



WELCOME TO

BLUEPRINT 4D

P-052433

PRESENTED BY QUINTANA ROO COMMUNITY

Surprises Belong at Birthday Parties, Not Projects



May 4-7, 2026
Hilton Anatole in Dallas TX

Agenda

- 01 The Problem**
Why most organizations don't fully know their own system
- 02 The Reframe**
What a real assessment looks like — and why it matters
- 03 Proof**
Three case studies with measurable results
- 04 What You Walk Away With**
Four deliverables that change how you move forward
- 05 Start Here**
When to act — and what the first step looks like

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

We Are ERP Suites - We Help Our Customers Realize IT



Cloud Hosting

Public, private and hybrid cloud solutions



Managed Services

ERP system management with first-rate response times



AI and Gen AI

Integrating your business data with emerging technologies



JDE Consulting

Develop, implement, and support JDE applications



EPM Services

EPM consulting, advisory, and managed services

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

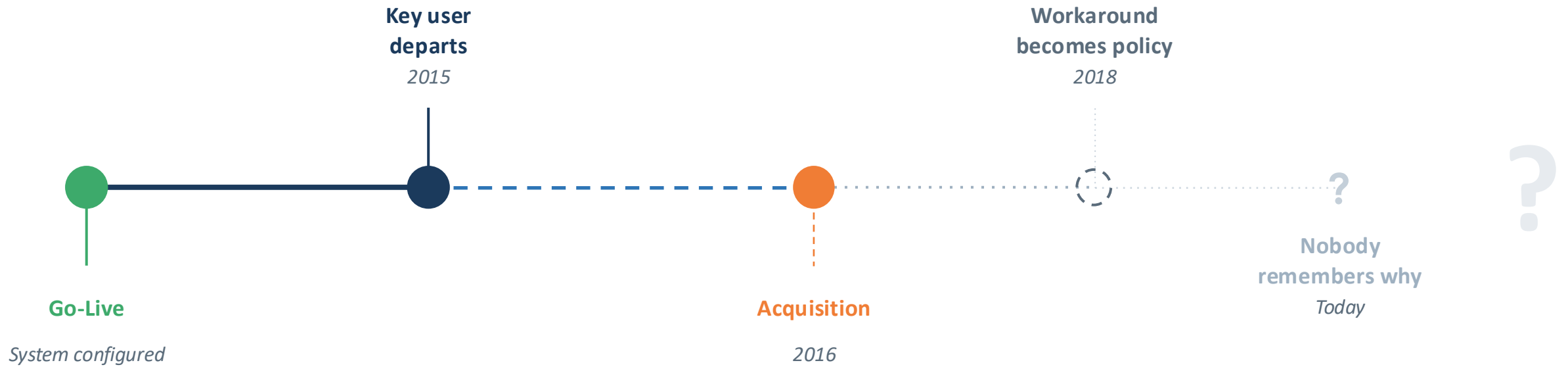


*Workarounds layered over years.
Nobody remembers why.*

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.



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

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.



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

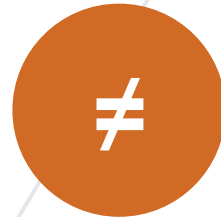
What a real assessment reaches

W A T E R L I N E

The Reframe

EVALUATION

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

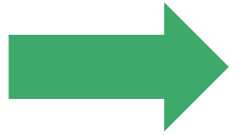


INTROSPECTION

- 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.

Ask Why. Not Just How.



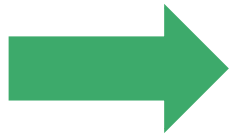
Follow the history

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.

The Assessment Is Only as Good as the People Running It



TRUE NORTH

Customer Success

- We follow the finding — wherever it leads.
- If the answer is process change, not technology, we say so.
- Our job isn't to come in with answers — it's to create the conditions where we find them together.

That orientation is what makes honest assessments possible.

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.



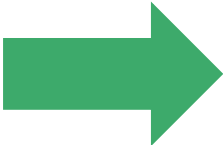
Planning in Excel, not the system

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

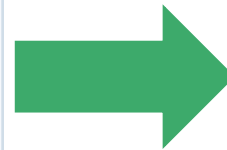
Each facility maintained its own logic and spreadsheet-based tools. No shared model, no shared visibility across the enterprise.

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

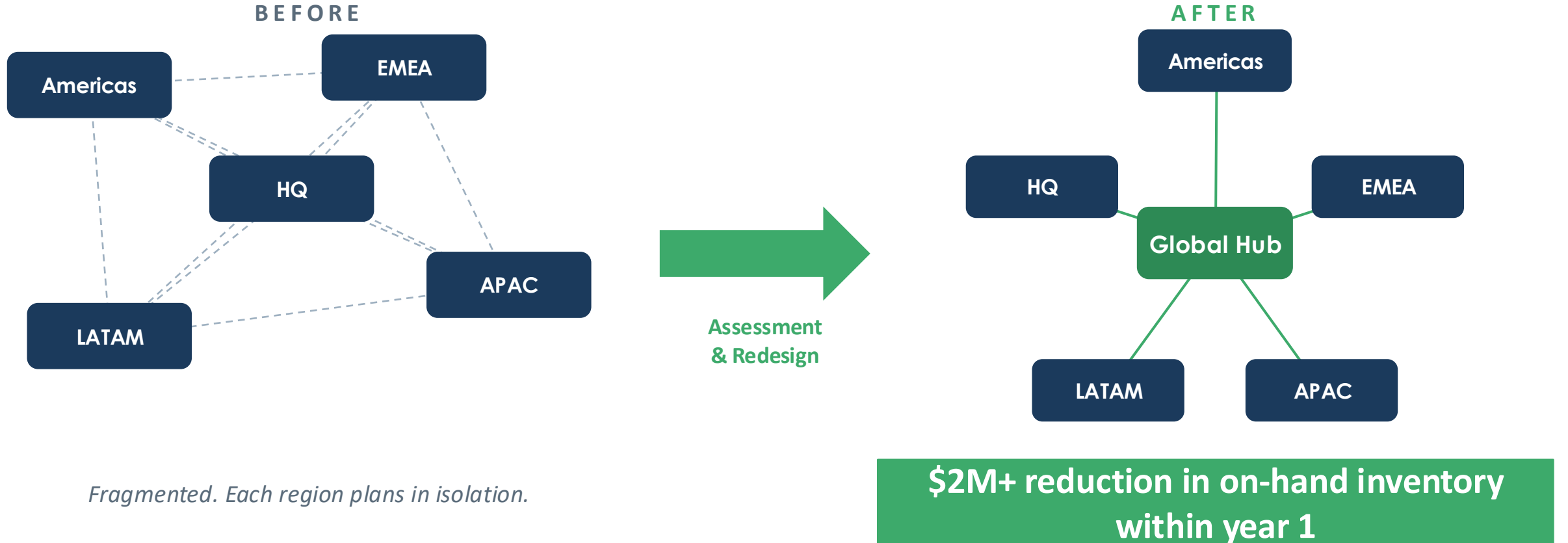


Expediting freight costs reduced



Planning cohesion across all sites

Global Medical Device Manufacturer — Planning Assessment



Fragmented. Each region plans in isolation.

Assessment
& Redesign

**\$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

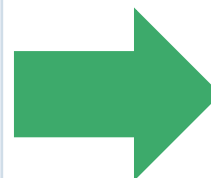
Every departure took institutional knowledge with it — decisions, workarounds, and process logic that existed only in people's heads.

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

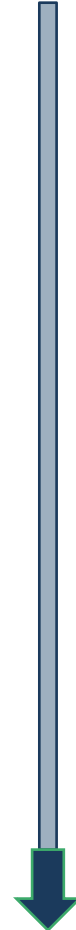


The ceiling is usually process, not technology.

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.

Thank You



Let's save the surprises
for the birthday parties.



Interested in what an assessment would look like for your team?

Let's talk.

Mo Shujaat | VP of Advisory Services | ERP Suites

Mshujaat@erpsuites.com

Rate this session!

Session Title:

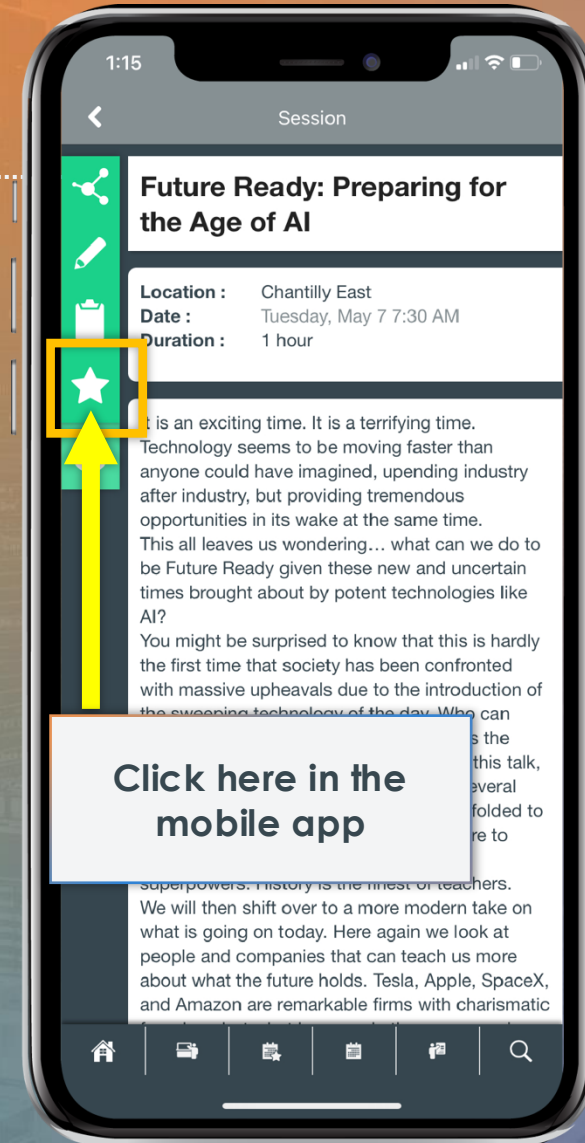
Surprises Belong at Birthday Parties, Not Projects

Speaker:

Mohammad Shujaat

Presentation ID:

P-052433



Complete 3 or more session surveys in a day and you'll be entered to win a **\$500 gift card!**

JD Edwards INFOCUS

Save the Date:

September 21 - 23, 2026

Sheraton Downtown Denver | Denver, CO



Join us for INFOCUS 26!

Practical, hands-on learning for the JD Edwards community.

At INFOCUS, JD Edwards users of all levels can dig into new releases, dive deep into practical learning, get new ideas from best practices and hone their JD Edwards skills during three jam-packed days of education and networking. Attendees can chat with the experts, connect with and learn from other users and meet solution providers.

Call for presentations is open!



Speaking at **INFOCUS** is a great way to build your reputation, meet new people and give back to the JD Edwards community.

Plus primary speakers get discounted registration at the event!

questoraclecommunity.org/infocus



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

- email
- phone



Social Media

- LinkedIn, Facebook, Instagram, X



Podcast: Not Your Grandpa's JDE

- Youtube & Spotify



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 >



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

The Reframe

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

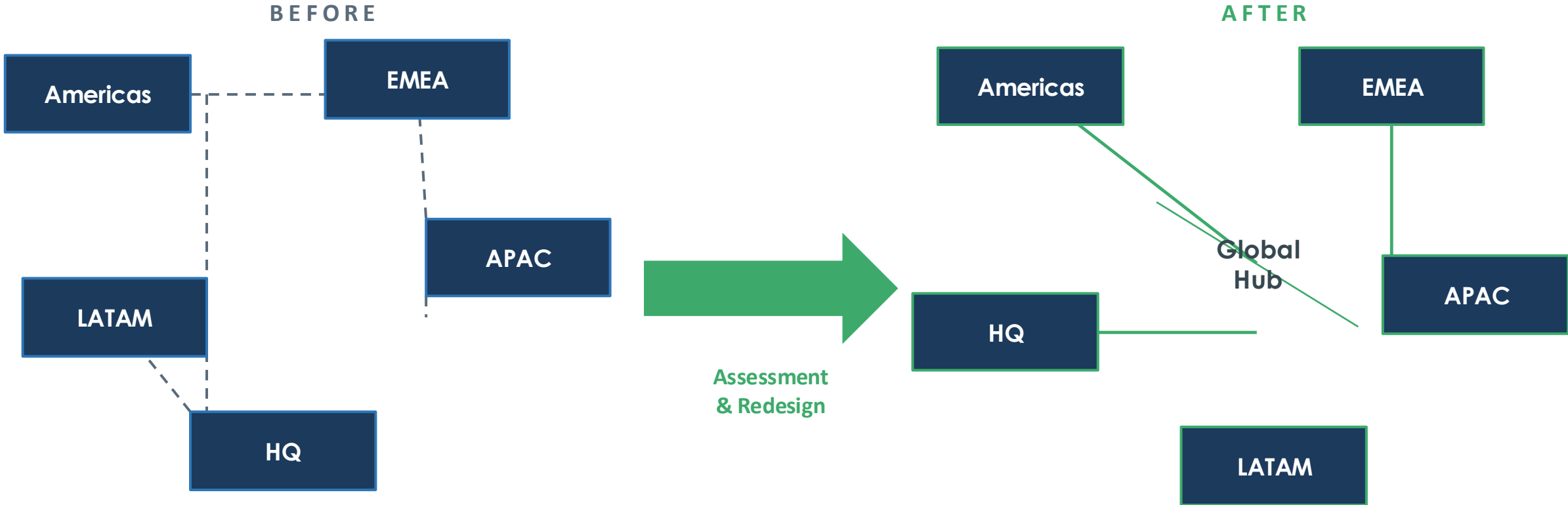
A process assessment isn't an evaluation.
It's an act of introspection.

You Leave With Four Things



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

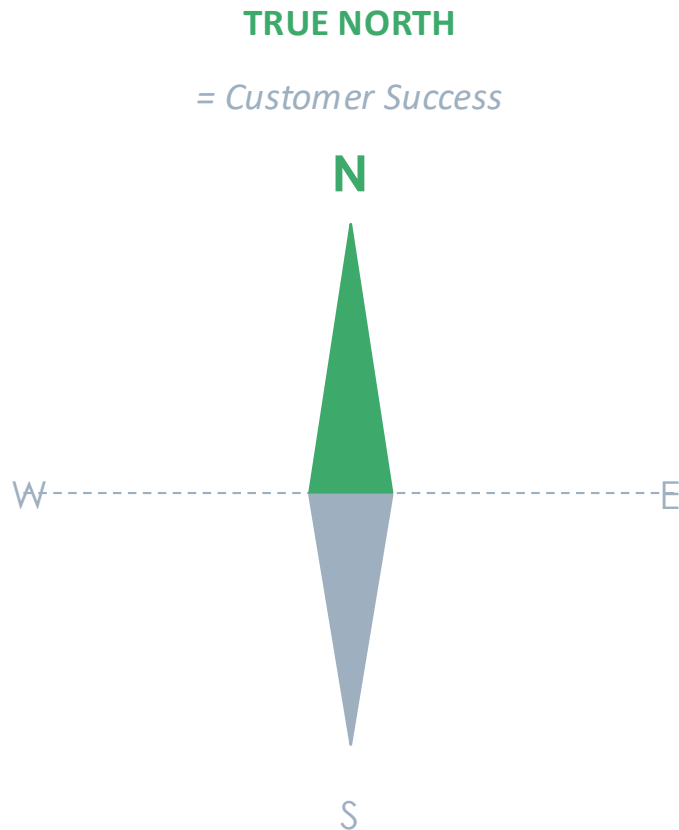
Most organizations don't fully know their own system



Fragmented. Each region plans in isolation.

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

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.

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: recommendations that align with what they sell.

Our commitment: an honest picture, wherever it leads.

That orientation is what makes the difficult conversations possible.

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.



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



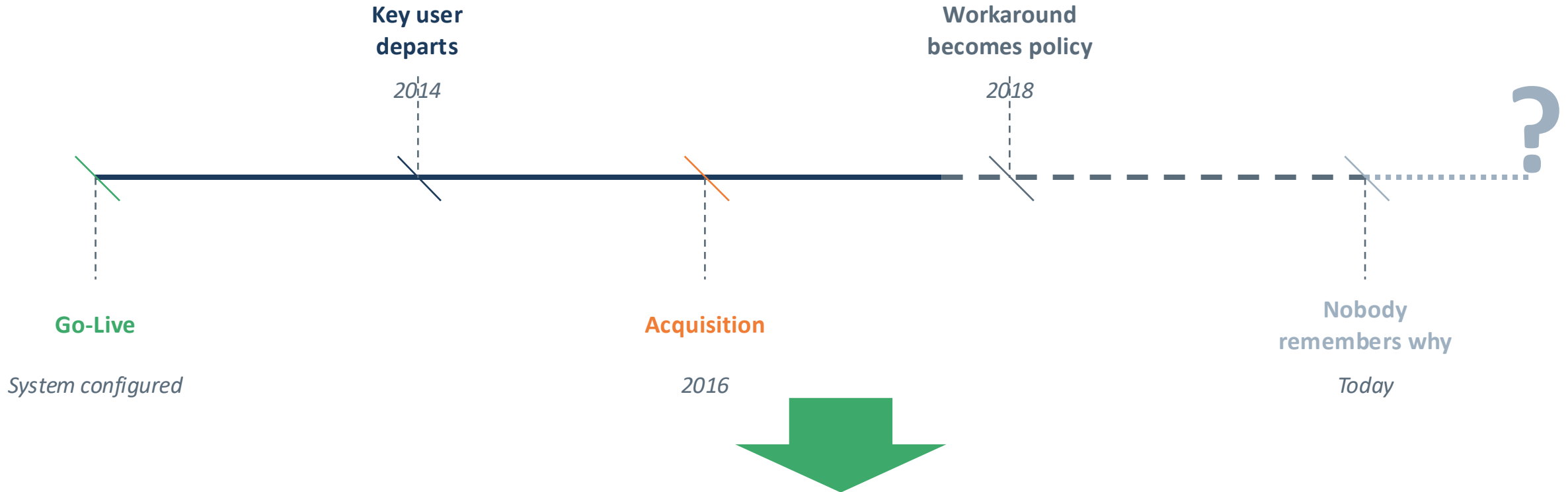
INTROSPECTION

- 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.

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



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

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.



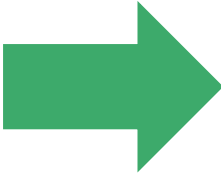
Planning in Excel, not the system

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

THE GOALS

>95%

Inventory Accuracy

All transactions in JDE & GL

Auto

System-Driven Planning

Excel replaced by JDE MRP & ROP

>98%

BOM & Routing Accuracy

+10% OTIF Improvement

Global Medical Device Manufacturer — Planning Assessment

5 continents · 14 facilities · Planning completely disjointed

BEFORE — Decentralized

X 14 independent planning processes

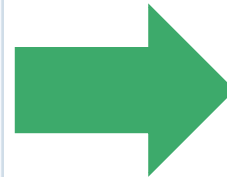
Each facility maintained its own logic and spreadsheet-based tools. No shared model, no shared visibility across the enterprise.

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

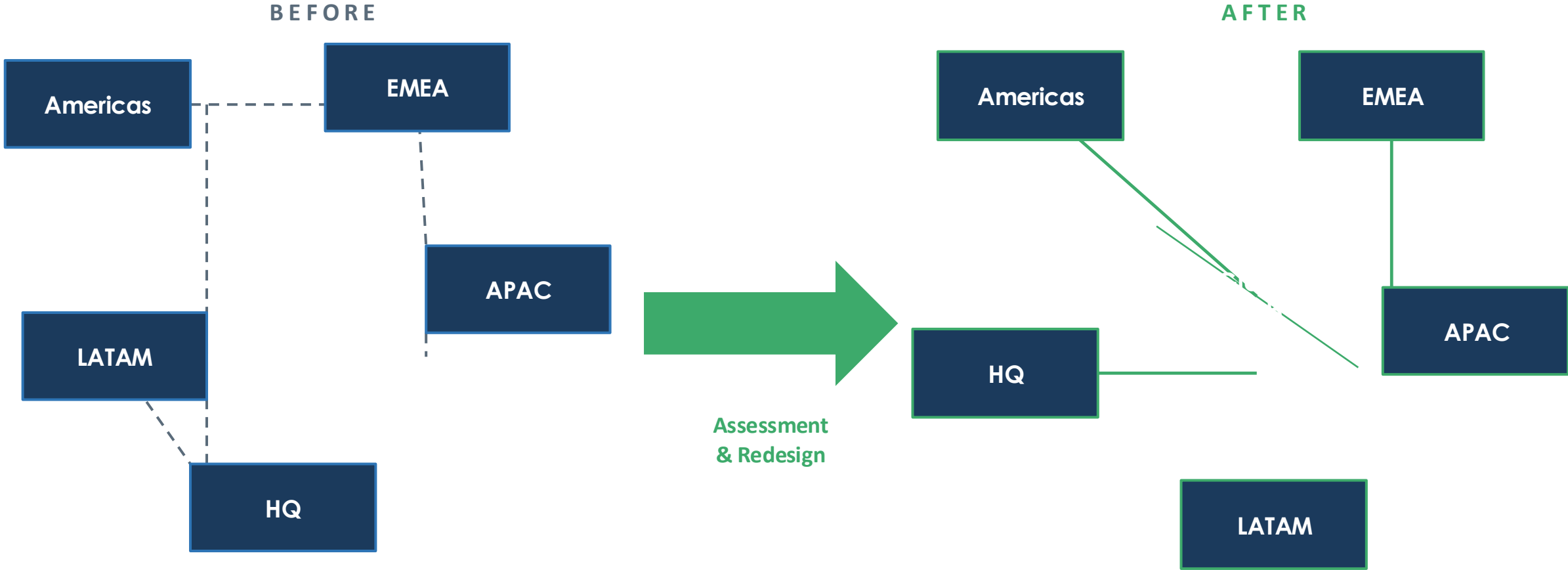
Strategic inventory decisions made globally. Facilities retain execution ownership within the shared model and governance framework.

Inventory reduction — first

Expediting freight costs

Planning cohesion across all

Most organizations don't fully know their own system



Fragmented. Each region plans in isolation.

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

Most organizations don't fully know their own system

WHAT TEAMS THINK

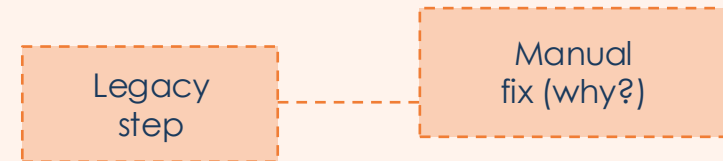


*Clean. Sequential.
Everyone knows their step.*

Designed & documented at go-live.



WHAT'S ACTUALLY HAPPENING



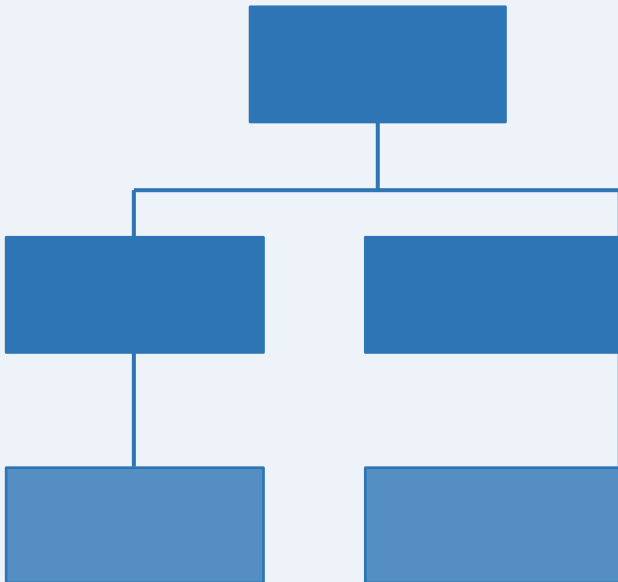
*Workarounds layered over years.
Nobody remembers why.*

Set up in 2012. Still running.

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

Most organizations don't fully know their own system.

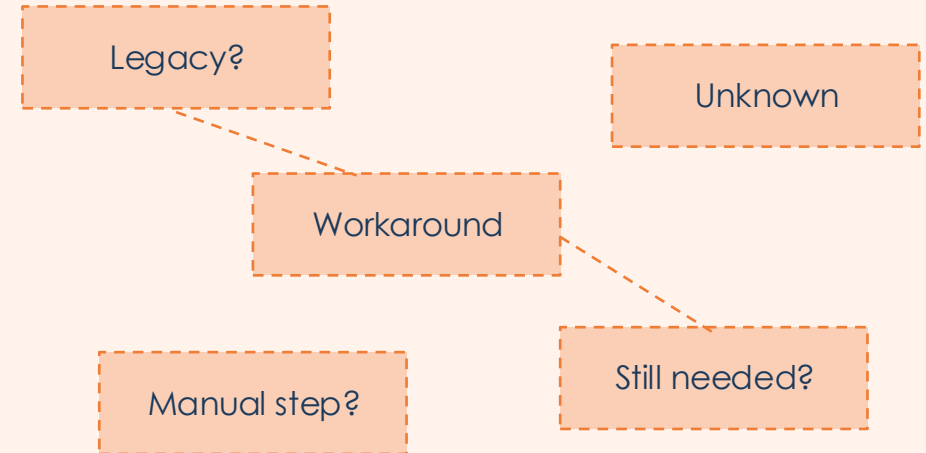
WHAT TEAMS BELIEVE



Clean. Documented. Understood.



WHAT'S ACTUALLY THERE

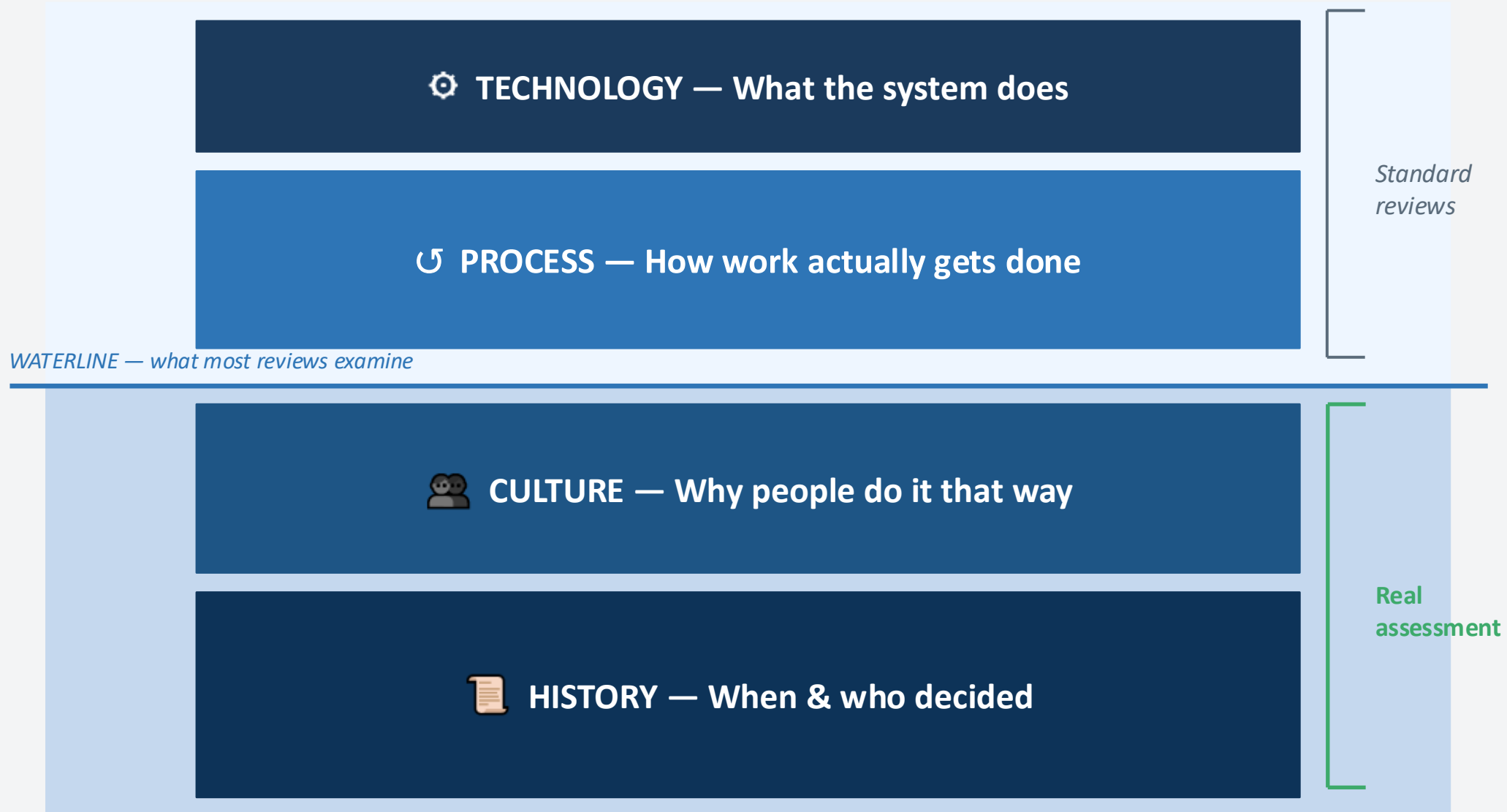


Assumptions layered over time.

Most were set up years ago.
Nobody knows why.

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

What Lives Inside Every JDE Environment



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.

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: recommendations that align with what they sell.

Our commitment: an honest picture, wherever it leads.

That orientation is what makes the difficult conversations possible.

Midwest Plastics Manufacturer — Inventory & Planning Assessment

What the assessment found — and why OTIF was suffering

1 Inventory wasn't in JDE.

Transactions ran through an external Access database. JDE — and the GL — didn't reflect actual inventory positions. MRP was planning on data it couldn't trust.

↑ Goal: Inventory accuracy >95% · All transactions in JDE & GL

2 Planning was running on spreadsheets.

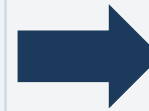
JDE's MRP/ROP capability was sitting idle. Planning happened offline in Excel — disconnected from real inventory and forecasts, manual by design.

↑ Goal: Automated, system-driven planning

3 Manufacturing data was ~80% accurate.

BOM & routing accuracy sat at roughly 80%. Every work order, every cost calculation, every schedule — built on incorrect data. Rework costs were invisible.

↑ Goal: BOM & routing >98% · Accurate rework costing



+10%

OTIF Improvement

Downstream result

Three separate root causes. All hidden in plain sight. All addressable within JDE.

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

West Coast · The most introspective assessment we've run

THE SITUATION

Years of people walking out the door

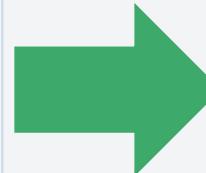
Every departure took institutional knowledge with it — decisions, workarounds, and process logic that existed only in people's heads.

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

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

1

master data change

saves 12 weeks of work per year

Found by pulling people from every corner of the business to ask the questions nobody had thought to ask in years.

of

TOTAL OPPORTUNITIES





80+

**Automation opportunities,
process changes, and AI agents**

2-year roadmap for implementation

All surfaced from a single introspective assessment.

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**

Start Here. Every Time.



Before an upgrade

— *Don't upgrade your problems. Understand them first.*



When performance has plateaued

— *The ceiling is usually process, not technology.*



Before adding new capabilities

— *Build on a foundation you actually understand.*



When you're ready to avoid surprises

— *They're not inevitable. This is how you get ahead of them.*

Start here.