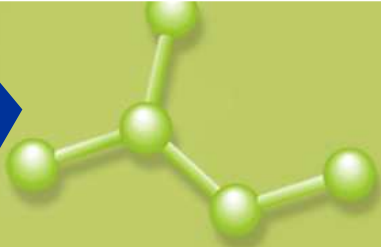


# JDE: The Evolution

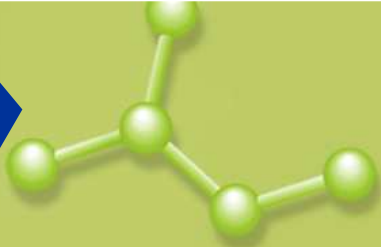
## An Upgrade from ERP 8.0 to 8.12

Paul Lyle & Melissa Lascelles  
Thiess Pty Ltd



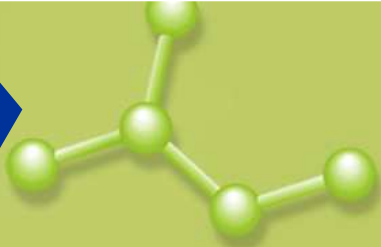
# Agenda

- Background
- Why Upgrade?
- Before the Upgrade?
- Project Overview
- How did we do it?
- Where are we now?
- What is our future?
- Lessons Learnt
- Q&A



# Who We Are

- Established 1934
- One of Australasia's largest construction, mining & services companies
- Annual turnover A\$4.8bn 2006/07
- Work in hand A\$10.28bn
- Over 24,000 employees and sub-contractors across more than 180 projects
- Operations in Australia, the near pacific and Asia
- Part of listed Leighton Holdings Limited

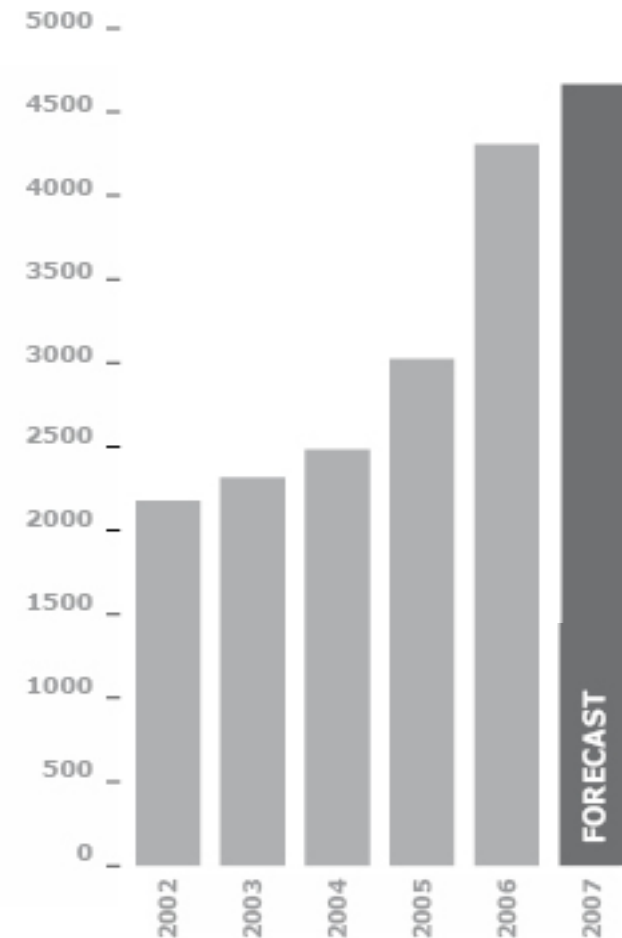


# Financial Performance

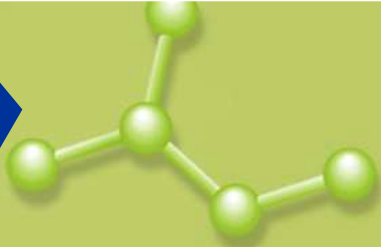
- Significant revenue growth over the last 5 years
- Work in hand A\$10.28bn
- Strong balance sheet >A\$1 billion

Five year revenue

Aus \$'000

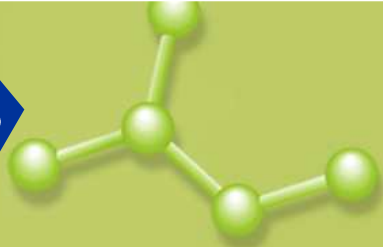


Australia & New Zealand Users Group



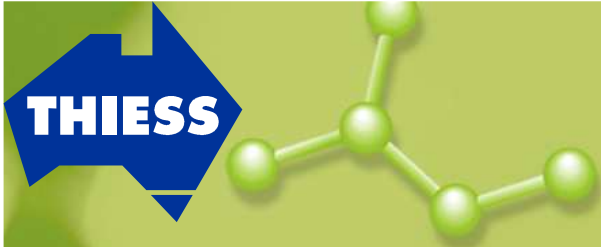
# Leighton Holdings Limited

- Parent company of Australasia's largest project development and contracting group
- Financial results June 07
  - Total revenue A\$11.9 billion
  - Net profit A\$450 million
  - Work in hand A\$21 billion
  - Total assets A\$4.7 billion
- Forecast results June 08
  - Total revenue A\$14.5 billion

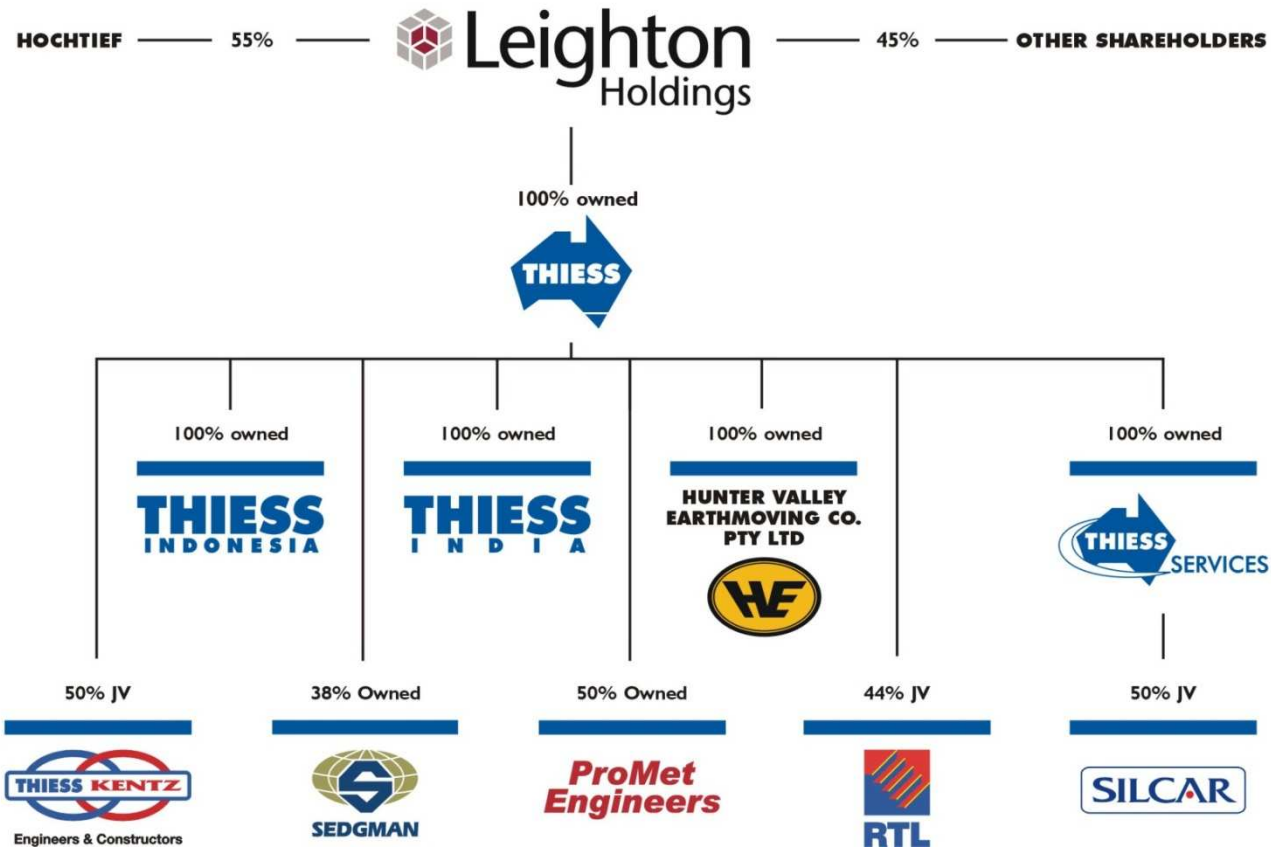


# LHL Group Organisation Chart



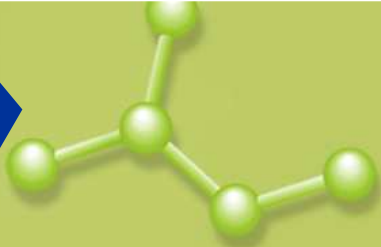


# Thiess Group Organisation Structure



**Quest**  
Australia & New Zealand Users Group

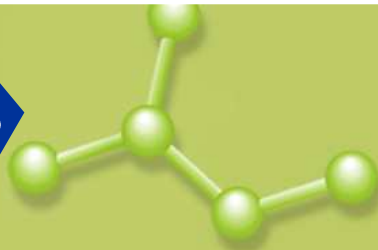
**User2User**  
networking with value



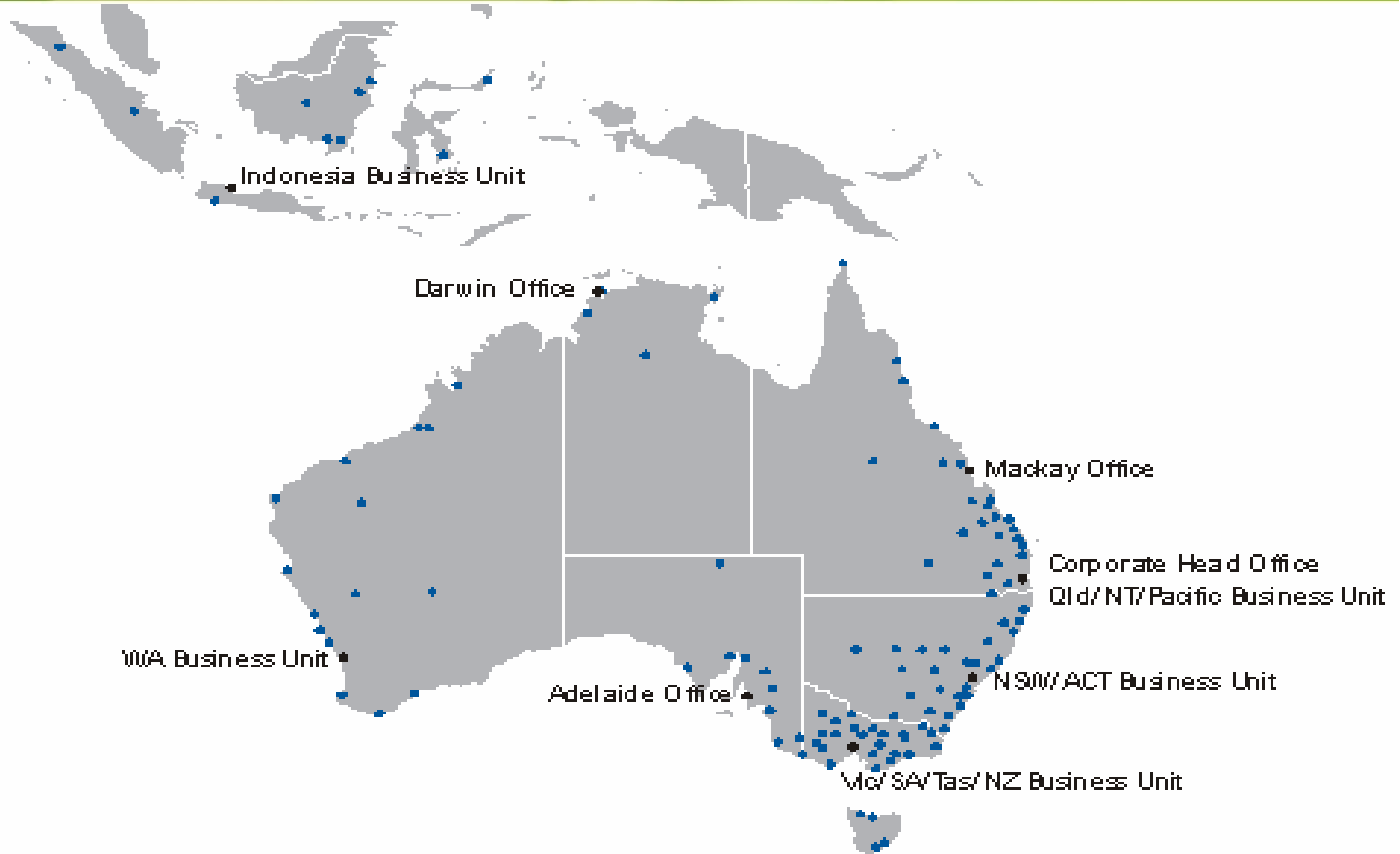
# Business activities

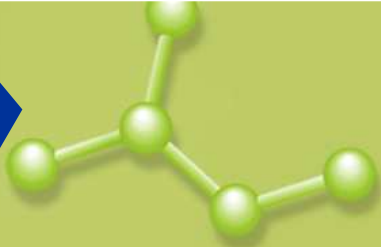
## Scope of business activities include:

- Building
- Civil engineering
- Mining
- Process
- Services



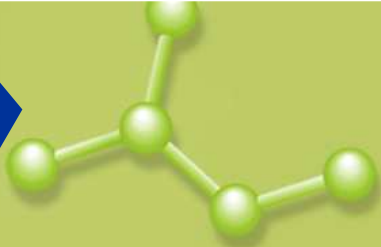
# Thiess Regional Operations





# System Overview

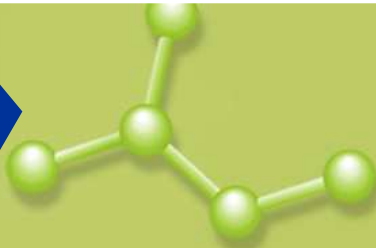
PRE	POST
JD Edwards ERP 8.0 (SP 22 E1)	JD Edwards 8.12 (Tools 8.96.1.2)
Oracle 9i release 2 database	Oracle 10g r2 database
Sun hardware –Star fire 6900 8 single core & 8 dual core CPU's	Sun hardware –Star Fire 6900 with 16 dual core CPU's
Unix OS –Sun Solaris running in a Sun Cluster	Unix OS –Sun Solaris 10 running Sun Cluster
Deployed over Citrix	Web Client Deployed via Citrix
	Fusion Middleware –Oracle Application Server 10g
2500+ Named Users (1200 at go live in 2003)	



# System Overview

## Modules:

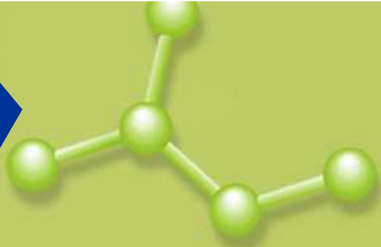
- Financials, GL, AP, AR
- Procurement
- Fixed Assets
- Plant Maintenance
- Work Orders
- Job Cost / Project Forecasting
- Change Management
- Contract & Service Billing
- Subcontractor Management
- Inventory
- Payroll/HR (Indonesia)
- Logistics Management (Custom)



# System Overview

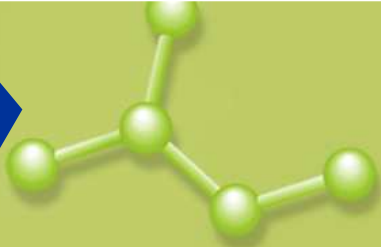
## Other Ancillary Systems:

- RRTI v 8.0.05 (v7.1.1)
- Stellent IBPM
- Jetform
- eProcurement
- dcLink
- Star Query (Oracle View via Access)
- Princeton Softech
- BPEL



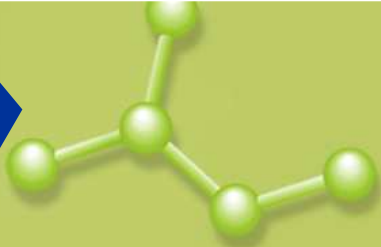
# Why Upgrade?

- Latest Technology
- New database
- Ease of integrating with other Thiess systems
- New JDE functionality

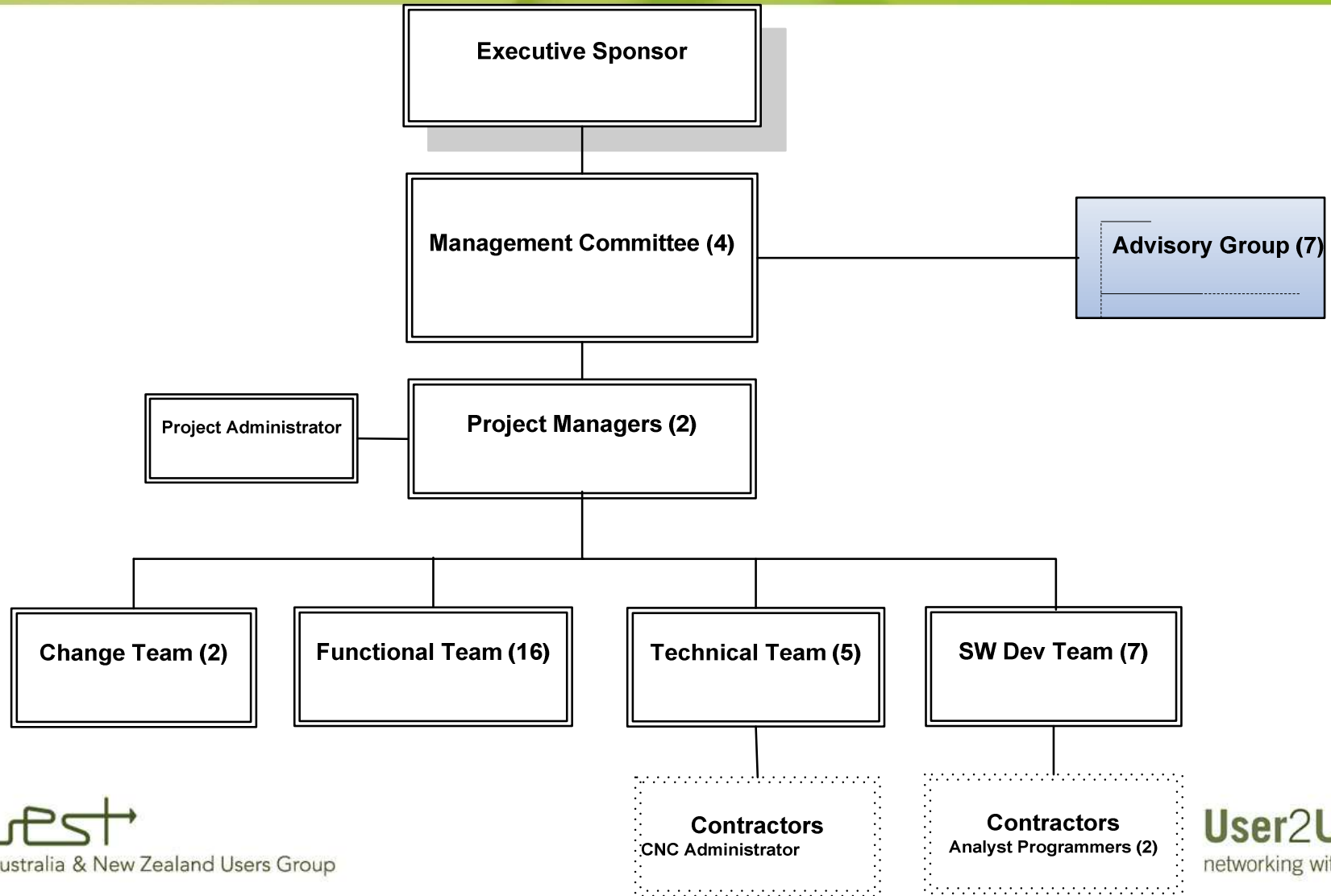


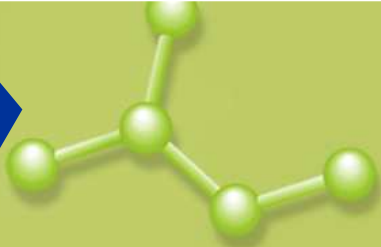
# Before the Upgrade

- Gain Executive support
  - Project approval given in Sep 2006
  - Upgrade 'as-is', then add functionality in phases
- Estimate the length of the project
  - Trial upgrade Oct 2006
    - 6mth project
    - 3 day outage for conversion
    - Archive project
- Develop & implement change management strategy
- Complete agreed pre-upgrade development tasks



# Project Organisation

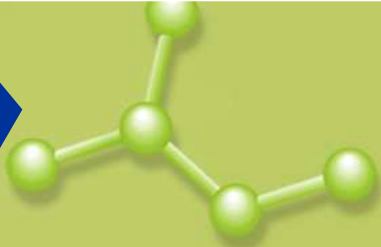




# Project Overview

## Primary Objectives

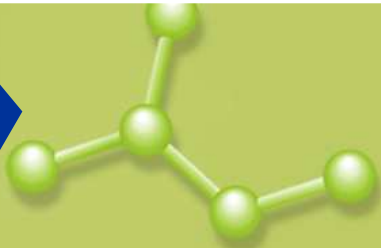
- Perform the upgrade within a 3 day outage
- All archiving and converted data retains its integrity
- All existing 8.0 functionality is available to users at go live including ancillary systems
- Go live - business as usual



# Project Overview

## Critical Success Factors

- Stakeholder & Communications Management
- User Training
- Sustaining the change



# How did we do it?

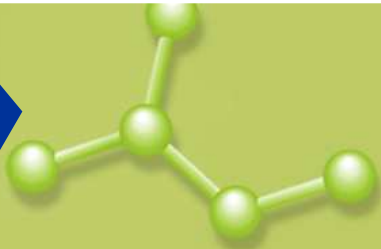
## Stakeholder & Communication Management

Began with Executive Support

- Advisory Group
- Management Committee
- Continual reporting loop

## Communications Plan

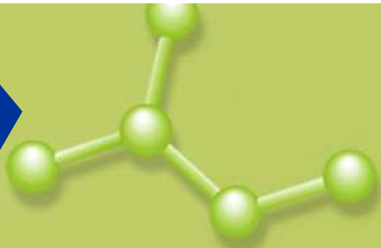
- Right people deliver the right message at the right time using the appropriate communication channels
- Move the stakeholders through the change acceptance journey
- Two-way communication channels



# How did we do it?

## User Training

- Identified training requirements based on net changes
- Online training solution (on-demand and self-directed)
  - Collaboration with SMEs and Trainers
  - Module specific changes
  - Mandatory to complete before gaining a login
- Business Units responsible for ensuring their users completed the training as well as updating user documentation
- Marketing materials – had fun – kit kats
- 70% of users completed the training before we went live



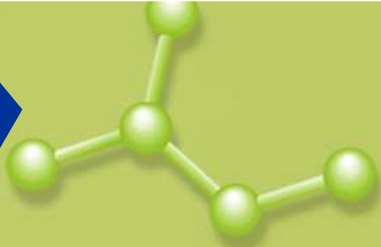
# How did we do it?

## Sustaining the Change (Support)

- Establish JDE User Support Network
  - Super Users and Site Contacts (170)

Their responsibilities:

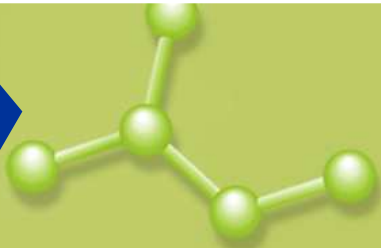
- UAT
- Listening posts
- Knowledge sharing (CoP)
- Continuous improvement



# How did we do it?

## Sustaining the Change (Support)

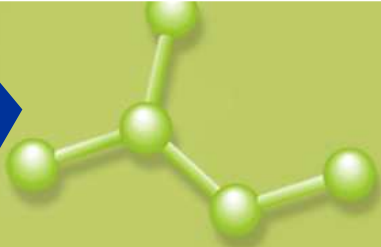
- Support Structure
  - Site Contacts/Super Users
  - Online Training
  - Reference Tools
- Ensure HelpDesk were prepared
  - 1<sup>st</sup> Level Support
  - 2<sup>nd</sup> Level Support (JDE team of 4)



# How did we do it?

## Preparation & Planning

- Create Development & test environments
- Retrofit Thiess modifications (+-1000 objects)
- Create archiving process
- Complete agreed 8.0 development
- Develop test plans for each module



# How did we do it?

## Configuration & Testing

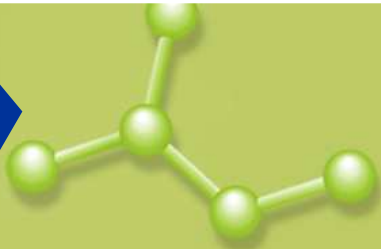
- Focus on testing modifications
- Compare 8.0 to 8.12
- 2 test cycles
- Archive data in 8.0
- Trial data conversions
- Create pre-prod and education environments

- UAT



Australia & New Zealand Users Group

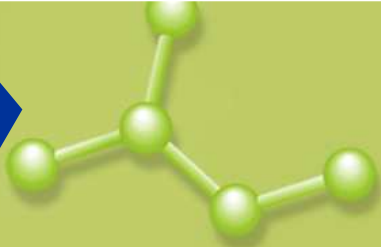
**User2User**  
networking with value



# How did we do it?

## Conversion

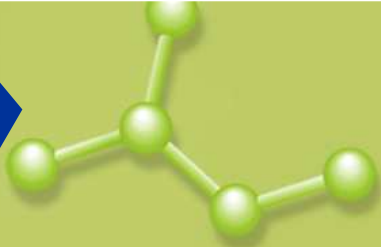
- 8.0 Integrity reports and record count
- Conversion routine
- 8.12 Integrity reports and record count
- Test data entry for key processes
- Sign-off



# The Outcome.....

## **22 October 2007 - Did we meet our objectives?**

- ✓ Perform the upgrade within a 3 day outage
- ✓ All archiving and converted data retains its integrity
- ✓ All existing 8.0 functionality is available to users at golive including ancillary systems
- ✓ Golive - business as usual



# The Outcome.....

## Critical Success Factors – did we meet our objectives?

### Communication

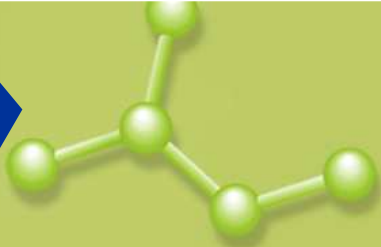
- ✓ 70% were satisfied with the communication they received, its relevance and consistency
- ✓ 10% felt overloaded with information

### Training

- ✓ 85% of users were satisfied with the online training in preparing them for the new JDE
- ✓ 88% took the opportunity to prepare themselves by using JDE Education and found it useful

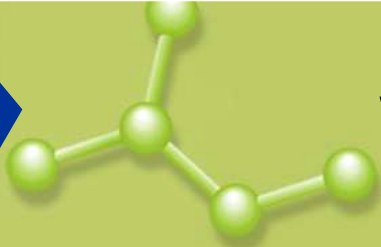
### Support

- ✓ 15% of users were dissatisfied with the support provided
- ✓ The support tools most used: Help Desk and Super User and Site Contacts



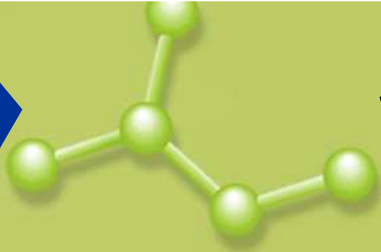
# Where we are now

- More connected user community
  - Leadership
  - Communication
  - Involvement in development tasks
- Performance Tuning
  - 8.96.3.0 tools release
- Blended Learning solution
  - On-demand
  - Face-to-face



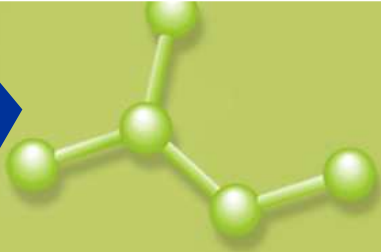
# What the future holds

- Integration with other Thiess systems
- Deliver new functionality
- Consider upgrade to 8.97 tools release
- Expand user involvement in development of their system



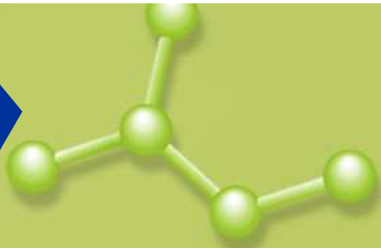
**Wish we were here?**





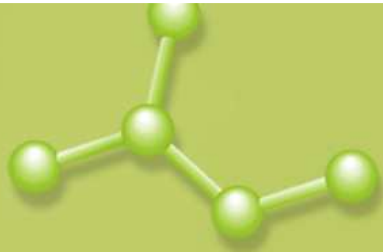
**Glad we are not here**





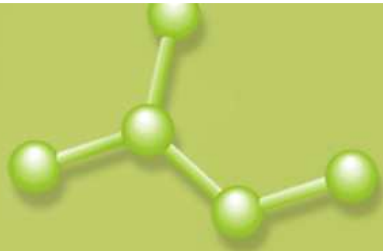
# Lessons Learnt

- Sustainability is essential
- 1 x Project Manager
- Think like a user
- Always ask:
  - Has this been done before (use network)
- Don't underestimate the technical change from 8.0 to 8.12 deployment



# QUESTIONS

?



## **Presenters Info:**

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**Melissa Lascelles:** [mlascelles@thiess.com.au](mailto:mlascelles@thiess.com.au)