



WELCOME TO

BLUEPRINT 4D

P-052607

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Maximizing ROI with JD Edwards Modernization



May 4-7, 2026
Hilton Anatole in Dallas TX

Agenda

- 01 The Opportunity**
Why modernization goes beyond upgrades — and what you're leaving on the table
- 02 The Mindset Shift**
Treating every initiative as an investment, not a project
- 03 The Modern Toolkit**
Three capability layers that transform how your business operates
- 04 The Four Outcomes**
Efficiency · Lower Costs · Visibility · Resilience — with real benchmarks
- 05 Real-World Proof**
Case studies and AI agent digital workers in action
- 06 Your Path Forward**
How to start, where to pair with projects on your roadmap

Hi 🤝 I'm Mo Shujaat! VP of Advisory Services at ERP Suites



- VP of Advisory Services @ ERP Suites
- Over 13 years of JDE experience, across a diverse set of companies and industries.
- Distribution consultant by trade, orchestration builder by heart
- Experienced leading multiple JD Edwards implementations, upgrades, and process improvement projects for clients
- Enjoys building implementation/optimization roadmaps with clients and designing integrations

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Develop, implement, and support JDE applications



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EPM consulting, advisory, and managed services

Maximizing ROI with JD Edwards Modernization

Maximizing ROI with JD Edwards Modernization

A Framework for Compounding Value

Greater Efficiency

Lower Support Costs

Better Visibility

Resilience & Scale

Lets Talk about all 4 →

The Hidden Cost of Keeping JDE Running the Way It Is

License fees | Upgrade budgets

Costs you track

Costs you do not see

- Manual data entry labor
- Exception handling overhead
- Custom object maintenance
- Integration break-fix cycles
 - User support tickets

THE COST YOU NEVER CALCULATE

Being 2–3 releases behind because the upgrade effort is too large means you do not have access to the capabilities your competitors do.

That is not a maintenance problem. That is a strategic gap.

● Current

● Current-1

● X Current-2 — Widget framework missing, rely on ever growing inventory of reports

● X Current-3 — Orchestration engine missing features, rely on more customizations

The cost of not modernizing is not zero.

IT Can Do Far More Than You Are Asking It To



Widgets & Analytics

Orchestrations & Automation

Enterprise Automation & Digital Workforce



The gap between upgrading and modernizing compounds over time.

IT Can Do Far More Than You Are Asking It To

UPGRADE

Keeps the system current
IT event
Same business, newer version
Table stakes.

MODERNIZATION

Changes how work gets done
Business transformation
Orchestrations · RPA · Automation · AI
Competitive advantage.

The
opportunity
you are
leaving
here.



Modernization Is a Portfolio of Investments, Not a Technology Project

PROJECT

✓ Deliverable

✓ Timeline

✓ Budget

Return measured: —

CLOSED

CLOSED



Shift this thinking.

INVESTMENT

Capability deployed

Return to date: measured

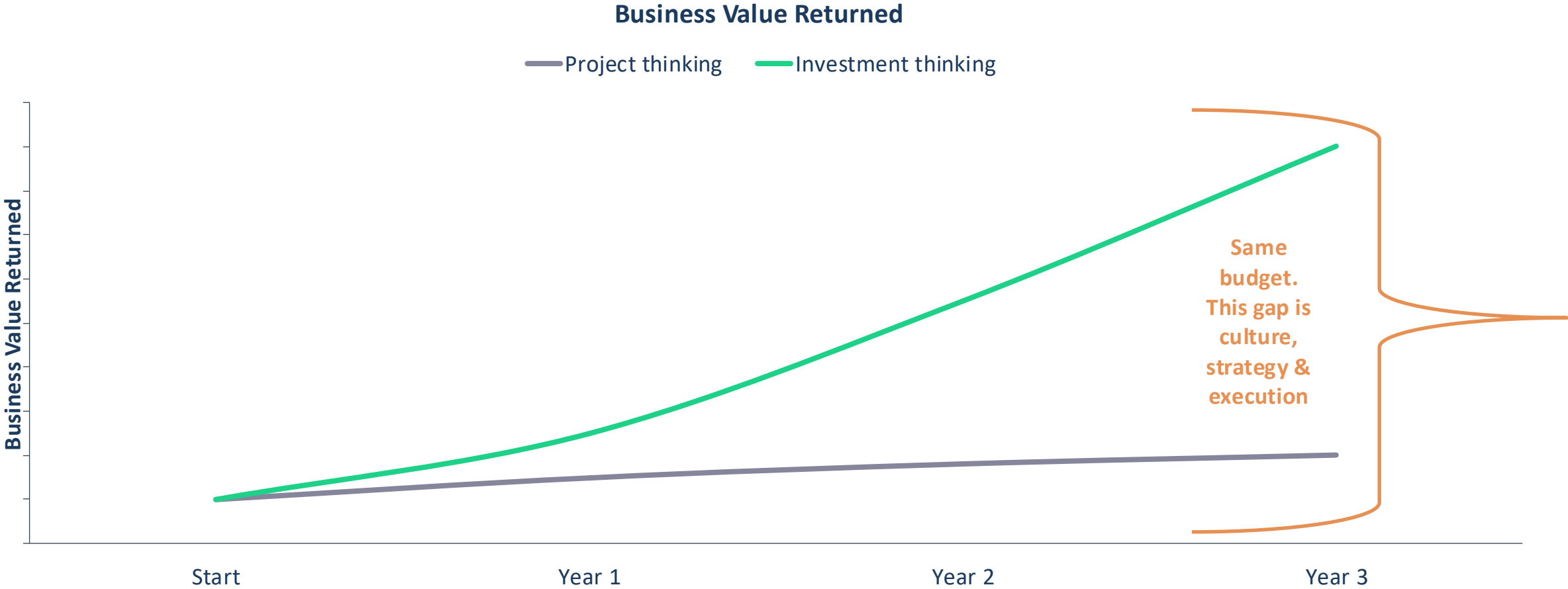
Next layer enabled: yes

↑ **Value accumulating**

COMPOUNDING

Modernization Is a Portfolio of Investments, Not a Technology Project

Every orchestration, automation, and AI agent is a capital decision.



Three Layers of Capability That Transform How Your Business Operates

ENTERPRISE AUTOMATION & DIGITAL WORKFORCE

Coordinate complex workflows and deploy agents that reason and act
Multi-system workflows · AI agent digital workers · Autonomous decisions

Transformational ROI

Where transformation happens

WIDGETS & ANALYTICS

Make your JDE data visible, real-time, and actionable
Live dashboards · KPI widgets · Mobile alerts · Real-time reporting

Immediate ROI

↑
Where the opportunity is

ORCHESTRATIONS & AUTOMATION

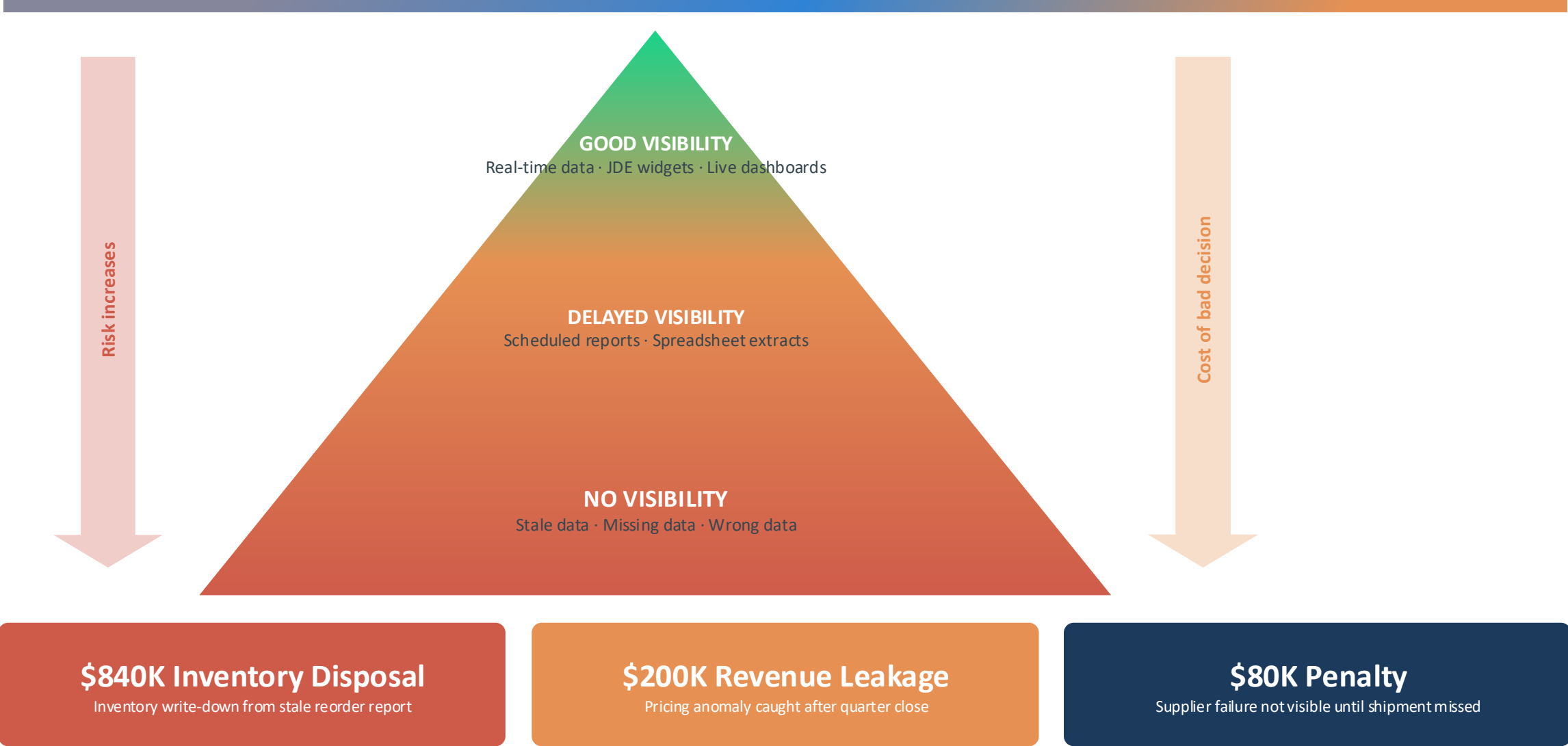
Connect everything, eliminate manual volume, replace custom code
System integrations · Process automation · Rules-based execution

Volume ROI

↑
Where most organizations start

↑ Each layer enables the one above it

Most Executives Are Making Decisions on Yesterday's Data



Most Executives Are Making Decisions on Yesterday's Data

SCHEDULED REPORT

Generated: 11:59 PM last night

✉ Emailed to 14 people

📅 Next update: tomorrow 11:59 PM

You are making today's decisions on this.

Same data. Different decisions.

JDE WIDGET LIVE — updated every 15 min

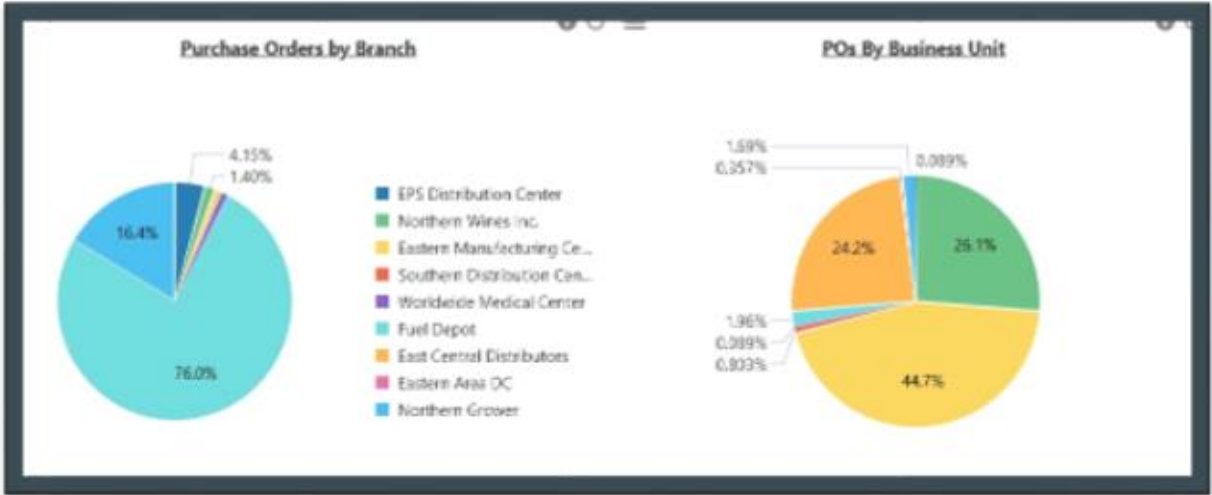
Inventory: \$4.2M ↓ 3%

Open POs: 142 ↑ 18

Days of Stock: 24.6

Right When You Need It. Right now.

This is what modernization gives you.



Building towards Modernization Starts with Understanding



TECHNOLOGY

What the system does

Configurations, integrations, customizations — the visible layer most teams focus on.



PROCESS

How work actually gets done

Workflows, workarounds, manual steps — often different from how anyone thinks it works.



CULTURE

Why people do it that way

Team habits, tribal knowledge, unwritten rules — the invisible layer that drives behavior.



HISTORY

When & who decided

Decisions made during go-lives, mergers, crises — baked into your system with no label attached.

What standard reviews examine

What a real assessment reaches

W A T E R L I N E

The Organizations That Will Win the Next Five Years Are Building This Now

TRADITIONAL JDE GROWTH MODEL

- Hiring or Duplicating to keep up with volume
- Rebuilding integrations for every acquisition
- Manual onboarding. Every time.
- Months to execute what should take weeks

Growth achieved — eventually, at proportional cost.

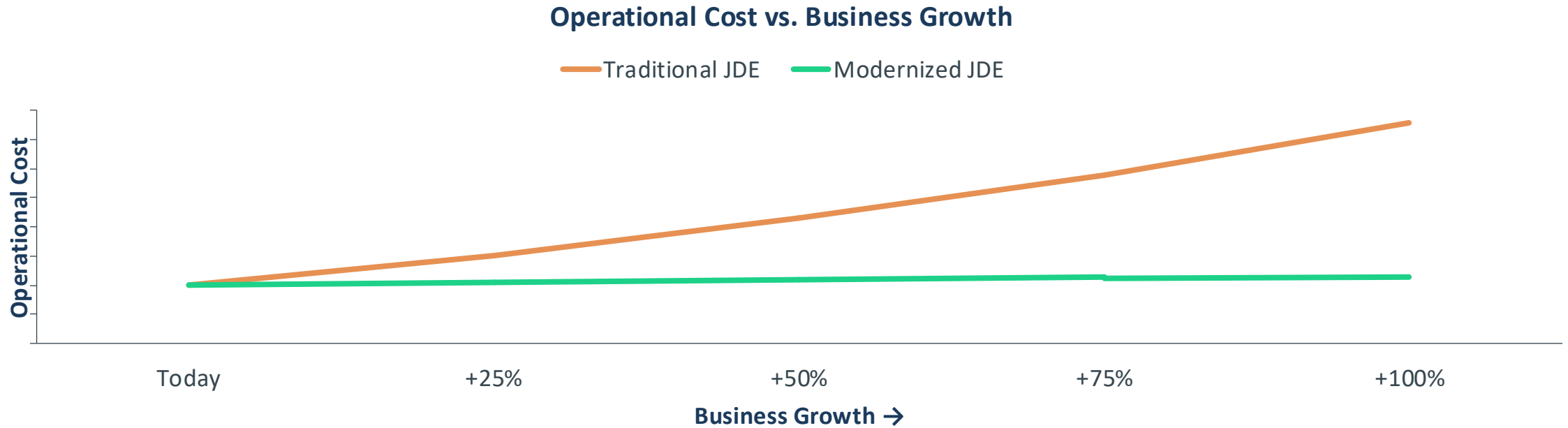
MODERNIZED JDE GROWTH MODEL

- ✓ Volume absorbed automatically
- ✓ New entity onboarded on existing patterns
- ✓ Processes replicate, not rebuild

Growth achieved — faster, with controlled cost structure.

Same growth ambition. Completely different ability to execute it.

The Organizations That Will Win the Next Five Years Are Building This Now



Volume surges
Automation absorbs the increase.
Headcount unchanged.

Acquisition closes
Orchestration patterns extended. Faster onboarding.

New market entered
Automation blueprints reused. Lower cost, shorter timeline.

Stop Paying People to Do Machine Work

Finance
2,400
hrs/yr
*Invoice matching,
reconciliation*

Procurement
1,800
hrs/yr
*PO creation, approval
routing*

Supply Chain
3,200
hrs/yr
*Replenishment, shipment
confirms*

Operations
1,600
hrs/yr
*Work orders, production
reporting*



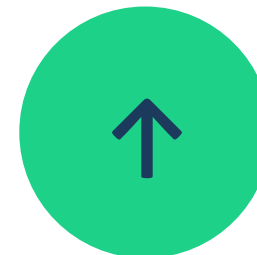
Strategic decisions



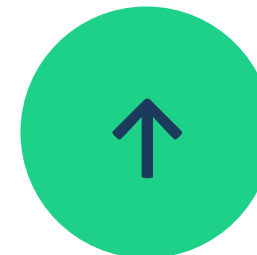
Supplier relationships



Process improvement



Business analysis



This is where your best people are right now.

Not eliminated. Elevated.

The Next Frontier Is Not Another Tool — It Is a New Category of Worker

ORDER ENTRY AGENT

INPUTS

Email / EDI / Portal



AGENT PROCESSES

Validates · Checks inventory · Creates SO



CUSTOMER CONFIRMED

Automatically notified

EXCEPTIONS → Human gets full context + recommended fix

ORDER ALLOCATION AGENT

INPUTS

Inventory · Orders · Priority rules



AGENT ALLOCATES

Rules + Priority + Constraints



TEAM NOTIFIED

Pick instructions generated automatically

CONFLICTS → Ops leadership gets context + recommendation

Does a human need to be doing this — or just overseeing it?

The Next Frontier Is Not Another Tool — It Is a New Category of Worker

Role

Order Entry Specialist

Weekly data

600 transactions processed per week

480 standard — no judgment or analysis required

120 exceptions — these need a advanced reasoning

10 hrs chasing missing info

80% — No judgment needed

20%

This person is doing machine work.

Role

Order Entry Agent

Weekly data

600 transactions processed per week

594 handled autonomously

6 escalated to human — with full context

99% — Handled autonomously

This is the machine doing machine work.

The question is not: can we automate this?

The question is: what should this person be doing instead?

We are deploying exactly this for clients right now.

The Next Frontier Is Not Another Tool — It Is a New Category of Worker

Role

Order Allocation Coordinator

Weekly data

400 allocation decisions per week

320 standard — rules-based, no real conflict

80 genuine conflicts requiring judgment

6 hrs reconciling inventory vs. commitments

80% — Rules-based, no conflict

20%

This person is making routine decisions.

Role

Order Allocation Agent

Weekly data

400 allocation decisions per week

320 handled autonomously

64 handled through L2 Advanced Judgement + human in the loop coordination

16 escalated to ops leadership — with full context for decision making

96% — Handled autonomously

The agent handles routine. Humans handle complex.

Does a human need to make every allocation decision?

Or just the ones no rule can resolve?

We are deploying exactly this for clients right now.

Three Outcomes That Are Delivering Measurable Business Value

MANUFACTURING & CONSTRUCTION

1K+ POs per month
Orchestration — automated order creation and processes

90%+

reduction in manual processing time
Avoided FTE growth while acquiring multiple new service lines and businesses

DISTRIBUTION

Live JDE data — planning centrally, distributing efficiently
Real-time inventory planning by location, family, and aging

15%+

reduction in inventory carrying costs
Smarter replenishment decisions driven by live operational data

SERVICES

40% of IT support budget on custom object maintenance
Orchestrations replacing custom integrations over two upgrade cycles

35%

lower upgrade cost
Custom objects reduced 60%. Upgrade in half the previous time.

Three Approaches That Are Delivering Measurable Business Value

ENGINEERING & CONSTRUCTION

1K+ POs per month.
Manual order creation consuming team capacity.

Automation

90%+ less processing time

Avoided FTE growth while acquiring multiple new service lines and businesses.

DISTRIBUTION

Live JDE data — planning centrally, distributing efficiently.

Process Re-Engineering

15%+ lower carrying costs

Smarter replenishment decisions driven by real-time operational visibility.

SERVICES

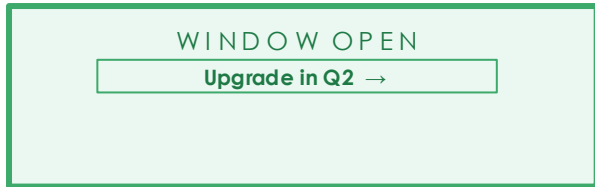
40% of IT budget maintaining custom objects. Chained to legacy.

Remove Tech Debt

35% lower upgrade cost

Fewer custom objects. Faster upgrades. More capacity for what matters.

You Do Not Have to Do All of This. You Have to Start.



Every IT project is an open window. When it closes, so does the opportunity.

YOUR IT ROADMAP	MODERNIZATION OPPORTUNITY	OUTCOME
JDE Upgrade	➔ Replace reports with live widgets	Visibility
New Application Bolt On Go-Live	➔ Build orchestrations, not custom integrations	Cost Reduction
Infrastructure Refresh	➔ Clean master data for AI readiness	Resilience
Process Re-engineering	➔ Automate the redesigned flow	Efficiency

You Do Not Have to Do All of This. You Have to Start.

01

What is one report your leadership receives every week that should be a live widget instead?

→ Your visibility entry point

02

What IT project is on your roadmap in the next 12 months — and what modernization investment could ride alongside it?

→ Your opportunity map

03

What is your highest-volume manual process? Does a human need to be executing it — or just overseeing it?

→ Your first-principles question

JD Edwards runs better, faster, and at lower cost — when you invest strategically.

You Do Not Have to Do All of This. You Have to Start.



The org that starts assessing today is already ahead of the one that starts buying tools tomorrow.

Each step makes the next one more valuable.

Rate this session!

Session Title:

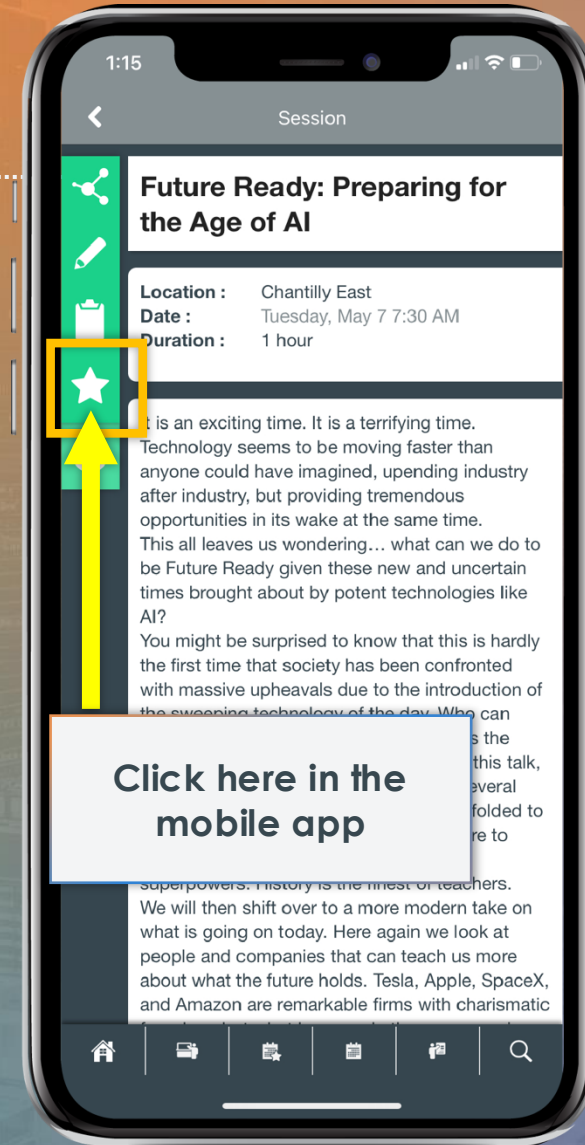
**Maximizing ROI with JD Edwards
Modernization**

Speaker:

Mohammad Shujaat

Presentation ID:

P-052607



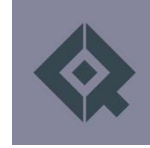
Complete 3 or more
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BLUEPRINT SESSIONS

Stop by one of our other sessions happening this week!



MON
3:45

JDE 101 Security Edition
Brian Connor



TUES
9:00

Surprises Belong at Birthday Parties, Not Projects: Making the Case for a Process Assessment
Mo Shujaat



TUES
2:00

Maximizing ROI with JDE Modernization
Mo Shujaat



TUES
4:00

JD Edwards + Agentic AI: The Future of Enterprise Intelligence
Manuel Neyra



WED
10:00

Open To Closed Security - A simple project?
Hugh Brulliea





Contact Us

Speaker Name

- email
- phone

Speaker Name

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- phone



Social Media

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Podcast: Not Your Grandpa's JDE

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Booth #511

- Come see a demo of the agents

Join us Tuesday Night!

Saloon Social

- Where: The Saloon in the Hilton Anatole
- When: 7:30-9:30
- RSVP >



Slide 1B · Title: Outcome Preview Split

Maximizing ROI with JD Edwards Modernization

A Framework for Compounding Value

You leave
with all four.



⚡ Greater Efficiency

↓\$ Lower Support Costs

□ Better Visibility

○○ Resilience & Scale

Slide 2A · The Modernization Moment: Gap Visual

UPGRADE

Keeps the system current
IT event — stays inside IT
Same business, newer version

Table stakes.

THE GAP



Value
left here.

MODERNIZATION

Changes how the business operates
Business transformation
Orchestrations · RPA · Automation · AI

Competitive advantage.

JDE can do far more than most organizations are asking it to.

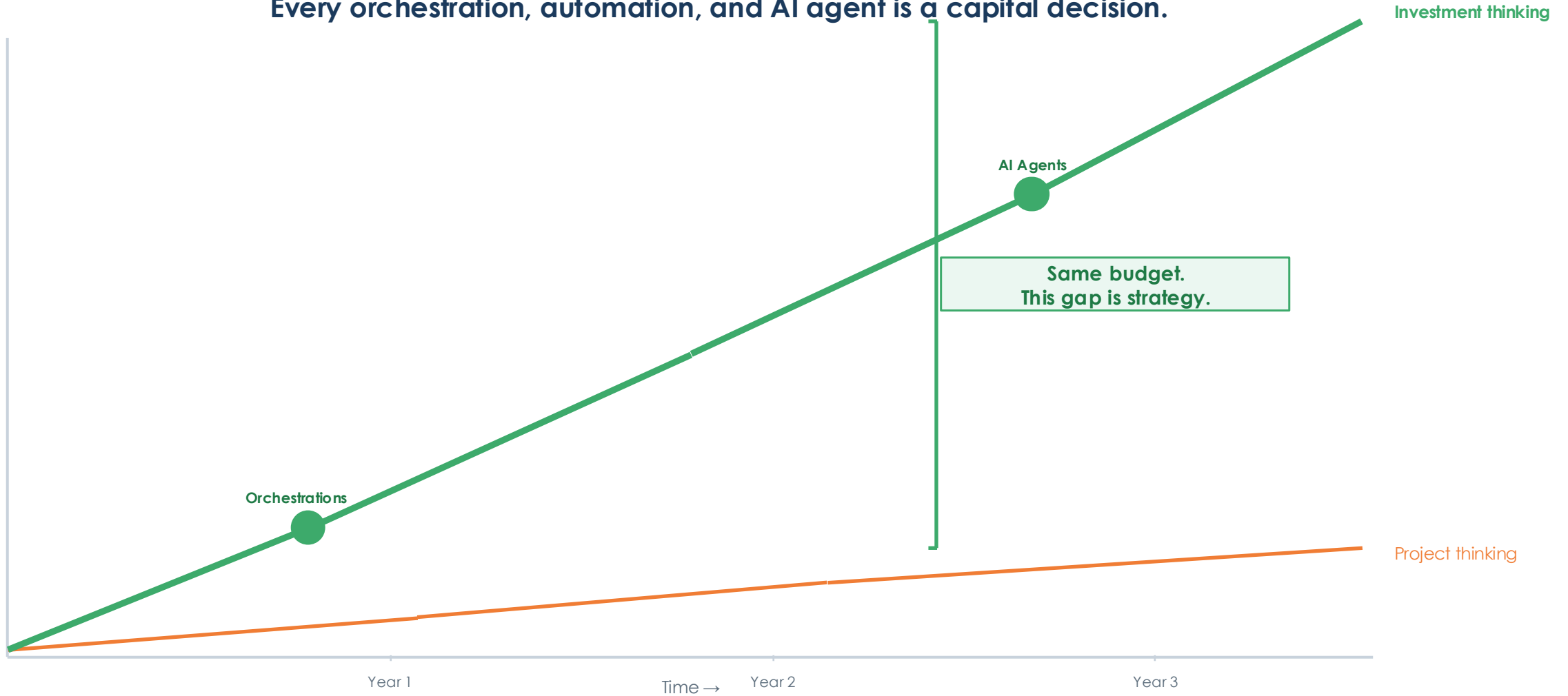
Slide 2B · The Modernization Moment: Spectrum Bar

JDE modernization is a spectrum. How much of it is your organization capturing?



Slide 3A · Investment Frame: Diverging Lines Chart

Every orchestration, automation, and AI agent is a capital decision.



Slide 3B · Investment Frame: Closed Stamp vs Growing Investment

PROJECT

Deliverable	Done
Timeline	Met
Budget	On track
Return measured	—

CLOSED


CLOSED

Shift this thinking



INVESTMENT

Capability deployed	Orchestration + RPA
Return to date	340 hrs/yr recovered
Next layer enabled	AI-ready data
Compounds with	every next initiative



COMPOUNDING

Slide 4A · Modern Toolkit: Stacked Architecture

LAYER 1 — WIDGETS & ANALYTICS

Make your JDE data visible, real-time, and actionable

Live dashboards · KPI widgets · Mobile alerts · Immediate ROI

LAYER 2 — ORCHESTRATIONS & AUTOMATION

Connect everything and eliminate manual volume at scale

System integrations · Process automation · RPA replacement · Volume ROI

LAYER 3 — ENTERPRISE AUTOMATION & DIGITAL WORKFORCE

Coordinate complex workflows and deploy agents that reason and act

Multi-system workflows · AI agent digital workers · Transformational ROI

Each layer
builds on
the one
below it.

Digital Workers
deep-dive ahead →

Slide 4B · Modern Toolkit: Ascending Platforms

LAYER 3 — ENTERPRISE AUTOMATION & DIGITAL WORKFORCE

Agents that reason · Autonomous decisions
Digital workforce deployed

[Deep-dive on Digital Workers ahead →](#)

LAYER 2 — ORCHESTRATIONS & AUTOMATION

Connect JDE to everything · Eliminate manual volume
Replace custom code · Volume ROI

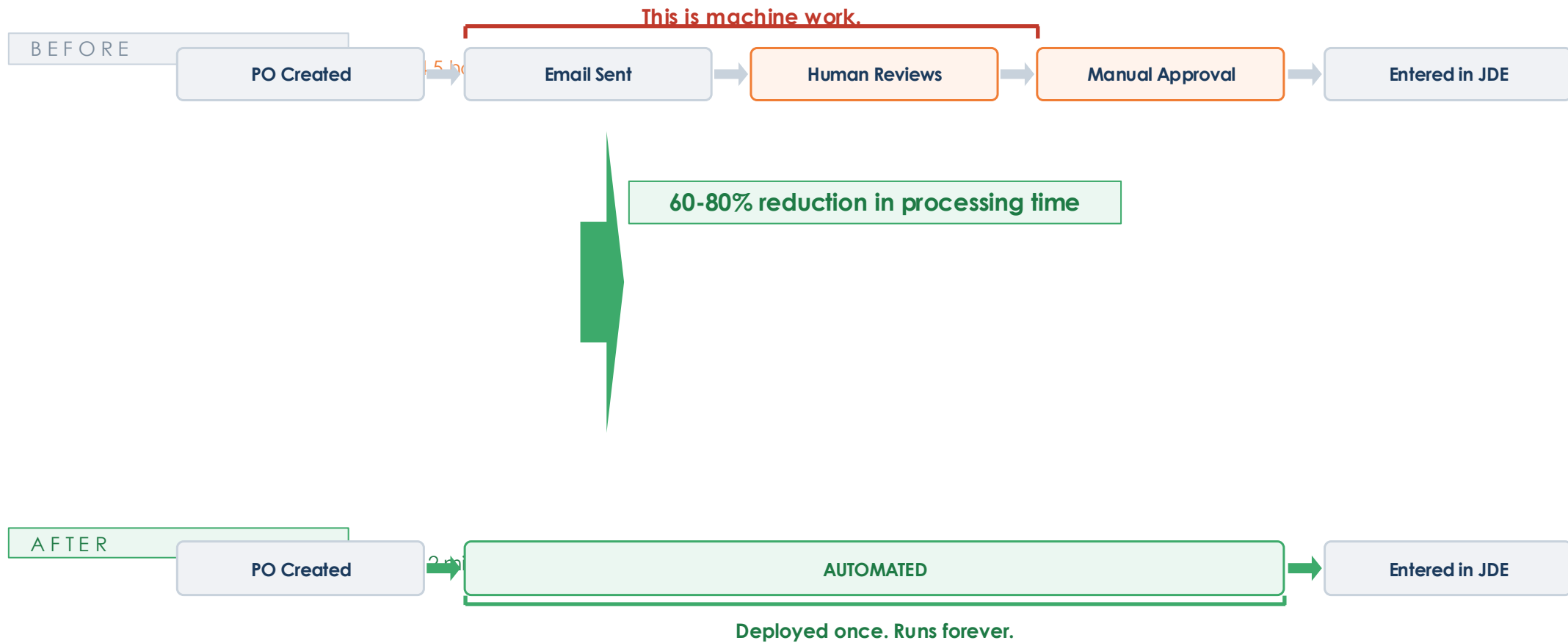
LAYER 1 — WIDGETS & ANALYTICS

See your business in real time · Live KPI widgets · Mobile alerts · Immediate ROI

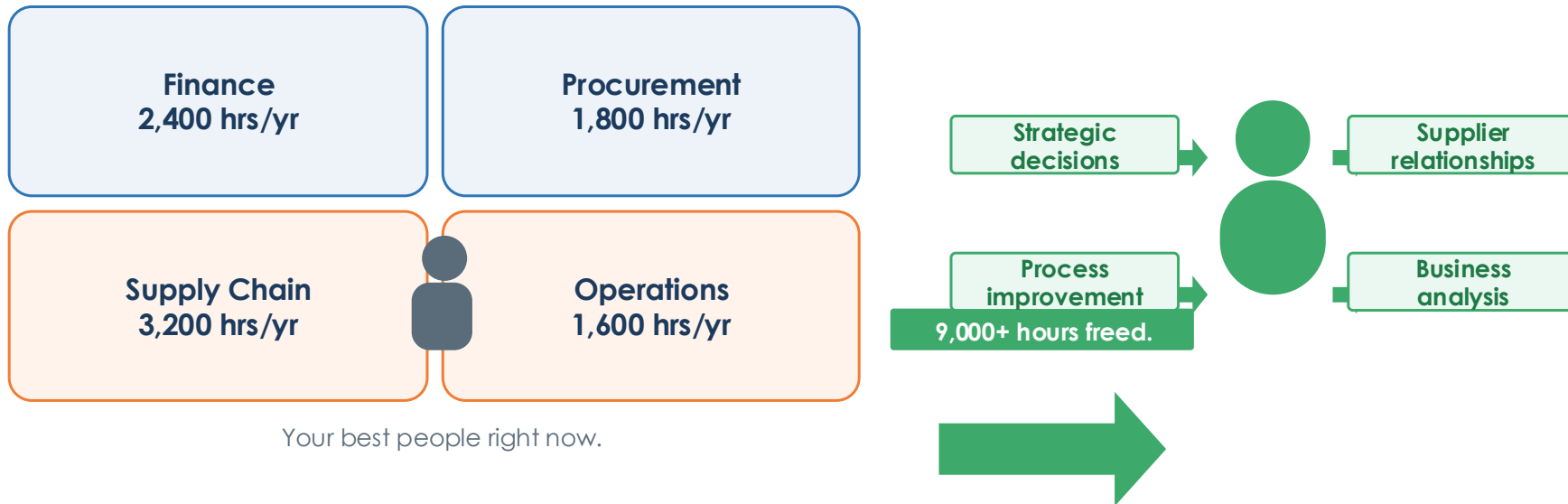
Where most orgs
are today →

Each layer builds on the one below. Widgets enable automation. Automation enables the Digital Workforce.

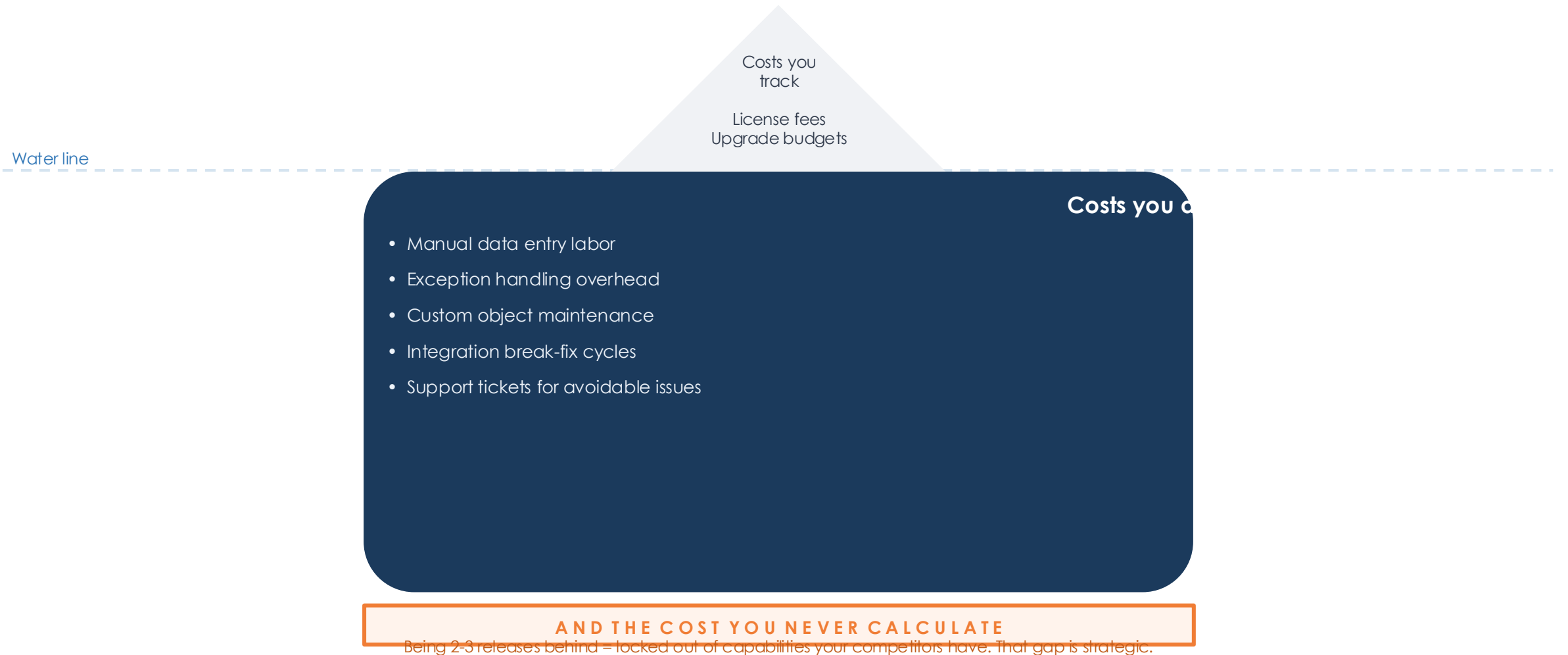
Slide 5A · Operational Efficiency: Before/After Process Flow



Slide 5B · Operational Efficiency: Liberation Narrative



Slide 6A · Support Costs: The Cost Iceberg



Slide 6B · Support Costs: Two Blocks + Release Timeline

LABOR COST

Manual data entry, exception handling, re-keying across systems.

Every hour on rules-based work is an hour not spent on decisions.

MAINTENANCE COST

Every custom object tested every upgrade. Every integration break-fixed.

40-50% of IT support in heavily customized environments.

THE COST YOU NEVER CALCULATE

 Current

 n-1

Widget Framework  n-2

Orchestration Engine  n-3

Being 2-3 releases behind
locks you out of capabilities
your competitors have.
That gap is strategic.

Modernization does not add cost. It eliminates costs that have been compounding for years.

Slide 7A · Data Visibility: Scheduled Report vs Live Widget

SCHEDULED REPORT

Inventory Report — Generated 11:59 PM		
Item A	1,240	45 days
Item B	890	23 days
Item C	2,100	67 days

Last updated: 11:59 PM yesterday

Today's decisions on yesterday's data.

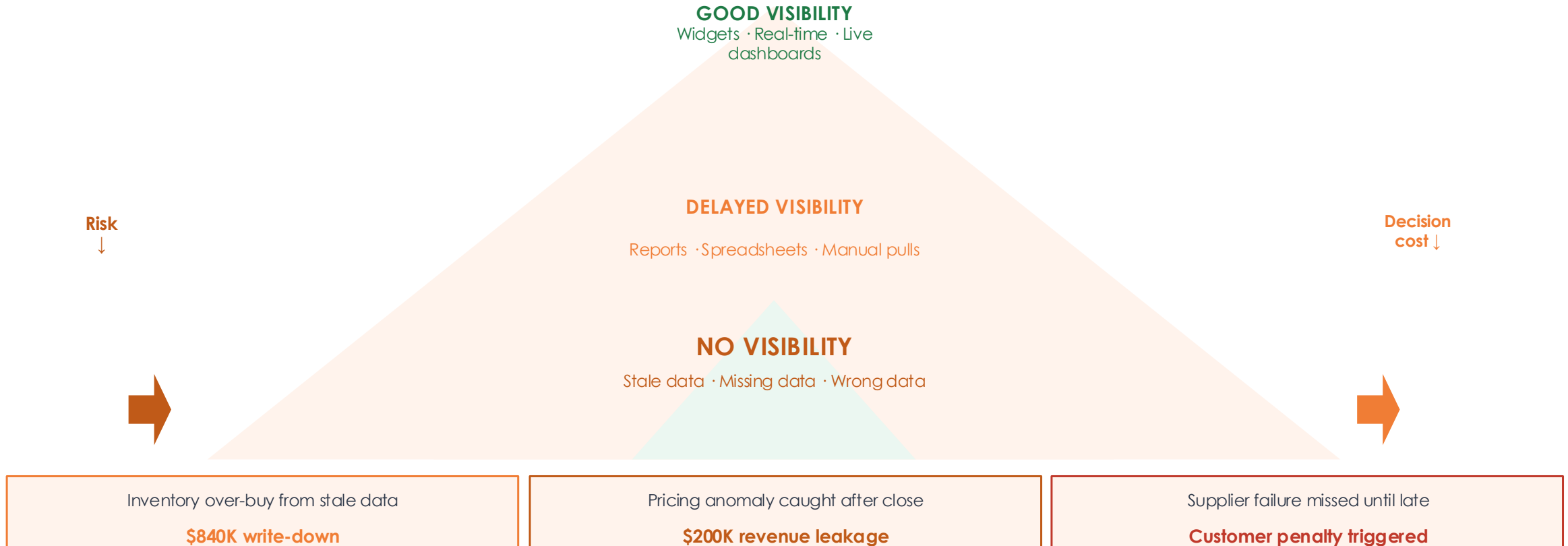
JDE WIDGET

Inventory	\$1.2M	↓ 3% vs yesterday
Open POs	142	↑ 18 since this morning
Days of Stock	24.6	Updated every 15 min

On your phone. Updated every 15 minutes.

Replacing a scheduled report with a live widget is the highest-ROI, lowest-effort investment in this toolkit.

Slide 7B · Data Visibility: Decision Cost Triangle



TRADITIONAL JDE

- Volume doubles — hire more staff

Costs grow.

- Acquisition — 18+ month project

Headcount grows.

- New market — rebuild integrations

Re-build required.

- Peak season — overtime & temps

Margins compress.

Cost grows with the business.



MODERNIZED JDE

- Volume absorbed automatically. Same team.

Same team.

- Orchestration patterns extended. Faster.

Predictable.

- Automation blueprints reused. Lower cost.

Lower cost.

- Automated capacity. No overtime.

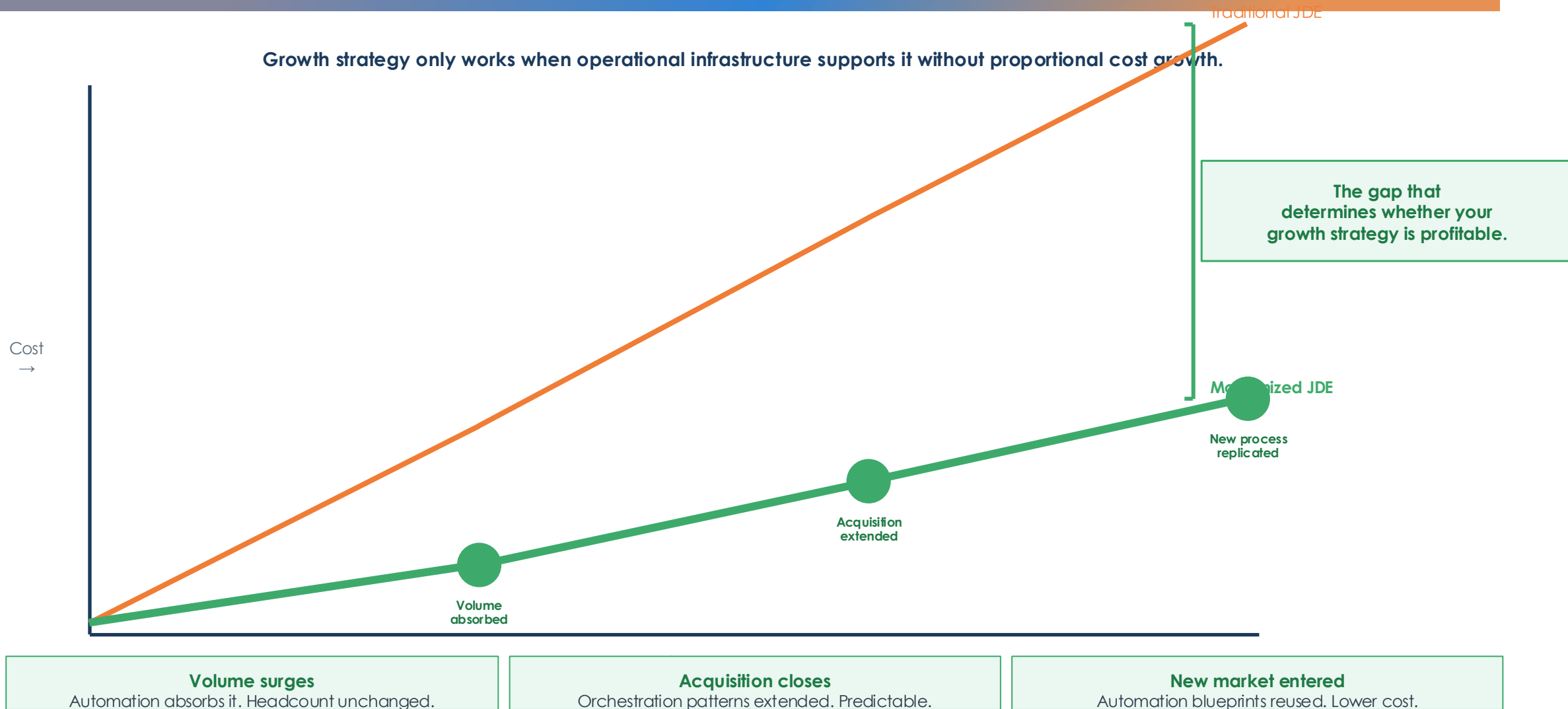
Same cost.

Cost structure holds. Advantage built.

Your growth strategy starts here.

Same growth ambition. Completely different ability to execute it.

Slide 8B · Resilience: Scaling Cost Structure Chart



Slide 9A · Real-World Proof: Three Result Cards

MANUFACTURING

15K+ manual PO entries
per month

Orchestration + RPA
for automated matching

80%

reduction in
processing time

3 FTEs redeployed
to supplier strategy

DISTRIBUTION

Inventory decisions on
5-day-old weekly reports

Live JDE widgets
mobile-enabled, real-time

18%

lower inventory
carrying costs

CFO: "Finally seeing
the business, not reading about it"

SERVICES

40% of IT budget on
custom object maintenance

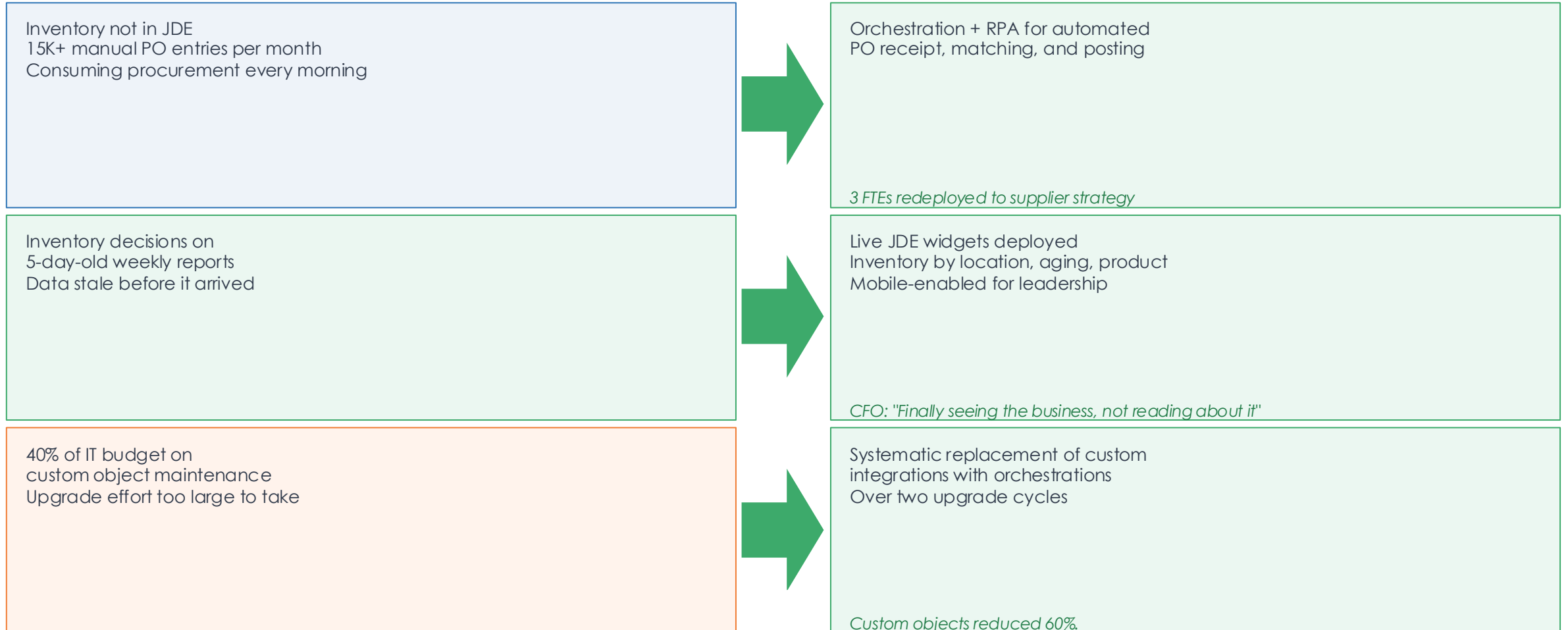
Orchestrations replacing
custom integrations

35%

lower upgrade
cost

Custom objects down 60%.
Upgrade in half the time.

Slide 9B · Real-World Proof: Before/After Transformations



WHAT WAS FOUND

THE IMPACT

Slide 10A · Digital Workers: Two Agent Workflow Diagrams

Not bots that run a script. Agents that reason, handle exceptions, and escalate with full context.

Order Entry Agent
INPUTS Customer orders via email, EDI, or web portal in any format
ACTIONS Validates data · Creates SO in JDE · Sends confirmation
HANDLES Missing info · Pricing exceptions · Credit holds
ESCALATES → Edge cases to human with full context and recommended resolution

80% standard transactions

Does a human need to do order entry — or just review what the agent cannot handle?

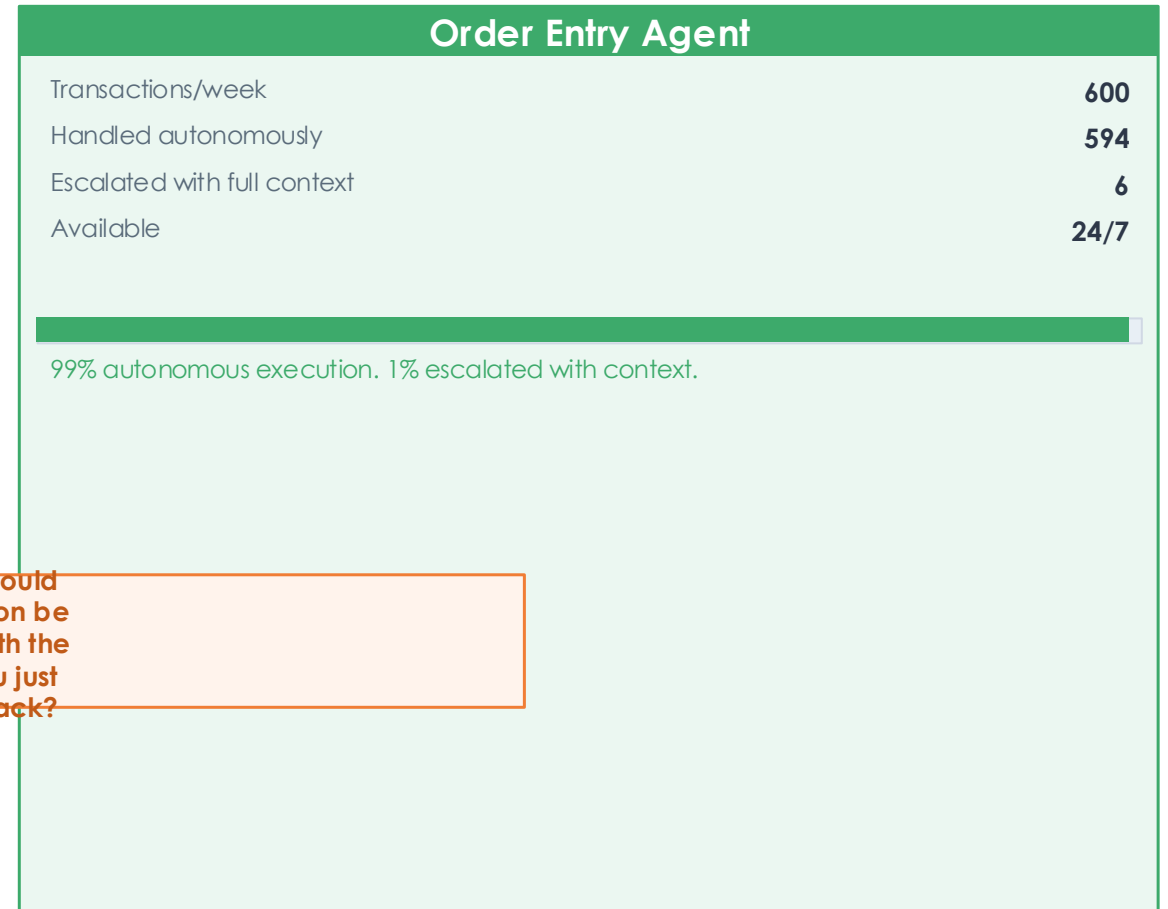
Order Allocation Agent
INPUTS Available inventory + order queue + customer priority rules
ACTIONS Allocates stock · Adjusts constraints · Generates pick instructions
HANDLES Shortfalls · Substitutions · Priority conflicts
ESCALATES → Strategic conflicts to ops leadership with full context assembled

99% handled autonomously

Does a human need every allocation decision — or just the ones no rule can resolve?

The question is not: can we automate this? The question is: what should this person be doing instead?

Slide 10B · Digital Workers: Profile Cards with Time-Burden Bars

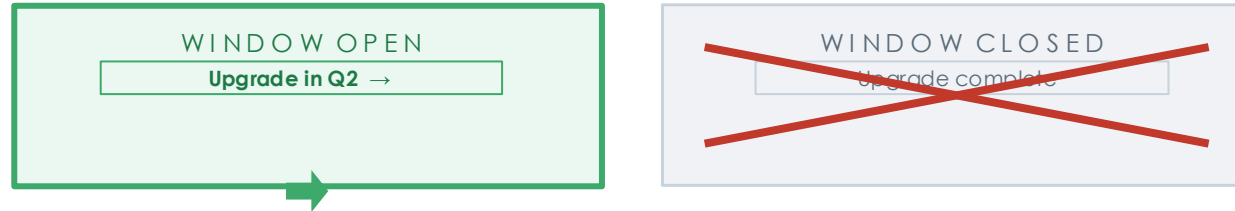


What should this person be doing with the 80% you just gave back?

The question is not the technology. It is what this person does with the capacity you just freed.

Slide 11A · Path Forward: Window + Pairing Table

Every IT project is an open window. When it closes, so does the opportunity.



YOUR IT ROADMAP

JDE Upgrade
New Module Go-Live
Infrastructure Refresh
Process Re-engineering



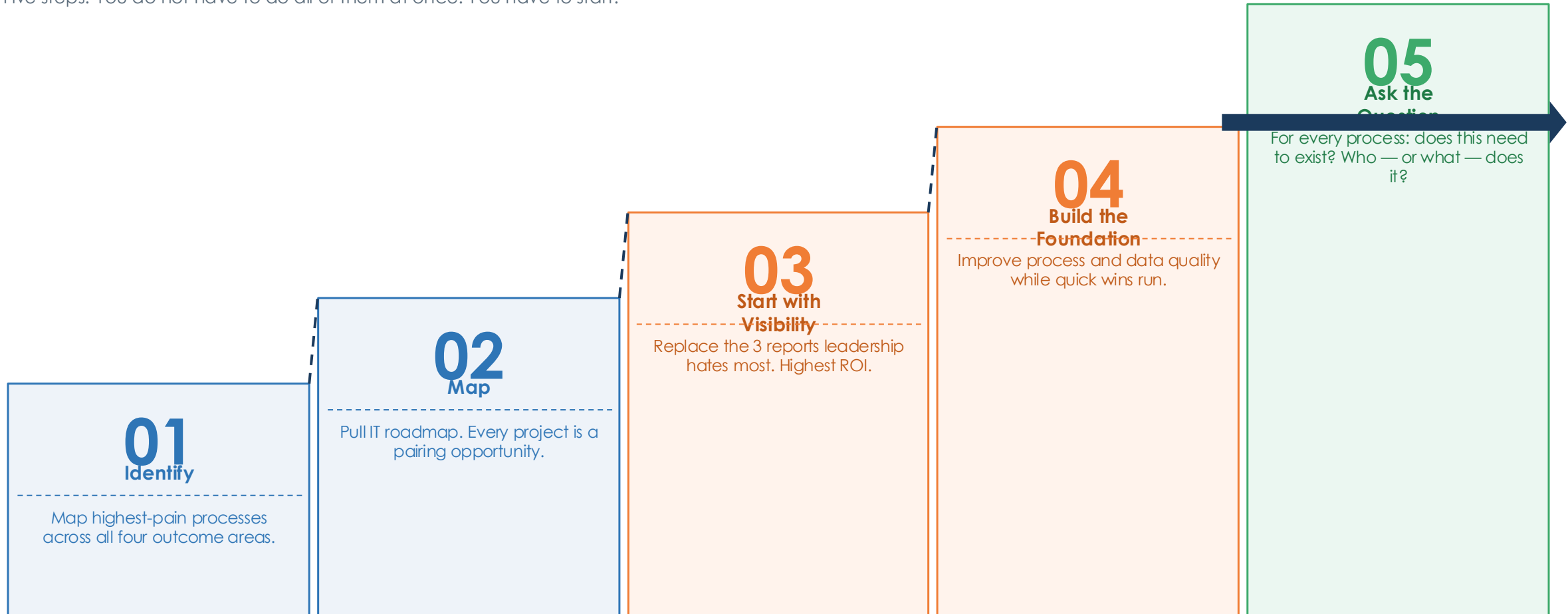
YOUR MODERNIZATION OPPORTUNITY

Replace scheduled reports with live widgets	Vi si bil
Build orchestrations — not custom integrations	Re du ce
Clean master data for AI readiness	Sim en
Automate the redesigned flow while team is in it	Effi ci en cy

What projects are on your roadmap right now? That list is your modernization opportunity map.

Slide 11B · Path Forward: Ascending Staircase

Five steps. You do not have to do all of them at once. You have to start.



The org that starts assessing today is already ahead of the one that starts buying tools tomorrow.

Slide 12A · Close: Discussion Seeds with Callback Icons

01



What is one report your leadership receives every week that should be a live widget instead?

→ Your visibility entry point

02



What IT project is on your roadmap in the next 12 months — and what modernization investment could ride alongside it?

→ Your opportunity map

03



What is your highest-volume manual process? Does a human need to be executing it — or just overseeing it?

→ Your first-principles question

"JD Edwards runs better, faster, and at lower cost — when you invest strategically."

You are here.
Upgrade cycle.
Table stakes.

This is where your
organization could be.
Automated. Visible.
Scalable. AI-ready.

"JD Edwards runs better, faster, and at lower cost — when you invest strategically."

Questions & Discussion · Blueprint 4D · May 4–7, 2026 · Hilton Anatole, Dallas TX

01

What IT project on your roadmap could you pair a modernization investment with right now?

→ **Bring this to your next sprint.**

02

What work in your organization are humans doing that they honestly should not be?

→ **That process is your target.**

03

If your order-to-cash ran at 10× current speed — same headcount — what would that be worth?

→ **That number is your ceiling.**

**"JD Edwards runs better, faster, and at lower cost
— when you invest strategically.**

Blueprint 4D · May 4–7, 2026 · Hilton Anatole, Dallas TX

Most organizations don't fully know their own system

WHAT TEAMS THINK



*Clean. Sequential.
Everyone knows their step.*

Designed & documented at go-live.



WHAT'S ACTUALLY HAPPENING

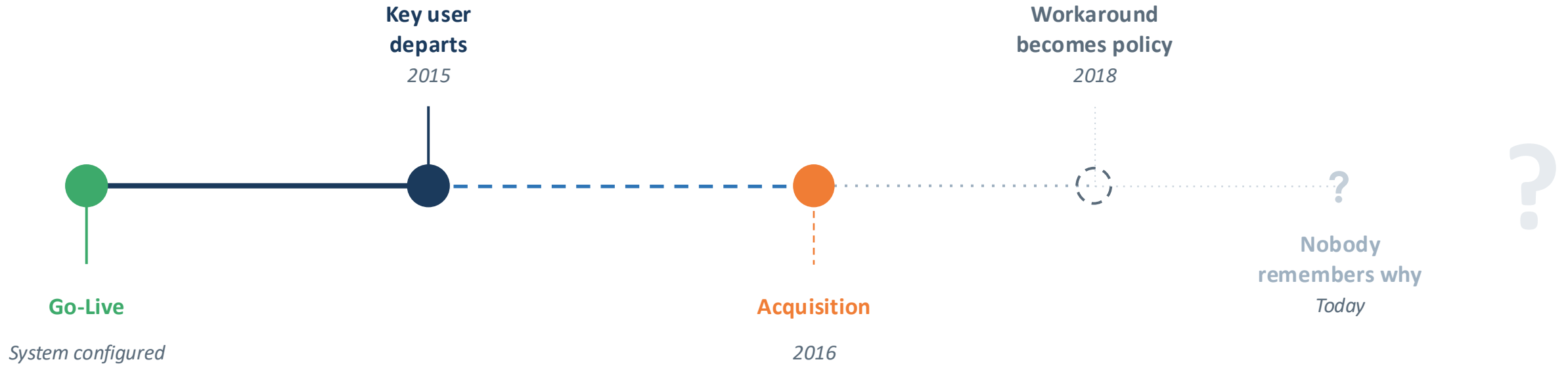


*Workarounds layered over years.
Nobody remembers why.*

Set up in 2005. Still running.

The gap between those two pictures is exactly where project surprises are born.

It's Not the Technology. It's the History.



Most organizations don't fully know their own system

The person who configured that process in 2012?

They left in 2015.

The workaround from the acquisition?

Now it's policy.

The assumption nobody has questioned in years?

It's costing you.



It's not the technology. It's the history.

What Lives Inside Every JDE Environment



TECHNOLOGY

What the system does

Configurations, integrations, customizations — the visible layer most teams focus on.



PROCESS

How work actually gets done

Workflows, workarounds, manual steps — often different from how anyone thinks it works.

What standard reviews examine



CULTURE

Why people do it that way

Team habits, tribal knowledge, unwritten rules — the invisible layer that drives behavior.

What a real assessment reaches



HISTORY

When & who decided

Decisions made during go-lives, mergers, crises — baked into your system with no label attached.

Most organizations don't fully know their own system

EVALUATION

- Someone reviews your system
- Flags what doesn't match the spec
- Delivers a list of gaps
- Moves on



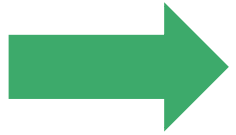
INTROSPECTION

- Your team rediscovers the system together
- Traces decisions back to their origin
- Surfaces what's been invisible
- Builds a plan on what's actually true

A process assessment isn't an evaluation.

It's an act of introspection.

We Ask Why. Not Just How.



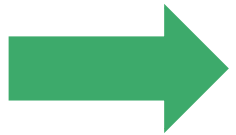
Follow the history

Not just the workflow — trace decisions back to their origin



Recover the context

Not just the configuration — understand the why behind the what



Surface what's invisible

Not just the obvious gaps — find what nobody has thought to question

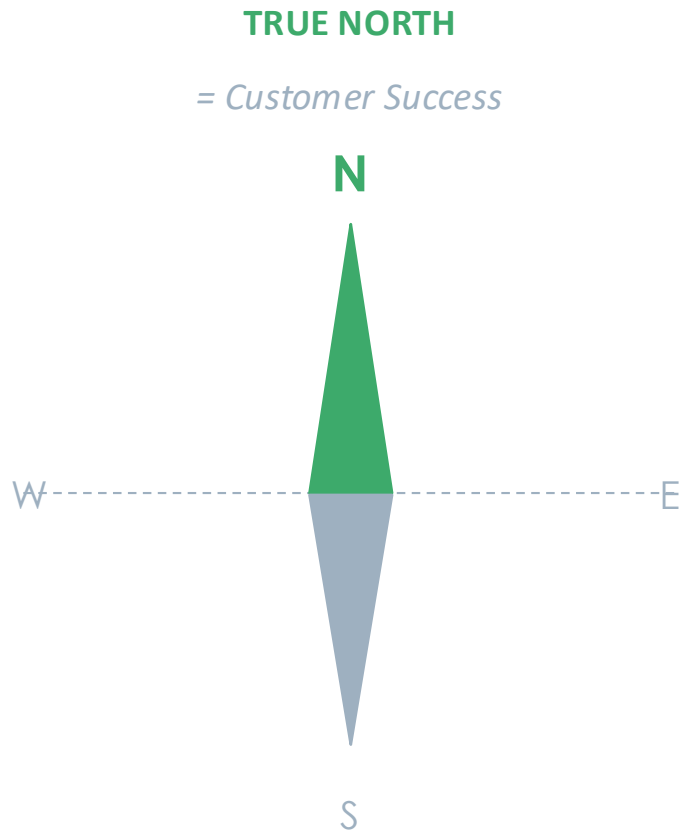


Build a plan on reality

Not assumptions — your roadmap must reflect the actual system

Our role isn't to come in with the answers. It's to create the space where your team finds them.

Most organizations don't fully know their own system



OUR APPROACH TO EVERY ASSESSMENT

We're not optimizing for what's most profitable for us.

We're optimizing for what actually helps you.

Most firms deliver recommendations that align with what they sell.

We deliver an honest picture — wherever it leads.

That orientation is what makes the difficult conversations possible.

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Midwest Plastics Manufacturer — Inventory & Planning Assessment

WHAT THE ASSESSMENT FOUND



Inventory not in JDE

Transactions ran through an external Access database. The GL didn't reflect reality. MRP was planning blind.



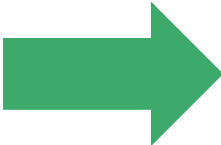
Planning in Excel, not the system

JDE's MRP and ROP capabilities were unused. Every plan was manual, offline, and disconnected from actual inventory.



BOM & routing accuracy: ~80%

Work orders and cost calculations built on incorrect data. Rework costs invisible to the system. True yield unknown.



Assessment & Redesign

THE IMPACT

>95%

Inventory Accuracy

All transactions in JDE & GL

Auto

System-Driven Planning

Excel replaced by JDE MRP & ROP

>98%

BOM & Routing Accuracy

Rework costs visible + accurate yield

+10% OTIF Improvement

Downstream result of fixing the foundation

Global Medical Device Manufacturer — Planning Assessment

5 continents · 14 facilities · Planning completely disjointed

BEFORE — Decentralized

- X 14 independent planning processes**
Each facility maintained its own logic and spreadsheet-based tools. No shared model, no shared visibility across the enterprise.
- X Master data in disrepair**
Item records, planning parameters, and lead times had diverged across sites through years of growth and acquisition.
- X Local optimization, global chaos**
Each region optimizing for itself — creating excess inventory, duplicated effort, and reactive expediting freight across the network.



Assessment
& Redesign

AFTER — Centralized Planning / Local Execution

- ✓ One shared global planning model**
Planning logic, parameters, and master data standards harmonized across all 14 facilities — everyone working from the same foundation.
- ✓ Master data rehabilitated**
Systematic correction and re-engineering of item data, planning parameters, and BOMs — built from the ground up across all sites.
- ✓ Centralized strategy, local execution**
Strategic inventory decisions made globally. Facilities retain execution ownership within the shared model and governance framework.

\$2M

Inventory reduction — first year

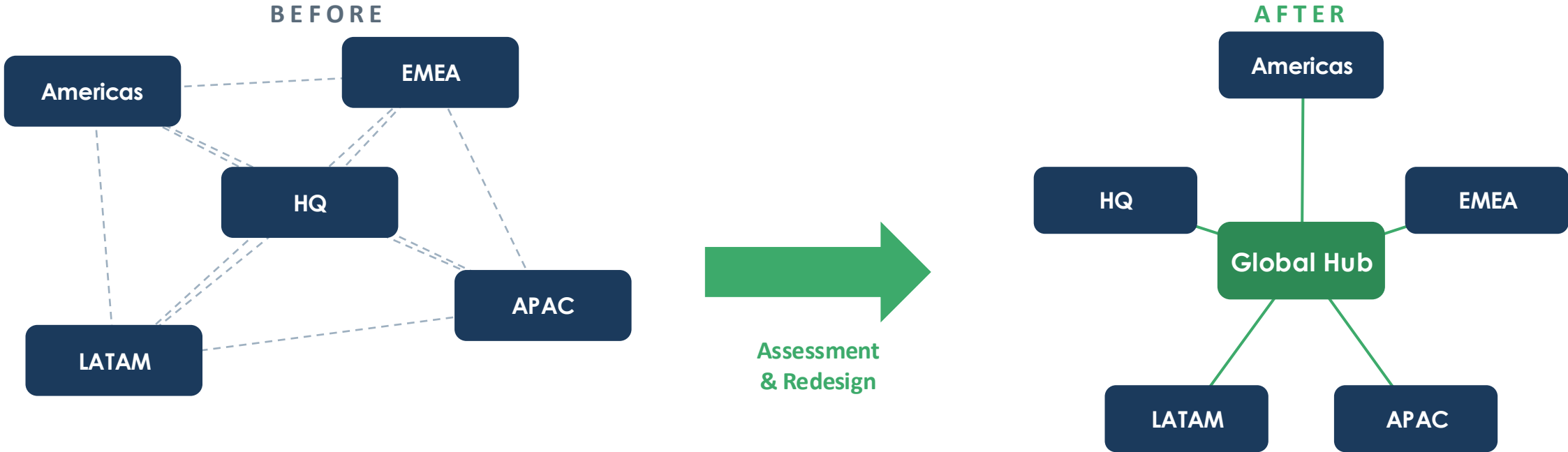


Expediting freight costs reduced



Planning cohesion across all sites

Most organizations don't fully know their own system



Fragmented. Each region plans in isolation.

\$2M+ reduction in on-hand inventory within year 1

Multi-Billion Food & Agriculture Company — Order to Cash Assessment

THE SITUATION

Years of people walking out the door

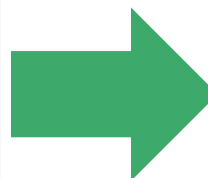
Every departure took institutional knowledge with it — decisions, workarounds, and process logic that existed only in people's heads.

History mistaken for best practice

Processes had calcified around people who were no longer there. The 'why' had been replaced with 'that's just how we do it.'

They chose to look inward

Instead of adding technology, they invested time — pulling people from every corner of the business to have the conversations nobody had bothered to have.



Deep
conversations

WHAT THEY FOUND

Decisions, processes, and system configurations weren't based on business logic. They were based on history, culture, and people who had long since left.

One finding among many:

A single master data change. Never asked. Never acted on.

12

weeks/yr
Saved from 1 change

80+

opportunities
in 2-yr roadmap

Not Just a List of Recommendations

1

A shared understanding of how your system actually works

Not a report only the project team reads.

→ Alignment

2

Recovered context that drives better decisions

Not assumptions — the actual why behind your processes.

→ Better Decisions

3

Specific, prioritized opportunities

Not generic best practices. Tied to your reality.

→ Real ROI

4

Confidence to move forward without being surprised

Not a plan based on guesswork.

→ Momentum

You Leave With Four Things



These aren't four separate things. They're a progression — you can't have Direction without Clarity first.

Start Here. Every Time.

Heading into an upgrade

Don't carry broken processes forward.

Adding new capabilities

Build on a foundation you actually understand.

Performance has plateaued

The ceiling is usually process, not technology.

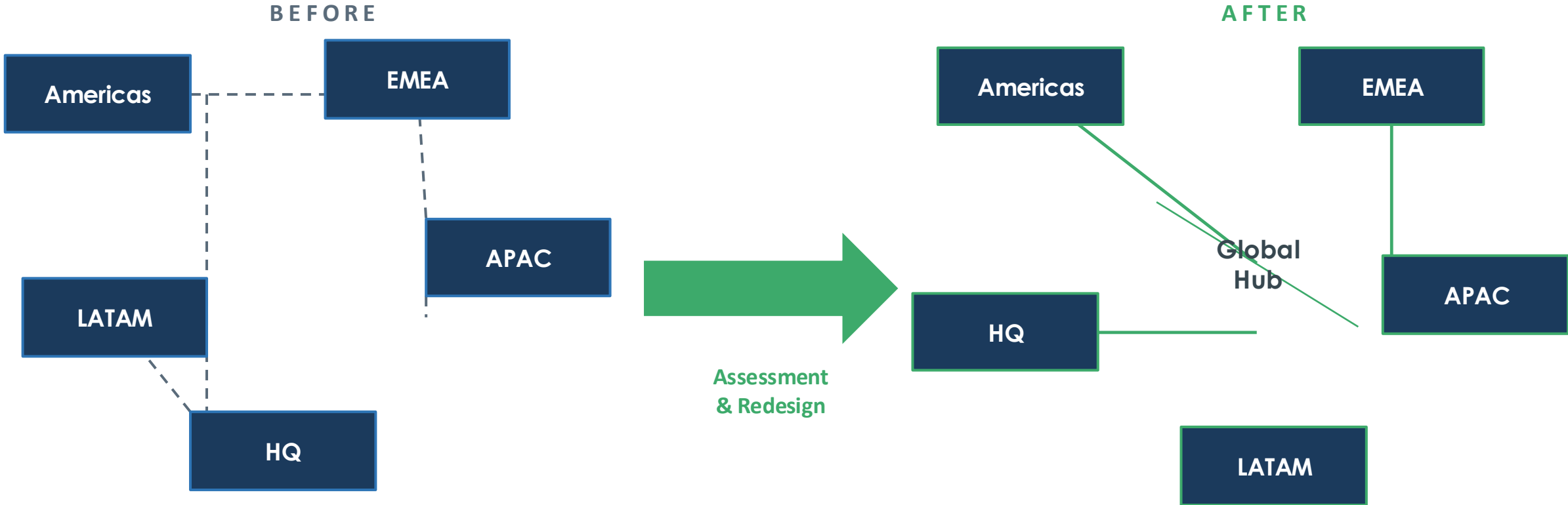
Ready to stop being surprised

Surprises aren't inevitable. This is how you avoid them.



Every major initiative deserves a clear starting point. Start here.

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What Lives Inside Every JDE Environment



TECHNOLOGY

What the system does

Configurations, integrations, customizations — the visible layer most teams focus on.



PROCESS

How work actually gets done

Workflows, workarounds, manual steps — often different from how anyone thinks it works.

WATERLINE



CULTURE

Why people do it that way

Team habits, tribal knowledge, unwritten rules — the invisible layer that drives behavior.

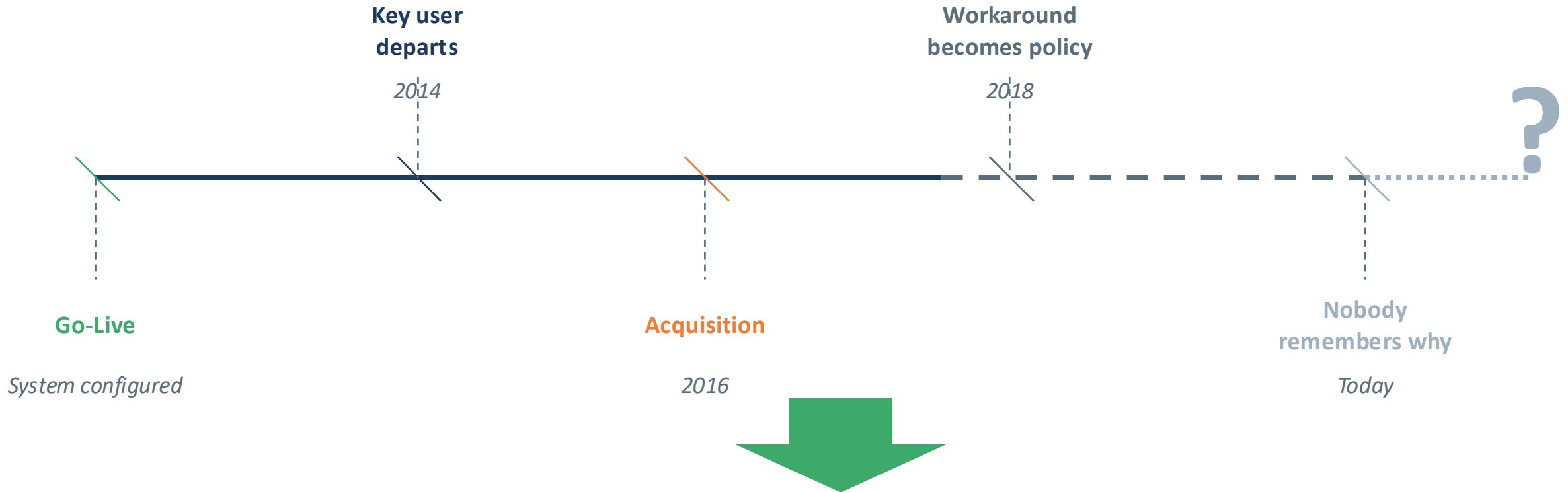


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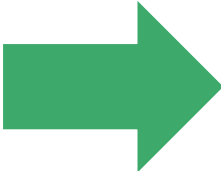
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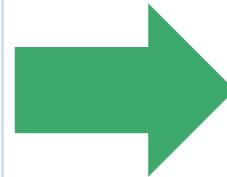
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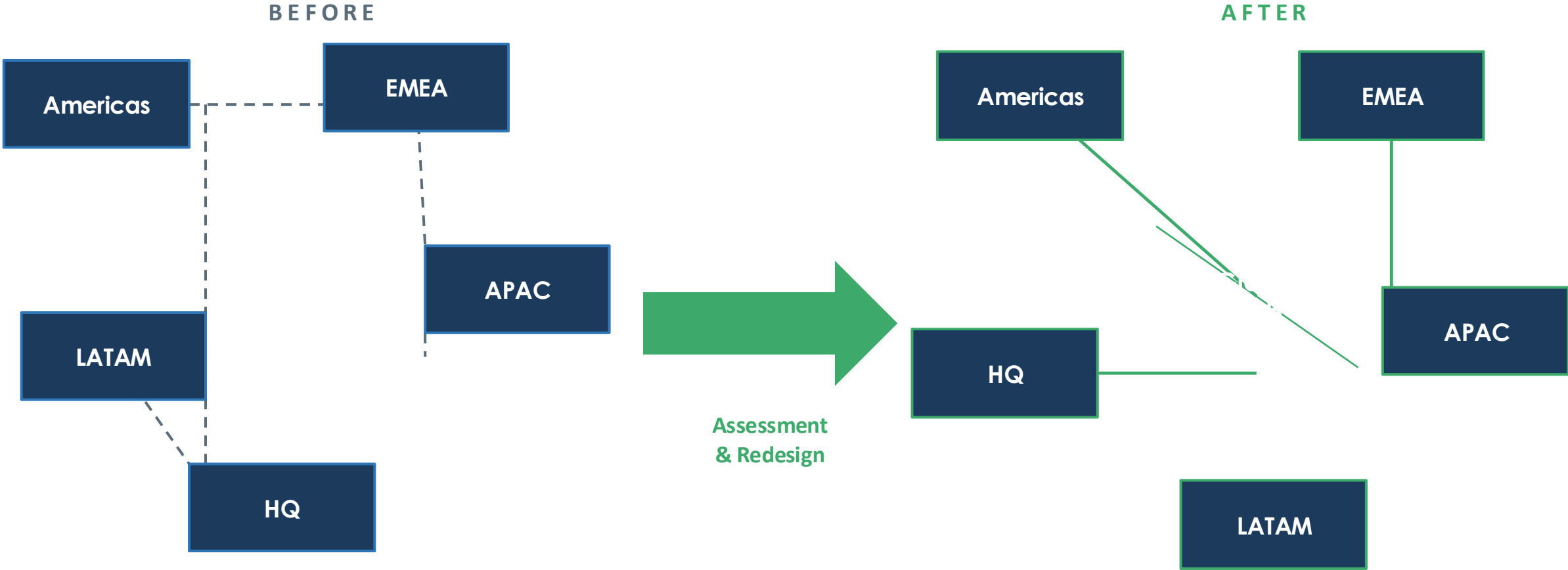
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Inventory reduction — first

Expediting freight costs

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WHAT TEAMS THINK

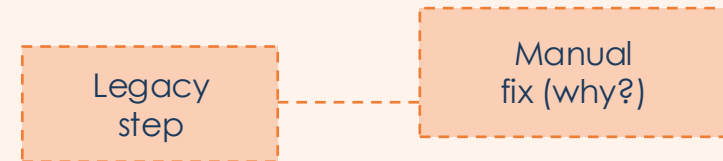


*Clean. Sequential.
Everyone knows their step.*

Designed & documented at go-live.



WHAT'S ACTUALLY HAPPENING



*Workarounds layered over years.
Nobody remembers why.*

Set up in 2012. Still running.

The gap between those two pictures is exactly where project surprises are born.