How do you ensure your ERP implementation becomes a success?

May 2024

Please note: This presentation is a subset of the slides we presented at the seminar.

Please contact us to receive the additional and more detailed slides and to have a dialogue on how these should be adapted to your situation.

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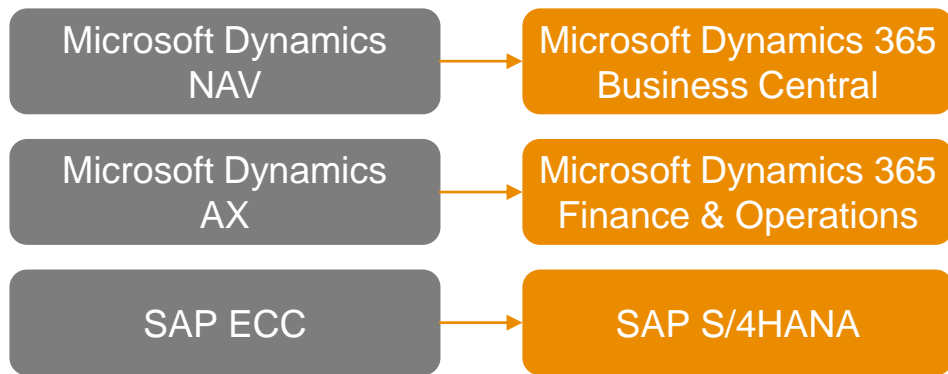
The purpose of today's presentation

Share some of our experiences toward the ERP projects that many companies will be required to run during the coming years, including:

- What we currently see in the ERP market

- The importance of linking your ERP with your business strategy

- Defining the goals and priorities for an ERP implementation

- Selecting the right implementation model

- The importance of preparing for success

New ERP solutions are replacing the old solutions, which forces companies to consider how to implement the new solutions to support their future business

New ERP solutions

Several ERP vendors have replaced their old solutions with modern solutions – examples of main ERP solutions used in Denmark being:

Microsoft Dynamics NAV	→	Microsoft Dynamics 365 Business Central
Microsoft Dynamics AX	→	Microsoft Dynamics 365 Finance & Operations
SAP ECC	→	SAP S/4HANA

The new solutions highly resemble the old solutions, but are new recoded solutions to embed and support new technologies, e.g.:

- Cloud offerings and services
- AI, machine learning and process automation
- Realtime analytics
- Increased usability and mobility
- New database technologies
- Increased segregation – "Best-of-breed" and "Best-of-suite"

Many companies still run old ERP solutions

What we often see:

- Original implementations are 15 - 25 years old
- The level of process and solution standardization is low
- Different reports show different numbers for same KPI's
- Solutions contain high level of customizations
- Businesses have changed significantly since the implementations
- ERP solutions are cumbersome to adapt to new requirements

Do you recognize any of the above in your company?

Moving to the new ERP solutions

- Many lack the apatite for initiating a large ERP project due to cost, resources, focus, and risks
- But moving to the new ERP solutions is not "just" an upgrade – it is a transition or transformation depending on your ambitions
- You can copy your processes and solution of **Today** or design and build them to support your business of **Tomorrow**

How will you ensure your new ERP solution can support your business for the next 10 - 20 years?

Implementing ERP is a business project as it is all about people and your business of tomorrow – you need a 360° holistic approach and not just a 180° IT approach

Too many ERP projects still fail to deliver the desired results

- Implementing ERP is a business project – not "just" an IT project
- We see too much focus on IT strategy, technology, processes, and data
- … and too little on business strategy, culture, organization, and leadership
- You need a 360° holistic approach to gain full benefits and avoid failure

"It is all about People and your Business of Tomorrow"

Main areas that will impact your success		
Vision & Strategy	Target Operating Models	Organizational Change Management
Executive Management	Internal Project Members	External Consultants
Project Governance	Vendor & Contract Management	Master Data Management

NOTE: Technology is not mentioned at all

We support our clients an an independent trusted advisor and add insight and expertise for enabling a successful transformative ERP implementation
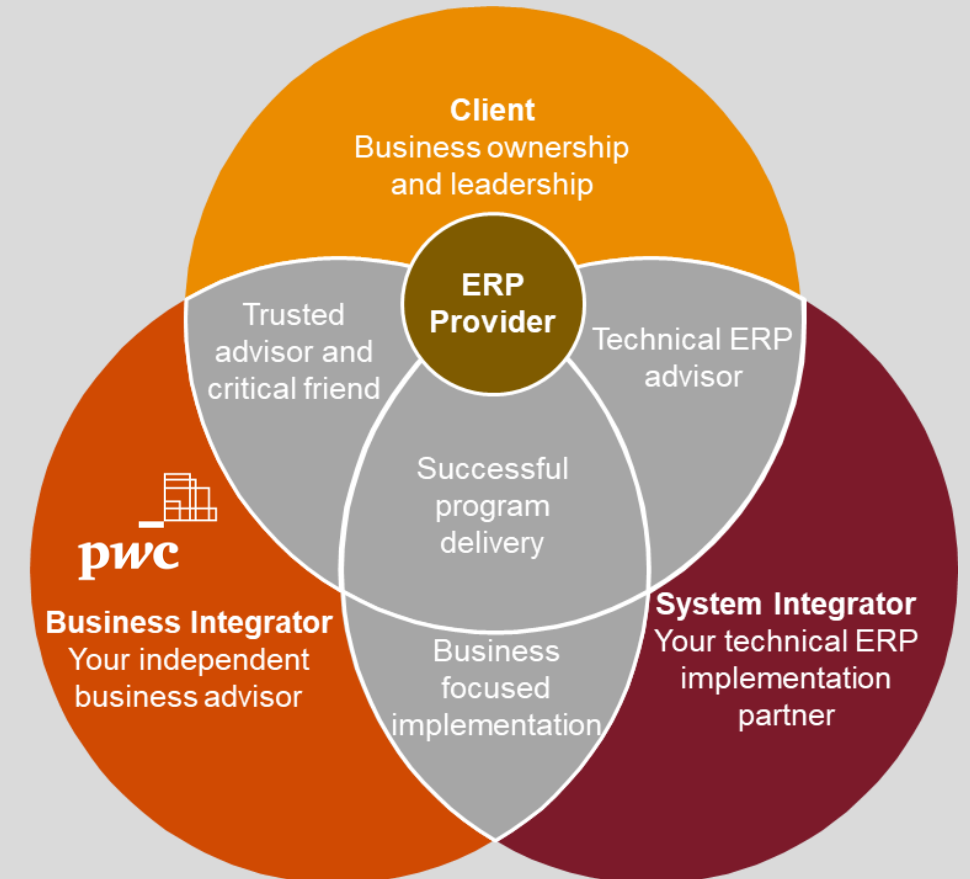
PwC can support you on your ERP journey as your

- Critical friend
- Independent trusted advisor
- ERP and transformation expert

Our expertise can help you prepare for success

- ERP vision, strategy, and prioritization
- Business operating models
- Business case development
- ERP solution and implementation partner selection
- Contract negotiations
- Project management and methodologies
- Stakeholder management and change management
- Subject matter expertise – business and technology

We support our customer's journey as their critical friend from early preparation to successful completion

There are several questions you should ask yourself before starting your ERP journey as this will help safeguard your journey and increase the benefit realization
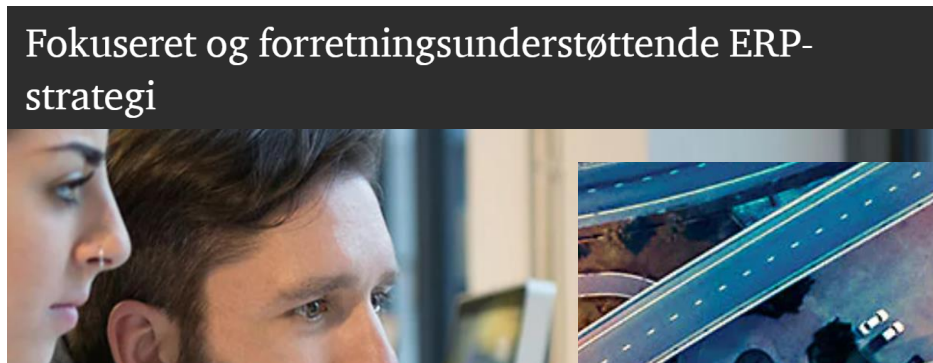
Is your business strategy in place for what your ERP should support?

Do you have the required internal resources or know how to get them?

Have you clarified the goals and priorities for your ERP?

Are you ready for your ERP journey?

Is your target business application landscape and roadmap well defined?

Are you planning changes in your legal structure?

Do you already run "best practise" processes?

Is your operating model aligned and robust for the next 3 to 5 years?

Have you standardised your processes across your organisation?

Are there any M&A activities planned?

Du kan finde yderligere råd og vejledning i vores artikler på [PwC.dk](PwC.dk) og du er selvfølgelig altid velkommen til at kontakte os for en uforpligtende snak

5 gode råd:

Sådan får du succes med din ERP-transformation

Fem gode råd - Få succes med din ERP-transformation

- ERP-implementering og forretningstransformation går hånd i hånd
- Lav en tydelig strategi
- Gør brug af en Target Operating Model
- Sammensæt det rette ERP-projektteam
- Investér i forandringsledelse

Fokuseret og forretningsunderstøttende ERP-strategi

Typiske udfordringer ved ERP-implementeringer

Vellykket ERP-transformation

Find yderligere information på:

https://www.pwc.dk/da/services/consulting/vellykket-erp-transformation.html

We are ready to support you with further input and details based on our experience

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