

Our implementation/upgrade - lessons learned

Peers to discuss their experiences.
What went well? Where did we go
wrong? Learn from the ones that have
done the journey.



JD EDWARDS NORDIC CONFERENCE 2025

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Session overview

- + Lessons learned – example
- + Lessons learned – in room
- + Lessons learned - discussions



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Lessons Learned and Next time

- + Our users have day jobs
 - + We tested for success, not for failure
 - + 38 Scenarios became difficult to manage
 - + Trying to communicate issues when they arose, with the right level of detail was not seamless, things got lost in the process
- How do we eliminate UAT?
 - How do we test the system like our users?
 - How can we be more concise and focused?
 - How can we ensure we have what we need before we even begin?
 - How can we communicate issues to our partners for easy resolution?

Lessons Learned 1 (2)

- + Consolidating a “common system” is not a technical lift-and-shift; it’s a transformation and requires a cultural shift.
- + Strong, empowered governance is required to make tough calls on scope, design, and priorities.
- + Historical data migration must balance business needs (how much to bring over) with technical feasibility.
- + Cleansing and harmonizing master data takes more effort and business involvement than initially expected.

Lessons Learned 2 (2)

- + Cloud infrastructure provides scalability, but performance tuning and monitoring need early focus.
- + Users underestimate the scale of change; communication, training, and business engagement must be continuous and proactive.
- + Continuous improvement after go-live is necessary — the project is a foundation, not the finish line.

Lessons Learned

User Acceptance Training

- + Ensure you have test scripts and that they are updated
- + Engage your users early and often to get them prepared and set expectations
- + Use creative communication methods & frequent updates to ensure progress

Cutover prep

- Cutover prep & practice is crucial – its painful but run multiple mocks & walkthroughs
- There is a direct correlation between cutover practice and cutover smoothness
- Ensure that cutover timings are accurately recorded and refined

3rd party applications

- Engage your 3rd party partners early into the project
- JDE Upgrade or platform upgrade will have impact on 3rd party applications
- Be prepared to test them to the depths



Strategic Insights

- + • Active support from leadership is crucial It's not enough to approve the budget— leadership must clearly communicate that the project is prioritized and strategically important.
- + • Clear goals and business value
- + • Successful projects are strongly tied to long-term business objectives, not just technical debt or system replacement for its own sake.
- + • Courage to change processes
- + • Trying to replicate old workflows in a new system often leads to costly customizations. Real value emerges when the organization dares to rethink its processes.



Operational Lessons

- + • Internal resources are the bottleneck—not the consultants. Employees involved in the project while maintaining their regular duties quickly become a limiting factor.
- + • Underestimated time and budget, ERP projects almost always take longer and cost more than expected. Buffers and realistic planning are essential.
- + • Insufficient pre-study and needs analysis. Skipping a thorough analysis of current processes and requirements often leads to poor decisions.
- + • System integration is technically challenging. ERP systems must work seamlessly with other systems (CRM, inventory, payroll, etc.). Failed integration leads to inefficiency.

Human Factors

- + • Anchoring and engagement within the organization. An ERP project is a change initiative. Without broad buy-in and understanding of why the change is happening, resistance increases.
- + • Customer ownership of the solution. The more the organization owns its solution—processes, documentation, test results—the less dependent it becomes on external help.
- + • The project manager's competence is critical. A project manager who understands the system can speak the language of both the business and the consultants, which boosts speed and quality.

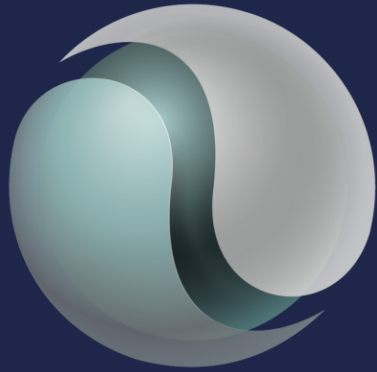
Open discussion

- + Do you have other experiences?
- + What can we learn from each other?
- + Most valuable lesson?



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