



Deloitte.

Unlocking the true value of Cloud ERP

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Competition is at the heart of transformation.

It requires continuous innovation and new ways to grow profits. Digital transformation helps organizations innovate faster and better. And therein lies one of the greatest challenges: pursuing digital transformation means building a race car and entering a never-ending race. In this race with no pit stops, you're repairing, adjusting, and upgrading your car for a mid-track swap, because speed matters.

If this analogy makes digital transformation sound extremely challenging, that's because it is.



Erik Karlström

Partner

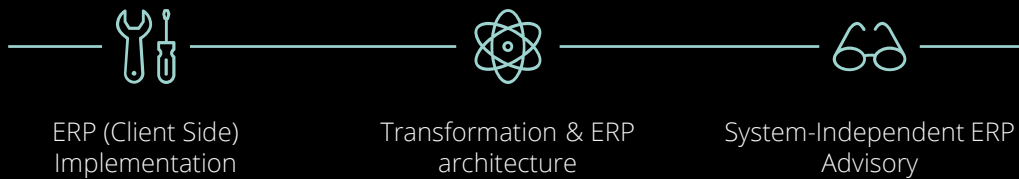
Emerging ERP Solutions



Manu van Ijzendoorn-Joshi

Senior Manager

ERP Enabled Finance Transformation



About Deloitte

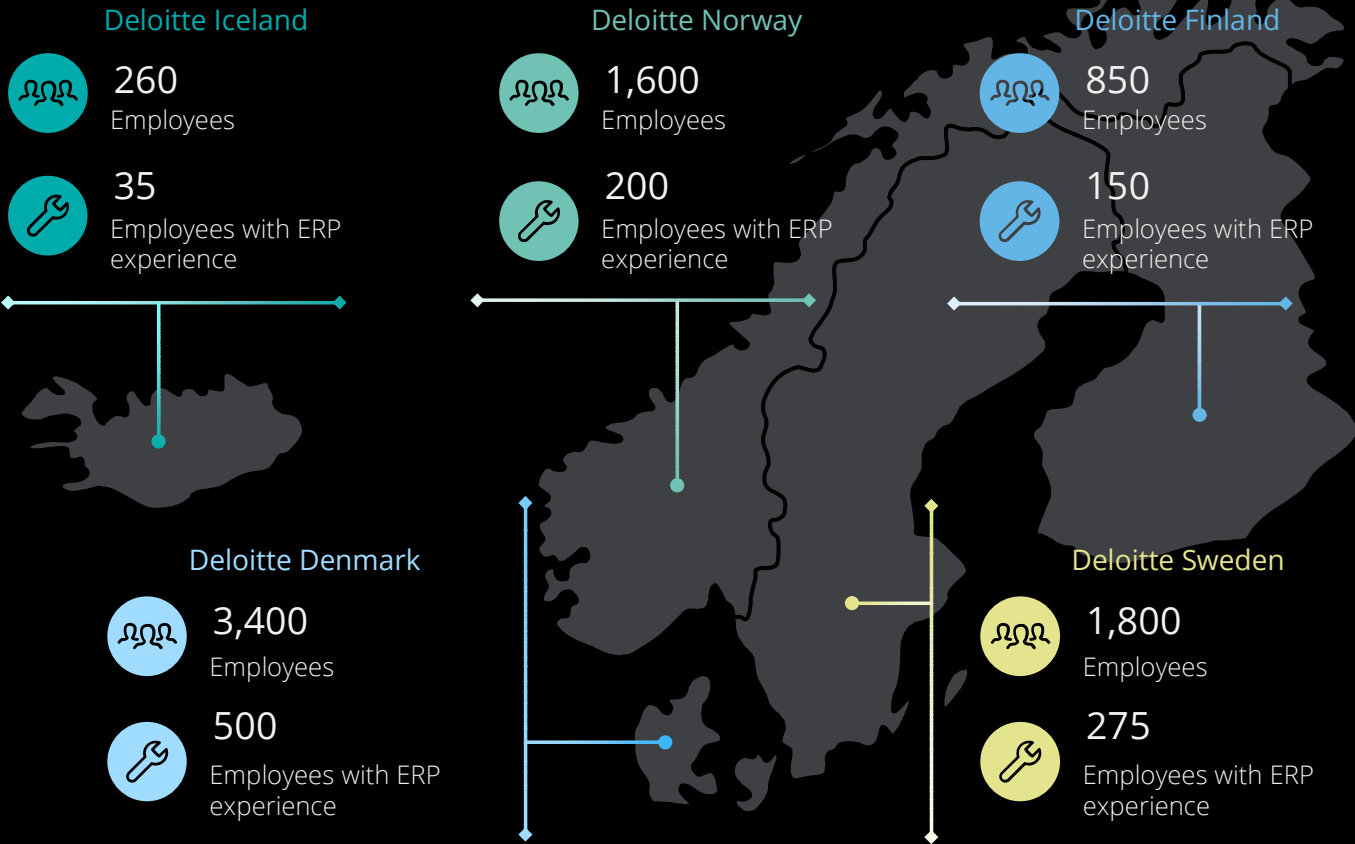
With approximately 8,000 employees in the Nordics, Deloitte is one of the leading auditing and consultancy firms. We have ~1,200 employees across the Nordics with experience from providing professional services related to ERP.

Deloitte is organized in four business areas:

- Audit & Assurance
- Tax & Legal
- Strategy, Risk & Transactions Advisory
- Technology & Transformation

We are integrated across business areas to provide relevant services and solutions for our clients. Subject to independence considerations, we can help you in areas such as streamlining of operations and processes, financial reporting, taxation and acquisitions.

We offer a **comprehensive set ERP-related advisory services**. Our expertise spans both system integration and business integration, supporting our clients in implementing, adopting and optimizing their ERP solutions.



Deloitte is an awarded Infor Alliance Partner

Deloitte has been a trusted Infor partner since 2017. We are recognized as #1 in Delivery Quality by Infor and have successfully implemented multiple pioneering multi-tenant cloud solutions for Infor.

LOCAL PRESENCE, GLOBAL REACH



200+

Live Infor Clients*

70+

Countries Served

1000+

Infor Practitioners**

* Includes implementations of legacy Infor products such as Lawson pre-alliance.

** Includes practitioner support across all global firms.

AWARD WINNING ALLIANCE

Gartner

Deloitte is consistently recognized as the top leader in the Gartner Magic Quadrant, reflecting our unparalleled expertise and comprehensive understanding of both the technical and business aspects of ERP implementations.

As Infor's leading GSI, we have received numerous accolades during our partnership, which include:



Healthcare Partner of the Year



HCM Partner of the Year



WFM Partner of the Year



GSI of the Year

A dark, moody photograph of a man with a beard and glasses, looking down and resting his chin on his hand in a thoughtful pose. The image is dimly lit, with a blue horizontal line above the text. The text "What is value?" is centered in a white, sans-serif font.

What is value?



WHO WINS?



Do you know the route and conditions your car needs to navigate?

"75% of ERP strategies are not strongly aligned with overall business strategy, leading to **confusion and lackluster results**"¹

- Gartner Insights

Unlocking the true value of cloud ERP means using the technology to **drive initiatives aligned with your strategy** and business objectives – initiatives that will create tangible value and **support long-term success**.

Image Top: "2025 Japan GP - Ferrari - Lewis Hamilton - FP1" Wikimedia Commons, CC BY-SA 4.0, https://en.wikipedia.org/wiki/File:2025_Japan_GP_-_Ferrari_-_Lewis_Hamilton_-_FP1.jpg

Image Bottom: "2020 Volkswagen Golf Style 1.5 Front" Wikimedia Commons, CC BY-SA 4.0, https://commons.wikimedia.org/wiki/File:2020_Volkswagen_Golf_Style_1.5_Front.jpg

1: Gartner, <https://www.gartner.com/en/information-technology/topics/enterprise-resource-planning>

Technology

[...] <Client A> seeks to procure and implement a new ERP solution that standardizes, renews, improves, digitizes, and automates a range of processes within the organization.

Process

Data

This applies both to current processes and needs, as well as the ambition for future growth and becoming a more data-driven and insight-based organization. The main objective of the procurement is to ensure that a future-proof platform supports

<Client A>'s work processes and their employees in their daily work.

Organization

The scope of the procurement is therefore potentially extensive. [...]

- from a customer's RFP-document for ERP-procurement

How do you measure success?

The objectives of an ERP-driven business transformation is fundamentally different from those of a pure technical ERP implementation. Early definition of key result indicators is crucial to both **set the direction** for the ERP transformation journey and to enable continuous monitoring and measure of success **during** and **after** the implementation.



The Three Pillars of Continuous Cloud ERP Success

Beyond Technology: The Real Drivers of Cloud ERP Value



ORGANIZATIONAL READINESS

Change management doesn't begin at go-live. It begins **before vendor selection**.

Organizations that invest in readiness—assessing culture, capability gaps, and resistance—succeed. Those that skip this step fail.

Invest 10–15% of project budget in readiness upfront to save 30–40% in rework later.



LEADERSHIP & SPONSORSHIP

Executive Commitment Must Be Real.

Cloud ERP transformations fail when executive sponsorship is ceremonial — a steering committee that meets quarterly and rubber-stamps decisions.

They succeed when leadership is real—visible, committed, and willing to make tough calls.



USER ADOPTION & CAPABILITY

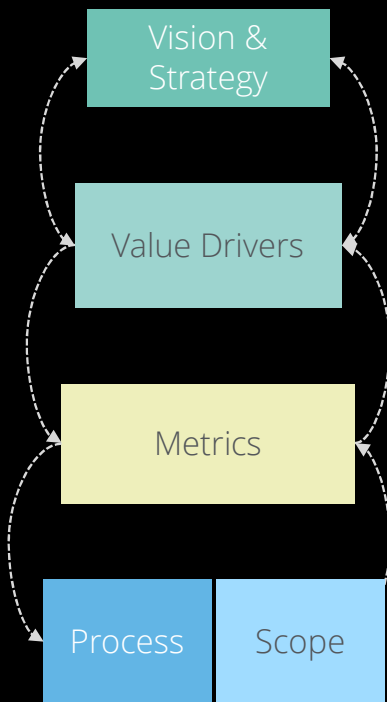
Organizations often treat training as a checkbox: "We trained everyone before go-live, so adoption should be automatic."

But users revert to legacy systems when they don't feel supported.

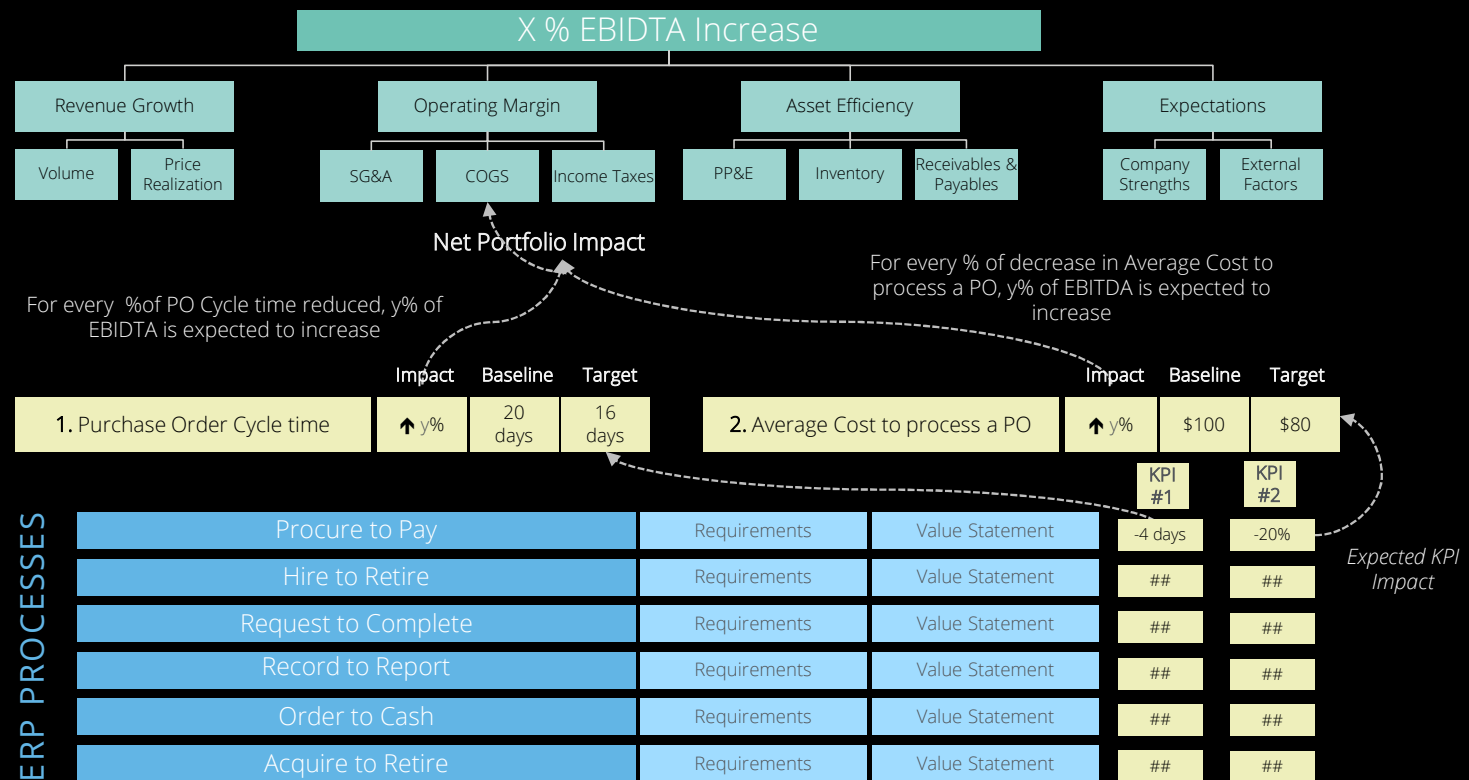
Adoption requires **continuous learning, accessible support, and a culture of capability-building**.

Functional Value Definition Framework | Top Down, Bottoms Up

FRAMEWORK



ILLUSTRATION



Use Case 1: Global Production Company

Situation: The Company had experienced aggressive non-organic growth over the past years, during which there was minimal effort done to streamline organization, process or technology. This resulted in fragmentation and inefficiencies within the organization, where the strategy was to establish a more consolidated organization, tailored for their continued growth ambitions.

Key Question: As part of the transformation, a key question was is ERP-technology being leveraged to its full capacity or is there **unlocked potential**?

WHAT DID WE DO?



Harmonized and standardized the use of ERP and other supporting tools



Analysed the technical landscape surrounding ERP, including unleveraged and overlapping system functionality



Identified process and integration changes for improving data quality and flow, including data accessibility and need



Established and anchored strategic ownership for core ERP processes, and the governance around ERP changes

HOW WILL THEY MEASURE SUCCESS?

Examples of Key Result Indicators from parts of the transformation business case:

Automate manual activities and improve efficiency in process for incoming invoices



- X% reduction of rework on invoices
- X% reduction of invoices for manual handling
- Automatic distribution of X% of invoices

Improve system functionality and standardize process for collections, including automation and proactive measures



- X% reduction in write-offs
- X% reduction of time spent on collection activities and payments follow-up

Reduce number of (legacy) systems and tools used in all transactional processes, and establishing automatic/direct integrations



- X% reduction of time spent on customer creation
- X% reduction on double/manual bookings
- X% reduction in license cost

Use Case 2: Global IT Services Company

Situation: The Company has chosen to upgrade from their existing on-premise ERP solution to an ERP Cloud solution. In preparation for the transition, the company was searching for actionable guidance on how to support both external engagement with suppliers and internal alignment across the organization, thereby facilitating a successful ERP selection and implementation process.

Vision: being a strategic, value-creating partner across the organization, delivering accurate, timely decision support and driving continuous improvement through automation, compliance, and sustainable solutions.

WHAT DID WE DO?



Defined vision, business objectives and key result indicators for the future finance function



Established desired future state for ERP system that should be anchored to local and the Group's overall strategy



Identified high-level in- and out-of-scope processes for the ERP system, including organizational ownership of these



Looked at technology fit for purpose based on insights from the three points above

HOW WILL THEY MEASURE SUCCESS?

Examples from parts of the identified Business Objectives and related Key Result Indicators (KRIs):

Establish a standardized, integration-friendly ERP platform



- Achieve 100% go-live of all core financial modules within the planned timeline
- Complete full transition to the new ERP by eliminating reliance on legacy systems

Enable Finance to standardize and automate core processes, improving efficiency, accuracy and the ability to make timely decisions



- Reduce manual journal entries by 90% as measured by ERP audit logs
- Maintain month-end closing within a four-day timeframe consistently post go-live

Empower data-driven decision making and strategic advisory



- Ensure senior leaders have timely access to standardized national management dashboard
- Enable flexible dimension reporting that allows adjustments to transaction recording



“By 2027, **more than 70%** of recently implemented ERP initiatives will **fail** to fully meet their original business case goals.

As many as 25% of these will **fail catastrophically.**”

- Gartner Insights

Are you investing in what actually drives value?

According to Gartner and Forrester research, the majority of digital transformation budgets — often between **70% and 90%** — are allocated to **technical components** such as software, hardware, and system integration. This heavy focus on technology investment frequently overshadows the critical need for **investment in organizational change and people**, which are key drivers of successful transformation outcomes.

In a Deloitte survey, **82%** of firms cited **employee resistance** as a primary factor in ERP project failure, making it the **most frequently reported reason** among respondents.



Thank you.



Erik Karlström

Partner

Emerging ERP Solutions

ekarlstrom@deloitte.se



Manu van Ijzendoorn-Joshi

Senior Manager

ERP Enabled Finance Transformation

majoshi@deloitte.no

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