

CLOUD ERP SYSTEM FOR ENTERPRISES – KEY CONSIDERATIONS

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CLOUD ERP SYSTEM FOR ENTERPRISES – KEY CONSIDERATIONS

Executive Summary

In the past decade, companies have increasingly been opening factories and offices in China, India and other countries in an endless chase for lowest-cost, high quality labor and to enter new markets. The result has been mergers, acquisitions, consolidations and new subsidiaries. In the midst of this global expansion, enterprises have turned their focus to global efficiency, cost reduction and regulatory compliance, pursuing uniform and consistent process strategies including shared services. While doing all this and more, enterprises want to be flexible, agile and swift to respond to today's ever-changing, unpredictable and hyper competitive business environment. They want to be able to achieve all this and still focus on their core competencies.

Almost all major companies rely on ERP systems to manage just about every business process in every part of the enterprise, mostly legacy on-premise systems. These legacy ERP vendors claim that a single ERP instance spanning the enterprise and subsidiaries is the best solution. Among their rationale is the contention that a single instance allows companies to reconcile business processes and data, providing significant value in improved integration and decision-making. There is also a presumption that any unique requirements met by third-party solutions will be significantly outweighed by the value of integrated processes and data. Those arguments are compelling, but caveat emptor! The pain and expense of legacy and on-premise ERP implementations are well known but often underestimated until the deployment

is well underway. Take the example of a decision by leading global beauty company Avon to halt the rollout of SAP's new Order Management system, with the cosmetics giant having to take up to a \$125 million charge for the failed project.¹ In another example, a newly released audit report has found that the price tag for troubled SAP project will skyrocket to nearly \$1 billion.² There are many more such examples of large projects that not only fail more often but also deliver less.

That brings us to the million-dollar question—if an enterprise is stuck with on-premise ERP at the corporate level but does not want to go through the painful experience and costs at the subsidiary level, what are its options? What is stopping it from pushing the on-premise ERP system at the corporate level out to its subsidiaries? From harsh experience, enterprises know that such a step would require enormous resources in servers, software and network infrastructure, IT personnel, training, and maintenance costs just to manage local ERP systems. Implementing the system and integrating it with the corporate office could take months, if not years. Equally undesirable is letting each new subsidiary keep their own legacy systems or allowing them to choose their own solutions—a certain recipe for operational

chaos, disintegration, inconsistent governance, and lack of visibility and control into finances and key performance indicators—requiring more resources to patch and maintain the hairball of systems.

The answer? Deploy a cloud-based ERP system at the subsidiary level, which can sidestep the proverbial Morton's Fork.

However, selecting a cloud ERP vendor can be challenging and making the right decision for your business is key to a successful ERP implementation. There are several factors that need to be considered beyond evaluating just the functionality offered by the cloud ERP solution.

A thorough evaluation demands making sure that the cloud vendor has the capability to support your business needs as they evolve over the course of years and decades, essentially future-proofing your business.

This paper proposes several evaluation criteria as a starting point for what you, as a business leader, should be looking for in a cloud ERP vendor.

¹ [http://www.informationweek.com/software/enterprise-applications/avon-pulls-plug-on-\\$125-million-sapproject/d/d-id/1113061](http://www.informationweek.com/software/enterprise-applications/avon-pulls-plug-on-$125-million-sapproject/d/d-id/1113061)

² <http://www.pcworld.com/article/2691712/price-tag-for-troubled-sap-project-will-skyrocket-to-nearly-1-billion-audit-says.html>

Chapter 1

CLOUD ERP SYSTEM FOR ENTERPRISES

A cloud-based ERP system at the subsidiary level lets companies run the equivalent of two ERP systems at once: one at the corporate level and one at the division or subsidiary level. It enables organizations to keep existing ERP investments at the corporate level, while empowering divisions or business units to innovate with a second ERP system. Cloud-based solutions for ERP, financials, CRM, ecommerce and supply chain are increasingly being implemented at subsidiaries, divisions and geographic locations of multi-entity companies. This hybrid approach, also known as a two-tier model, gives organizations lower cost, faster time to value and the cross-enterprise transparency of a cloud solution, while enabling the company to preserve its investments in on-premise ERP at headquarters.

Cloud ERP systems can be quickly and affordably implemented, rolling up financial data through pre-built connectors to a SAP or Oracle system at headquarters.

Although this hybrid ERP architecture can be created with a combination of systems, a model that enables a third-party cloud-based ERP system at the subsidiary level excels because of the inherent advantages of rapid and scalable deployment.

The end result gives headquarters the realtime visibility it needs, at a much lower price. This model enables subsidiaries to configure ERP to their own special needs and support their local requirements. It also ensures that a remote subsidiary does not end up with a cumbersome, hard-to-maintain on-premise ERP deployment.

The model offers other benefits such as lower capital and ongoing IT costs, greater operational efficiency and visibility, increased speed and flexibility, support for regulatory

“In many areas, SaaS has become the preferred delivery model. Now SaaS users are increasingly demanding more purpose-built offerings engineered to deliver specific business outcomes.³”

Sid Nag, Research Director, Gartner

and geographic requirements, and getting acquisitions or new subsidiaries up and running faster and ensuring local operations can be productive quickly. This puts forward the case for large enterprises standardizing on a single cloud-based ERP at the subsidiary level, enabling more rapid deployment with less overhead. Implementing all the subsidiaries on the same cloud-based system brings further advantages because it is faster, easier and cheaper to link, coordinate and govern the local ERP instances.

Cloud is the De Facto Standard for Doing Business

Enterprises in the market for ERP solutions are increasingly considering a cloud strategy at the subsidiary level.

Industry research and analysts suggest that the cloud has become the de facto standard for doing business.

- Forrester shows that in 2018 we will cross the 50% adoption milestone for cloud technology.
- Gartner says the cloud is the number one technology affecting IT today.⁴

- By 2019, more than 30% of the 100 largest vendors' new software investments will have shifted from cloud-first to cloud-only.
- By 2020, anything other than a cloud-only strategy for new IT initiatives will require justification at more than 30% of large-enterprise organizations.
- By 2021, more than half of global enterprises already using cloud today will adopt an all-in cloud strategy.
- The worldwide public cloud services market is projected to grow 21.4% in 2018 to total \$186.4 billion, up from \$153.5 billion in 2017, according to Gartner, Inc.
- Software-as-a-Service (SaaS) remains the largest segment of the cloud market, with revenue expected to grow 22.2% to reach \$73.6 billion in 2018. Gartner expects SaaS to reach 45% of total application software spending by 2021.

³ <https://www.gartner.com/newsroom/id/3871416>

⁴ <https://www.gartner.com/smarterwithgartner/cloud-computing-enters-its-second-decade/>

Chapter 2

DRIVERS FOR AN ENTERPRISE CLOUD ERP PLATFORM

At a high-level, the following scenarios make the most sense for enterprises to deploy a cloud-based ERP system at the subsidiaries.⁵

- **Standardize Subsidiaries** – When enterprises want to standardize divisions, subsidiaries and regional operations on a single solution with global consolidation and rollup capabilities thus increasing agility and getting better visibility into subsidiaries.
- **M&A, Divestitures** – Cloud-based ERP system offers a strategic response to quickly integrate new companies or business units and efficiently manage joint ventures and divestitures.
- **New Markets** – When establishing a presence in new and emerging markets, a cloud-based ERP system helps automate and integrate complex business processes and extend global reach, while meeting local needs and gain entry into new markets faster and more affordably than ever before.
- **New Business Models** – In order to make the shift to support new business models such as new billing models (recurring and subscription-based revenue), services companies selling products and vice-versa, a cloud-based model optimizes existing investments while easily launching new business models.
- **New Channels** – As companies experiment with new revenue models, cloud-based ERP facilitates the entrance of new sales and distribution channels such as ecommerce (examples: manufacturers going direct to consumer, B2B going B2C and vice-versa) as companies need technology that can support the new channels.

⁵ Accenture & NetSuite: Delivering High Performance Through the Cloud 2014

Chapter 3

CLOUD ERP EVALUATION CRITERIA

If an enterprise is considering a cloud-based model, how should it go about selecting the right vendor? Here is a good start for what they should be looking for in a cloud ERP vendor.

A True Cloud Solution

Cloud technology has not only changed business practices, but seriously disrupted the vendor landscape. Many established software providers have still not caught up in this increasingly sophisticated market.

It's important to make the distinction between a true cloud solution and a hosted service with a 'cloud' label slapped on it. While on the surface these cloud whitewashed solutions may seem like good value, their shortcomings will be quickly exposed.

A true cloud solution must be a real-time, multi-tenant, single source application, with unlimited access from any web device.

Vendors should not require customers to ever manage upgrades or infrastructure. Very few cloud companies today can offer this, especially for complex systems that operate an entire business on a single application. Trying to tie together numerous, disparate

technologies into a central system may seem like a good idea initially and promoted as such by the traditional ERP vendors, but ultimately leads to a hairball on which your business will eventually choke. Additionally, fake cloud systems often impose an additional fee for the privilege of being hosted in the fake cloud. These hosting fees mean that the system is even more costly than it would be to maintain internally without most of the benefits a true cloud solution would offer. These are exactly some of the problems enterprises are trying to get away from in a cloud-based model.

Flexible Configuration

Managers are often called upon to think globally and act locally. In other words, somehow marry the best aspects of centralization and decentralization. Thanks to Service Oriented Architectures (SOA), cloud computing and orchestration, enterprises today are able to deploy ERP strategies that harness the advantages of both centralization and decentralization in real-time. The enterprise application should enable a combination of decentralized and centralized configurations, where some of

the processes are managed by the local cloud-based system and the remaining processes are managed by a centralized ERP system. Whether the business unit is a sales and marketing operation or includes distribution, the application should be able to comprehensively model the business processes that need to be supported in a cloud framework.

Full Financial Roll-Up

The enterprise application should enable a multi-tier organizational hierarchy and consolidation, where the information from local business units can be rolled up into one or multiple levels of hierarchy. For example, Hong Kong operations might roll up into the Far East business unit, which rolls up into the APAC business unit—all on the cloud enterprise application system, which eventually rolls into the corporate ERP system.

Integration Capabilities

The cloud application should have the ability to integrate with corporate ERP and roll up transactional data into the parent system such as invoices, purchase orders, shipments, inventory adjustments, invoicing, sales orders, receivables and payables, etc. Transaction-level data integration should support a model in which a number of such processes must be centralized within the corporate ERP instance. Roll-up level integration should support a decentralized model in which the division or business unit is fairly autonomous and rolls up consolidated statements to corporate.

Additionally, since many organizations need to integrate standard ERP functionality with vertical industry applications and other in-house apps, the cloud vendor must support a wide variety of integration options ranging from flat file import/export to dynamic web services and published APIs.

International Capabilities

The cloud application should support multiple languages, currencies, taxation rules, sales commission structures and reporting requirements. At a minimum, the system has to be adaptable to the applicable national currency and local tax rate. Adapting the system to the country-specific financial and payroll accounting regulations would require a more intensive localization effort.

Customizations

There is no industrial strength ERP system that will work for every business out of the box. Most enterprises build custom extensions on top of their ERP platforms. Customizations are a way of life. A cloud-based ERP system should provide a comprehensive cloud customization environment, whether extending the system to fit business needs or developing completely new applications. Tools should include workflow management, scripting capabilities, analytics, web services and more.

Customizations must automatically migrate with every upgrade, enabling you to customize with confidence.

Ideally, a company should choose a platform with superior extensibility that enables IT resources to easily transfer skills.

Your experience with on-premise vendors and the shackles of version lock may have you shying away from customization but with a true cloud platform that migrates all your customizations forward automatically with every release, customization is how you build in your very own secret sauce, which keeps you ahead of the competition. So remember, customization is not a dirty word: only the way to tailor your last mile.

Upgrades

Upgrading an on-premise ERP package can be a multi-year endeavor (and sometimes a career-ending project). One of the key benefits of cloud-based ERP is that upgrades are applied automatically by the vendor in a manner designed to minimize disruption. You need to explore the upgrade process and assess potential landmines and adaptations that may be required. You should never have to worry about version lock because customizations should carry over automatically with each new release.

Ecosystem

Many enterprises have augmented their on-premise ERP environments with point solutions specific to their industry, business or target markets. For example, functions such as résumé processing, recruiting, payroll and tax processing, ecommerce integration, and

Here is a checklist when selecting consultants to assist with your cloud implementation:

- Demonstrated expertise in the solution you are buying.
- Expertise in your specific vertical specialized software add-ons that could benefit you.
- Complementary solutions – Some partners have deep expertise in specific vertical segments that they develop.
- Global implementation expertise.
- Cloud integration skill – Ensure your partner knows how to leverage “cloud-to-cloud” integrations using web services.
- Hire a company you like and trust.

more. Companies need to verify and ensure that third-party applications implemented in their current environment work with a cloud ERP solution, and size up the cloud vendor’s partnerships with ISVs offering complementary applications.

Additionally, the vendor’s cloud ecosystem should include applications, consultants, integrators, partners, third parties and anything in their environments that has a bearing on the other components that enable their services to participate in an ecosystem. The collective set of capabilities from multiple organizations

and services spanning multiple platforms and cloud environments together should form an ecosystem that feeds and builds upon each other and generate best practices and reusable processes and communities.

After purchasing a new ERP system, it must be implemented—that is, configured to work in your organization. This process of implementation is the bridge between new ERP software and a go-live point, where it can be used to perform real work.

Security and Compliance

Most organizations don't invest enough in ongoing routine maintenance of their systems which leaves them vulnerable to security threats. With a cloud-based solution, companies no longer have to worry about whether they are adhering to routine maintenance schedules or not. Look for high levels of security when evaluating potential cloud vendors, ranging from secure data center facilities and data management practices, to product security such as role-level access and operations security practices including 256-bit TLS encryption and system monitoring. Vendors should also meet audit, security and compliance standards such as, but not limited to, SOC 1 Type II, PCI-DSS and EU-US Privacy Shield framework, SOX, National Institute of Standards and Technology's (NIST) special publication 800-30 and the ISO 27000 series of standards.

Uptime

As part of the SLA (Service Level Agreement), your cloud vendor should supply uptime guarantees and explanation of the redundant systems in place to protect against major system failure. To put this in perspective, if your cloud provider guarantees 99.9% uptime this means in the worst case scenario your system would be down less than 8.76 hours per year. Likely if you carefully tracked the uptime of your on-premises system, you would find it is down more often than you realize.

Global Services and Support

Professional services and support (either from the cloud ERP vendor or its partners) must have a global footprint and customers should be able to source skills locally. This is a critical requirement since the customer is likely to implement the cloud ERP system in divisions that are operating in smaller markets, and any inability to access local resources significantly reduces the benefit of a cloud ERP model's lower cost and risk.

Referenceable Clients

Whether you are purchasing ERP software directly from the vendor or from a reseller, take the time to check the references. And don't just check the ones the vendor/partner gives you—but ask around. These references should be companies that the vendor has provided a similar product to. When you contact the references, you should ask them if the software met their needs as expected,

if they are happy with the service provided by the vendor, how the vendor reacts when problems arise, how the overall efficiency has increased as a result of the software and if the employees are happy with the software.

Vendor Stability

After you've determined which vendors are industry leaders, evaluate each vendor's financial stability including its available cash, its ability and desire to continue product investments and upgrades, its outstanding obligations, and company profile and credit ratings. Review annual reports. Read industry and analyst opinions. Ask for company statistics. Read their product release information. The more information you have available, the more informed decision you can make.

Find out how long the vendor has been in business. How large is their install base? ERP vendors that have been operating for a number of years and have a larger install base are much more stable than those that have only been around for a few years.

Experienced vendors can also teach you new and efficient ways to operate your business. They can take years of industry leading cloud practices, and the experience of thousands of implementations which can include new deployment methodologies, business optimization methods and customer engagement models to deliver more value while making innovations more accessible. Also, look for any negative or critical reviews of the vendor—it's best to look at not just the positive, but the negative reviews as well in order to get a good feel of the strengths and weaknesses of the vendor.

You want a vendor-partner that would be viable over the long-term, that is focused on the ongoing development of its product and that understands and is in sync with your expectations of a partner in terms of support, requirements and flexibility.

KEY TAKEAWAYS

It can be said with certainty that cloud is reshaping the ERP landscape. The revolution is well underway in businesses of all sizes and across all industries. The question business leaders should be asking is if they are prepared to lead the transition.

Getting information on questions like these is the first but critical step in vendor evaluation for a cloud-based ERP model. A detailed analysis should follow, which should include a clearly defined business case, interviews with key stakeholders, an evaluation of the cost of various cloud ERP options and a detailed analysis, external and internal, to assess the move forward towards ERP selection process.

The flexibility and simplicity inherent in cloud-based systems enable enterprises to adapt to new ways of work that were previously expensive or difficult to attain such seamless mobility with wireless devices, anytime, anywhere access, embedded analytics and the ability to serve a globally distributed organization with great ease.

By using a cloud-based ERP strategy, organizations with multiple subsidiaries stand to gain from comprehensive, highly customizable solutions, lower costs, as well as greater innovation and agility than they could achieve using a single, large-scale traditional, on-premise ERP solution throughout their organization. However, they need the right cloud ERP solution that provides comprehensive functionality, is highly flexible and adaptable, and offers robust, easy-to-configure and maintain functionality that reduces TCO and can fully deliver the benefits of a cloud-based ERP strategy.

NetSuite – Your Cloud ERP Solution

You may want to consider NetSuite to standardize on subsidiaries, to enter new markets, while considering new business models, as a strategy for M&A and divestitures. NetSuite has helped multi-entity, multinational companies in a range of industries capitalize on the benefits of the cloud-based ERP model at the subsidiary level. Deployed in 199 countries and dependent territories, 24 UI languages, 100+ countries tax calculation and reporting, transactions in 200+ countries and dependent

territories, supporting 90+ bank payment formats and 190+ currencies updated daily, NetSuite OneWorld enables efficient financial consolidation at both global and local levels while powering front- and back-office operations on a worldwide scale.

Highlighted below are some examples of companies that have achieved success by deploying NetSuite for ERP/financials, CRM, PSA, ecommerce, supply chain and more at their satellite operations, and synching with on-premise ERP at headquarters.



A \$14B FOOD AND AGRICULTURE GIANT GETS FASTER CONSOLIDATION ACROSS GLOBAL SUBSIDIARIES

“NetSuite OneWorld absolutely gives us the ability to be flexible and innovate. NetSuite has been critical in helping us enter new markets quickly, efficiently and effectively.”

— Mike Macrie, CIO, Land O'Lakes

For Land O'Lakes, a leading US agricultural cooperative, implementing NetSuite OneWorld across several subsidiaries and joint ventures in the US, Mexico and China allowed it to standardize on a shared, multi-company ERP system that integrates to a core Oracle ERP platform at corporate headquarters. The deployment eliminated a number of disparate systems currently in use in the second tier, together with the various consolidation processes associated with them. The 9,000+ employee organization gained from a more consistent process and better consolidation and reporting that helped streamline its operations and provided a platform for growing its international business.

NetSuite OneWorld's support for different languages and currencies has proven critical to Land O'Lakes' ability to rapidly enter the emerging markets it is targeting. Land O'Lakes is now equipped to pursue strategic global growth objectives across Latin America, Europe, Asia and Africa, both organically and through mergers and acquisitions. NetSuite plays a central role in Land O'Lakes' transformation to improve growth, business agility and competitive advantage.



ASIA'S BIGGEST FAST FOOD CHAIN STANDARDIZES ON NETSUITE ERP FOR RAPID, COST-EFFECTIVE ROLLOUTS

“NetSuite OneWorld gives us a way to deliver a standard platform across the organization that supports our continued growth and development.”

— Jollibee Foods

Fast-food restaurant chain Jollibee Foods, headquartered in Manila, Philippines, used a two-tier approach to enable an accelerated rollout initially to Vietnam, where it brought 10 stores live in the space of two months, and then to 256 stores in China. Jollibee’s corporate headquarters uses Oracle for financial management and reporting. Before implementing NetSuite in place of a patchwork of legacy systems with no real integration, it had managed reporting and

consolidation via email. This inevitably prevented Jollibee from acting as a truly coordinated international entity, making timely and informed decisions difficult.

The introduction of NetSuite OneWorld to its subsidiaries has enabled real-time visibility across territories and optimizes operating, purchasing and expansion decisions. In addition, it has allowed Jollibee to consolidate international financials and enforce corporate governance standards.



WORLD'S LARGEST CARPET MANUFACTURER IS OPERATING ONE COMMON ERP SYSTEM TO EXPAND GLOBALLY

“This is a very viable model that allows you to scale out. Every company wants to be in this cloud model.”

— **Roddy McKaig**, CIO, Shaw Industries Group

A Berkshire Hathaway subsidiary, Shaw Industries turned to NetSuite for its launch of a new 210,000-square-foot manufacturing plant in Nantong, China to produce carpet tile for Asian markets. Shaw Industries needed an ERP solution that could scale across a complex global environment with a lean IT footprint, low capital expense and swift deployment. The \$4.5 billion company wanted a solution that also supported the Mandarin language and multi-currency conversion and featured manufacturing capabilities. With its China plant, Shaw sought to reduce by several weeks the time required to deliver product to Asian markets, vs. shipping U.S.-made carpet tile overseas.

Shaw selected NetSuite as a critical element of its strategy for global growth by producing carpet tile for Asian markets from its China factory. Due diligence and evaluation of

leading ERP applications led Shaw to conclude that NetSuite OneWorld was best suited for its international initiatives. NetSuite's repeatable deployment model positions Shaw to quickly equip new global subsidiaries with ERP as international business grows.

NetSuite OneWorld gives Shaw visibility and control over the China plant and 10 international subsidiaries in countries including China, India, Luxembourg, Hong Kong, Singapore and Australia. In a two-tier ERP model, Shaw links OneWorld for international operations to an Oracle system at its headquarters in Dalton, Georgia.

The real-world success of these and hundred's of other NetSuite customers is a testimony to NetSuite's mature platform and proven solution that is driving quantifiable business benefits today.



FAST GROWING BUDGET AIRLINE SOARS INTO THE CLOUD WITH NETSUITE ERP

“We looked at other major and more established ERP, but NetSuite was the clear winner in meeting our requirements for cost-efficiency, fast deployment, real-time visibility into the business and flexibility.”

— Scoot Airlines

In 2011, Singapore Airlines launched Scoot, a subsidiary offering low cost, medium and long-haul flights across Asia and Australia. As a start-up, Scoot needed an ERP system that integrated with its parent company’s SAP software, sans the long-haul implementation and high infrastructure costs associated with on-premise deployments. Scoot looked at major ERP vendors but set its sights on the cloud for its cost-efficiency, fast deployment and flexibility.

Scoot, with partner M.SaaS Solutions, deployed NetSuite in a two-tier ERP model, integrated with SAP at Singapore Airlines. NetSuite runs vendor payments, revenue management and fixed asset management

for fleet worth more than 2 billion Singapore dollars. NetSuite enabled robust enterprise-class security and multi-currency support.

Savings enabled through automated accounting processes left capital to invest in fleet expansion. The intuitive user interface allows for easy onboarding to support growth. Real-time visibility into financial performance and key expenditures allow management to make better business decisions.

Scoot now flies to 15 destinations across Southeast Asia and Australia, and plans to expand its market presence by tripling its fleet size, adding 20 new Boeing 787 Dreamliners. Adding NetSuite CRM, BI, budgeting and forecasting functionality will empower growth.



GLOBAL FOOTWEAR AND SPORTS EQUIPMENT MULTINATIONAL SPEEDS-UP EXPANSION WITH NETSUITE ERP

“We were looking for a platform that could enable us to handle complex business operations across Southeast Asia and could accommodate local tax compliance requirements. NetSuite met all of our requirements in a tight timeframe.”

— **Takahiro Mizumoto**, Manager, SCM Solution Team, Global IT Division, ASICS Corporation

ASICS is a Japanese multinational corporation which produces footwear and sports equipment designed for a wide range of sports. To support its expansion in Southeast Asia, ASICS needed ERP software that could quickly be provisioned for sales operations in India and Singapore, managed without an IT department, and was flexible enough to integrate with on-premise financial software at its headquarters. Seeking to reduce TCO, ASICS looked to the cloud and a two-tier ERP model to provide real-time visibility across the entire organization.

A three-month deployment of NetSuite OneWorld allowed ASICS to launch its Singapore subsidiary in four months, and India in six. The two-tier ERP model is integrated

with a system at headquarters to provide one version of data and end-to-end visibility into financials, accounting, order management and inventory management.

NetSuite’s robust regulatory reporting allowed ASICS to easily establish direct sales and marketing in Singapore, replacing a distributor it had been using since 1981. Enhanced visibility into stock enables reliable shipping to East Asian customers, increasing client satisfaction.

Subsidiaries can monitor business performance in real-time and issue daily reports to headquarters. This visibility into performance, coupled with a scalable, repeatable two-tier ERP model, ensures that ASICS can quickly establish subsidiaries in the region, and ensure its success.

ABOUT THE AUTHOR



Anand Misra is a Principal Product Marketing Manager at NetSuite. He is responsible for driving messaging and positioning through white papers, presentations, website and sales collaterals. Anand also develops content to assist marketing, lead gen, lead nurture, and for cross-sell/up-sell campaigns at NetSuite. With over 14 years' experience in product marketing and product management, Anand has helped launch multiple new products over the years. Prior to joining NetSuite, Anand was a Sr. Product Marketing Manager at ADP. His work experience also includes roles at Thomson Reuters, Wolters Kluwer and start-ups. He holds a BS in Biology, MS in Communication and Journalism and MBA in Banking & Finance.

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