

# 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



16+ years  
of Infor M3



From ERP Strategy  
to delivery and beyond



Process & system  
optimization

# Manu van Ijzendoorn-Joshi

## Senior Manager

ERP Enabled Finance Transformation



ERP (Client Side)  
Implementation



Transformation & ERP  
architecture



System-Independent ERP  
Advisory



# About Deloitte

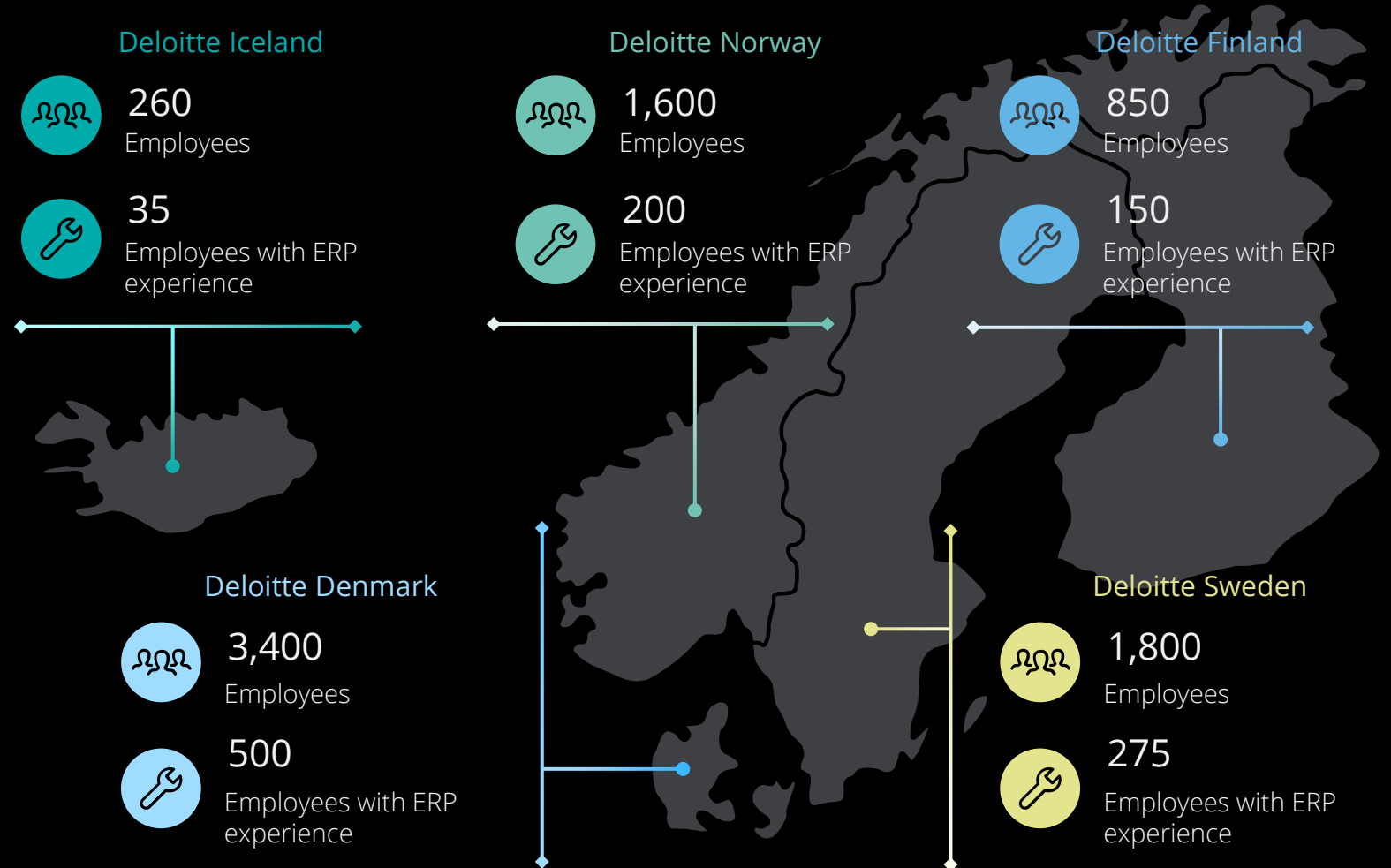
With approximately 8,000 employees in the Nordics, Deloitte is one of the leading auditing and consultancy firms. We have ~1,200 employees across the Nordics with experience from providing professional services related to ERP.

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, monochromatic photograph of a man with a beard and glasses, resting his head on his hand in a thoughtful pose. The image is overlaid with a blue horizontal line and the text "What is value?".

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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**”<sup>1</sup>

- 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**.

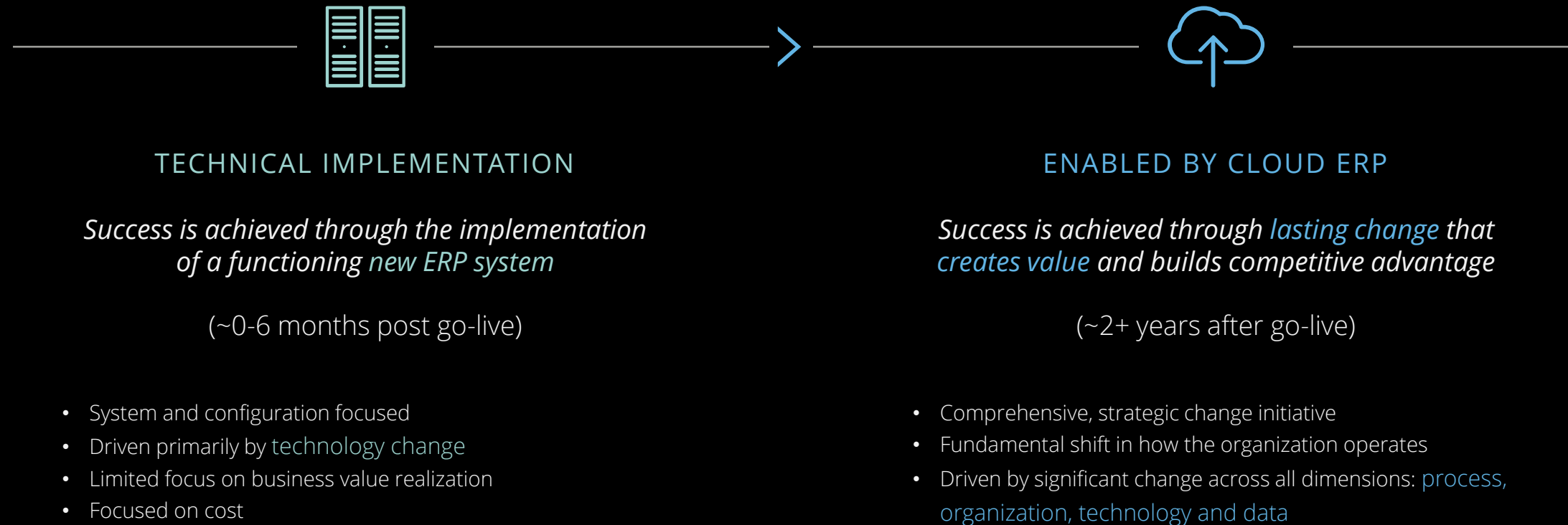
Image Top: "2025 Japan GP - Ferrari - Lewis Hamilton - FP1" Wikimedia Commons, CC BY-SA 4.0, [https://en.wikipedia.org/wiki/File:2025\\_Japan\\_GP\\_-\\_Ferrari\\_-\\_Lewis\\_Hamilton\\_-\\_FP1.jpg](https://en.wikipedia.org/wiki/File:2025_Japan_GP_-_Ferrari_-_Lewis_Hamilton_-_FP1.jpg)

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

# 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**.



“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

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# 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.

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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.



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