebuilt, as are standard reports and workbooks, you can readily extend and modify Discoverer workbooks to focus on the parameters relevant in your organization.

Relieved of the burden of designing and programming a custom data warehouse, BIS customers can concentrate their efforts where it is most fruitful: on the quality and content of their reporting output.