

7 Critical Mistakes to Avoid in Your Oracle Cloud Migration

A Strategic Guide for Mid-Market Leaders

Introduction

Moving to Oracle Cloud ERP, EPM, or Analytics is one of the most significant technology decisions your organization will make. Done right, it delivers unprecedented visibility, scalability, and efficiency. Done wrong, it becomes a cautionary tale of budget overruns, frustrated users, and lost productivity.

After helping dozens of mid-market companies successfully migrate from legacy systems like SAP, PeopleSoft, NetSuite, and homegrown solutions, we've identified seven critical mistakes that can derail even the most promising Oracle Cloud projects.

This guide will help you avoid these pitfalls and set your migration up for success.

Mistake #1: Underestimating Change Management

The Problem

Technology is only 30% of a successful migration. The other 70% is people.

Most organizations focus heavily on technical implementation while treating change management as an afterthought. When go-live arrives, users resist the new system, adoption suffers, and leadership questions the entire investment.

Why It Happens

- Leadership assumes employees will naturally embrace new technology
- Budget is allocated almost entirely to technical implementation
- Training is compressed into a few sessions right before go-live
- Communication about "why we're changing" is minimal

The Real Cost

- Low user adoption rates (often below 60% in first 6 months)

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- Continued reliance on shadow systems and spreadsheets
- Extended time to realize ROI
- Decreased employee morale and productivity

How to Avoid It

Start change management on day one, not day 100.

- **Build a change coalition:** Identify champions in each department who will advocate for the new system
- **Communicate the "why":** Help employees understand what's broken with the current system and how Oracle Cloud will make their jobs easier
- **Invest in comprehensive training:** Go beyond basic button-clicking to teach business processes and workflows
- **Create a support structure:** Establish super-users and help desk resources for the first 90 days post-launch
- **Celebrate early wins:** Share success stories to build momentum

Foursteps Recommendation: Allocate at least 20% of your project budget and timeline to change management activities.

Mistake #2: Migrating Broken Processes "As-Is"

The Problem

Your legacy system's workarounds shouldn't become your Oracle Cloud's design.

Organizations often approach migration as a simple "lift and shift" – replicating every process, report, and customization from their old system. This means migrating inefficiencies, workarounds, and outdated workflows that were created to compensate for legacy system limitations.

Why It Happens

- "This is how we've always done it" mentality
- Fear of disrupting operations
- Pressure to complete migration quickly
- Lack of process documentation and understanding
- Resistance from department heads protecting their territories

The Real Cost

- Missing out on Oracle Cloud's built-in best practices

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- Unnecessary customizations that increase costs and complexity
- Perpetuating inefficient processes that slow your business
- Difficulty with future Oracle Cloud updates

How to Avoid It

Treat migration as a business transformation opportunity, not just a technical upgrade.

- **Conduct process discovery workshops:** Map current processes and identify pain points
- **Challenge every customization:** Ask "Do we really need this, or is this a workaround for our old system's limitations?"
- **Leverage Oracle Cloud's standard functionality:** The platform is built on best practices from thousands of implementations
- **Focus on outcomes, not features:** Define what you need to accomplish, not how you've been doing it
- **Simplify ruthlessly:** Less customization = lower cost, faster implementation, easier upgrades

Real Example: One of our manufacturing clients had 47 custom reports in their legacy system. After analysis, we found that Oracle Cloud's standard reports covered 41 of their needs. They only needed 6 custom reports – saving months of development time and thousands in ongoing maintenance.

Mistake #3: Poor Data Quality and Migration Strategy

The Problem

Garbage in, garbage out – but in the cloud, at a much faster rate.

Organizations frequently underestimate the complexity of data migration. They discover too late that their legacy data is incomplete, inconsistent, or duplicated. Migrating dirty data to Oracle Cloud creates problems that are harder to fix after go-live.

Why It Happens

- No comprehensive data audit before migration begins
- Assumption that "we'll clean it up as we go"
- Lack of data governance and ownership
- Multiple systems of record creating conflicts
- Years of accumulated data without proper maintenance

The Real Cost

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- Extended project timelines (data issues are the #1 cause of delays)
- Inaccurate financial reporting and analytics
- Difficulty reconciling historical data
- Loss of trust in the new system
- Expensive post-migration data remediation

How to Avoid It

Treat data migration as a strategic project phase, not a technical task.

Before Migration:

- **Conduct a data quality assessment:** Profile your data to identify gaps, duplicates, and inconsistencies
- **Establish data ownership:** Assign business owners to each data domain (customers, vendors, GL accounts, etc.)
- **Define data standards:** Create clear rules for how data should be structured
- **Clean data in the source system:** Fix issues before migration, not after
- **Determine what NOT to migrate:** Archive historical data that doesn't need to come forward

During Migration:

- **Use a phased approach:** Migrate and validate data in waves, not all at once
- **Build validation checkpoints:** Create automated reconciliation reports
- **Perform multiple test migrations:** Each iteration improves data quality
- **Document transformation rules:** Ensure business logic is clear and repeatable

After Migration:

- **Implement ongoing data governance:** Establish processes to maintain data quality
- **Monitor data health:** Regular audits prevent decay

Foursteps Tip: Plan for data migration to consume 25-30% of your total project timeline. It's worth the investment.

Mistake #4: Inadequate Testing and Quality Assurance

The Problem

"We'll test it in production" is not a strategy.

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Rushed or superficial testing leaves critical issues undiscovered until go-live, when they impact real business operations. The pressure to meet deadlines often leads teams to skip comprehensive testing scenarios.

Why It Happens

- Testing is scheduled at the end when time is running short
- Business users are "too busy" to participate
- Test scenarios are created by IT without business context
- Assumption that Oracle Cloud is "proven" so extensive testing isn't needed
- Integration testing is overlooked

The Real Cost

- Discovery of critical issues during go-live
- Emergency fixes and workarounds that become permanent
- Loss of business productivity
- Damaged credibility of the project team
- Users losing confidence in the system

How to Avoid It

Build testing into every phase, not just at the end.

Test Strategy Components:

1. Unit Testing

- Test individual configurations and customizations
- Validate data migration accuracy
- Confirm calculations and workflows

2. Integration Testing

- Test connections between Oracle Cloud and other systems
- Validate data flows and synchronization
- Test API connections and middleware

3. User Acceptance Testing (UAT)

- Business users test real-world scenarios
- Test complete end-to-end business processes
- Validate reports and analytics outputs
- Test with actual production-like data volumes

4. Performance Testing

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- Test system response times under load
- Validate concurrent user capacity
- Test month-end close processes
- Confirm reporting performance

5. Security Testing

- Validate role-based access controls
- Test segregation of duties
- Confirm audit trail functionality

Testing Best Practices:

- **Start early:** Begin testing as soon as first configurations are available
- **Create detailed test scripts:** Document expected vs actual results
- **Involve business users:** They know the edge cases IT might miss
- **Test realistic scenarios:** Include exceptions, errors, and workarounds
- **Track and prioritize defects:** Not everything needs to be fixed before go-live
- **Plan for parallel operations:** Run old and new systems simultaneously for critical periods

Foursteps Framework: We recommend at least 3 full cycles of UAT before go-live, with business users spending 15-20% of their time during the testing phase.

Mistake #5: Overlooking Integration Complexity

The Problem

Oracle Cloud doesn't operate in isolation – and neither does your business.

Organizations focus on implementing Oracle Cloud modules while underestimating the complexity of connecting to existing systems like CRM, HR platforms, e-commerce, EDI, banking systems, and third-party applications.

Why It Happens

- Integrations are treated as "technical details" rather than business-critical requirements
- Discovery of integration needs happens late in the project
- Assumption that APIs make integration "easy"
- Underestimating the number of systems that touch financial data
- Lack of integration architecture planning

The Real Cost

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- Manual data entry and reconciliation post go-live
- Data synchronization issues causing errors
- Delays in go-live while integration issues are resolved
- Expensive emergency integration work
- Inability to realize end-to-end process automation

How to Avoid It

Map your integration landscape early and design for it from day one.

Integration Planning Framework:

1. Discovery Phase

- Inventory all systems that exchange data with your ERP/EPM
- Document current integration methods (file transfers, APIs, manual entry)
- Identify data flows and frequency (real-time vs batch)
- Map dependencies and critical business processes
- Identify integration points for Oracle Cloud Analytics

2. Integration Architecture

- Determine integration patterns (point-to-point vs middleware)
- Leverage Oracle Integration Cloud (OIC) for complex scenarios
- Establish data mapping and transformation rules
- Design error handling and retry logic
- Plan for monitoring and alerting

3. Common Integration Categories

- **CRM Systems:** Customer data, orders, invoicing
- **Banking/Treasury:** Cash positions, payments, bank reconciliation
- **Supply Chain:** Inventory, purchasing, logistics
- **HR/Payroll:** Employee data, time tracking, expense management
- **E-commerce:** Orders, inventory availability, customer data
- **Reporting/BI:** Data extraction for analytics platforms
- **Third-party Apps:** Industry-specific or specialized tools

4. Testing Integrations

- Test each integration independently
- Test end-to-end business scenarios
- Test error conditions and recovery
- Test with production-level data volumes
- Validate data accuracy and timeliness

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Red Flags:

- More than 5 critical integrations that are "figured out later"
- Assuming third-party vendors will "just work" with Oracle Cloud
- No integration testing until final UAT phase
- Lack of middleware or integration platform strategy

Foursteps Approach: We conduct integration workshops within the first 2 weeks of every project to ensure nothing is discovered too late.

Mistake #6: Underestimating Resource Requirements

The Problem

"We'll handle this with our existing team" often leads to burnout and project delays.

Organizations typically underestimate the time commitment required from both internal staff and implementation partners. Key employees are expected to maintain their day jobs while also driving a major transformation.

Why It Happens

- Leadership doesn't want to disrupt daily operations
- Hiring temporary backfill is seen as too expensive
- Belief that the implementation partner will "do everything"
- Underestimating the subject matter expertise needed
- Lack of clear role definitions

The Real Cost

- Project delays as key resources are pulled to "fight fires"
- Poor quality decisions made without proper business input
- Employee burnout and turnover
- Configurations that don't reflect business needs
- Shortcuts taken to meet deadlines

How to Avoid It

Plan for adequate dedicated resources from day one.

Key Internal Roles and Time Commitments:

Project Sponsor (Executive Level)

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- Time: 2-4 hours per week
- Responsibilities: Remove roadblocks, make strategic decisions, maintain momentum

Project Manager

- Time: 80-100% dedicated
- Responsibilities: Timeline, budget, coordination, stakeholder management

Functional Leads (per module: Finance, Procurement, Inventory, etc.)

- Time: 50-80% dedicated during design and testing phases
- Responsibilities: Business requirements, testing, training, change management

Power Users/SMEs

- Time: 25-50% dedicated
- Responsibilities: Process documentation, testing, training support

Technical Lead

- Time: 50-100% dedicated
- Responsibilities: Integrations, customizations, security, reporting

Change Management Lead

- Time: 50% dedicated
- Responsibilities: Communication, training, adoption strategies

Resource Planning Best Practices:

- **Hire temporary backfill:** Free up your best people for the project
- **Start early:** Engage resources before kickoff for preparation
- **Set clear expectations:** Document time commitments and get manager buy-in
- **Protect project time:** Block calendars and minimize competing priorities
- **Plan for extended support:** Post go-live support requires 3-6 months of elevated attention

Budget Planning:

- Implementation partner fees: 60-70% of total budget
- Internal labor (including backfill): 15-20%
- Software licensing: 10-15%
- Contingency: 10% minimum

Foursteps Reality Check: For a mid-market Oracle Cloud ERP implementation, plan for 1,500-3,000 hours of internal resource time spread across 6-12 months.

Mistake #7: Lack of Post-Go-Live Support Planning

The Problem

The implementation partner leaves, and your team is suddenly on their own.

Organizations celebrate go-live as the finish line when it's actually the starting line. Without proper post-implementation support, user issues accumulate, adoption suffers, and the system fails to deliver expected value.

Why It Happens

- Focus on getting to go-live, not what comes after
- Assumption that training will be sufficient
- Budget exhaustion by project end
- Belief that Oracle support will handle everything
- No formal transition plan from implementation to operations

The Real Cost

- User frustration leads to workarounds and shadow systems
- Issues that could be quickly resolved instead linger for weeks
- Inability to optimize or enhance the system
- Failure to achieve expected ROI
- Need for expensive rescue engagements

How to Avoid It

Plan for post-go-live support before you go live.

Post-Implementation Support Framework:

Phase 1: Hypercare (Weeks 1-4 Post Go-Live)

- **Immediate issue response:** 4-hour or same-day response times
- **On-site or dedicated remote support:** Available during business hours
- **Daily triage meetings:** Review and prioritize issues
- **Quick fixes and workarounds:** Keep business operations running
- **User hand-holding:** Extra help for confused users

Phase 2: Stabilization (Months 2-3)

- **Extended support hours:** Transition to standard support

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- **Issue tracking and resolution:** Formal ticketing system
- **System optimization:** Address inefficiencies discovered in production
- **Additional training:** For users who need reinforcement
- **Performance tuning:** Optimize configurations based on actual usage

Phase 3: Continuous Improvement (Months 4-6)

- **Process refinement:** Optimize workflows based on user feedback
- **Report enhancement:** Build additional analytics as needs emerge
- **Feature adoption:** Roll out underutilized capabilities
- **Quarterly business reviews:** Assess value realization

Phase 4: Ongoing Managed Services

- **Dedicated support desk:** Business-hours support for user questions
- **System administration:** Security, user management, configurations
- **Quarterly updates:** Keep current with Oracle Cloud releases
- **Enhancement requests:** Small improvements and adjustments
- **Compliance support:** Audit preparation and regulatory changes

Building Internal Capabilities:

- **Establish a Center of Excellence (CoE):** Internal team for ongoing system management
- **Cross-train team members:** Reduce dependency on single individuals
- **Document customizations:** Maintain institutional knowledge
- **Stay current with Oracle:** Participate in user groups and training

Support Models to Consider:

1. **Managed Services Partner** (like Foursteps Solutions): Ongoing relationship with implementation partner
2. **Hybrid Model:** Partner for complex issues, internal team for day-to-day
3. **Fully Internal:** Build complete internal capability (requires significant investment)

Foursteps Recommendation: Plan for at least 6 months of structured post-go-live support, with transition to managed services or fully enabled internal team.

Conclusion: Setting Your Migration Up for Success

Oracle Cloud migration is a significant undertaking, but avoiding these seven critical mistakes dramatically increases your chances of success:

1. **Prioritize change management** from day one
2. **Transform processes**, don't just replicate them

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3. **Invest in data quality** before, during, and after migration
4. **Test thoroughly** at every phase
5. **Plan integrations early** and architect properly
6. **Dedicate adequate resources** to the project
7. **Prepare for post-go-live** before you go live

Your Next Steps

Assess Your Readiness: Use this guide to evaluate your current migration plans. For each mistake, ask:

- Are we at risk of making this mistake?
- What specific actions should we take to avoid it?
- Do we have the right resources and expertise?

Get Expert Guidance: Foursteps Solutions has helped dozens of mid-market companies successfully migrate to Oracle Cloud ERP, EPM, and Analytics. Our proven methodology addresses all seven of these critical areas.

We'd love to discuss your specific situation and share lessons learned from similar companies in your industry.

About Foursteps Solutions

Foursteps Solutions is a specialized Oracle Cloud consulting firm focused on serving mid-market companies. We provide:

- **Oracle Cloud ERP Implementation:** Financial management, procurement, project management
- **Oracle Cloud EPM Services:** Planning, budgeting, financial consolidation and close
- **Oracle Cloud Analytics:** Reporting, dashboards, and business intelligence
- **Managed Services:** Ongoing support, optimization, and enhancement

Our team brings deep Oracle expertise combined with a practical understanding of mid-market resource constraints and business realities.

Contact Us

Ready to discuss your Oracle Cloud migration?

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 Email: connect@foursteps.solutions
 Website: www.foursteps.solutions
 Phone: (408) 623-3814

Schedule a free 30-minute consultation to discuss your migration plans and get expert feedback on your approach.

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This guide is provided for informational purposes. Every organization's situation is unique, and migration approaches should be tailored to your specific needs and circumstances.