



ERP delivery assurance

for smart CxOs

An essential guide for your ERP transformation journey

it
Resulting

The problem with ERP projects

ERP implementation projects don't have a great track record.*

64% are delivered late

70% run over budget

52% fail to meet their business objectives

The majority of the reasons for failure rest with the business undertaking the ERP implementation, not the software vendor, and not the systems integrator.

If we were to treat ERP implementations the same way the airline industry treats safety, we would massively reduce the risk of failure.

Most of the reasons for failure are within your control.

The trouble is, most businesses are experts in their industry, not experts in delivering complex ERP transformation programmes.

*Our SAP Success Report, *Uncovering the factors that drive success for SAP customers* was undertaken in 2018, surveying 113 individuals across 105 different companies.

The respondents represented a cross section of business-side personas spanning C-Level executives, sourcing procurement, architects, project and programme managers, HR professionals, and functional business leaders (the people responsible for managing business processes).

Although the audience represented SAP programmes, the principles are not technology specific and apply to any large-scale ERP implementation or replacement programme.



Download the SAP Success Report
www.resulting-it.com/sapsuccess

Resultology

When you cut through the noise and complexity, there are really only six things you need to be successful with ERP (remember that it's coin-toss odds)...

Enhanced exec awareness

If your CEO and leadership team are going to lead from the front and connect your ERP programme with strategic business goals, they need confidence. Confidence comes from knowledge, experience and awareness. The greater your exec's ERP awareness, the greater your chances of success.

ROI certainty

Your CFO needs to be confident that the money you spend will show a healthy return. That starts with controlling costs (70% run over budget) but the real lever for success is ensuring that your new ERP solution 'moves the needle' in terms of business value.

Vendor accountability

When you implement ERP, you're relying on commercially motivated software vendors and systems integrators who will try to transfer risk and responsibility to you where possible. This means delays and overruns become your fault as well as your problem. You need to hold vendors fully accountable for their remits.

Delivery certainty

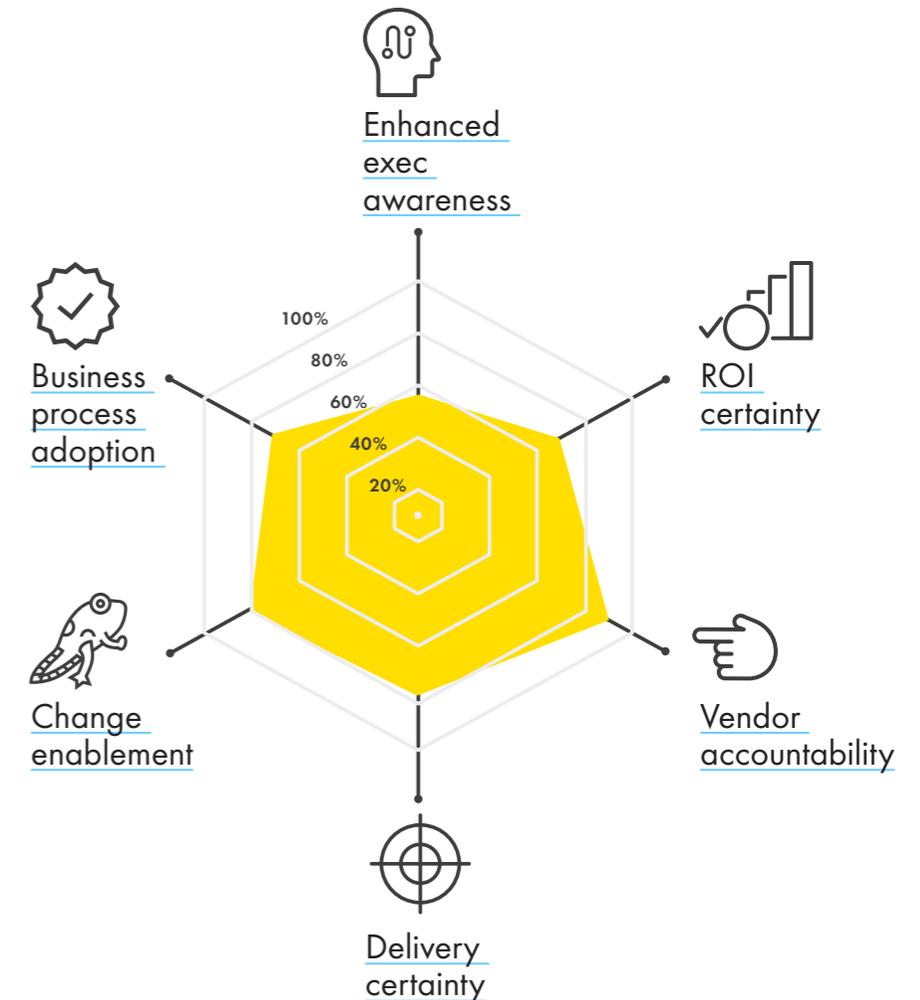
64% of ERP projects are delivered late. Delays are costly in terms of run-rate. Delays undermine confidence. Delays mean business value (and ROI) will arrive later, which could impact your competitive advantage.

Change enablement

A fool with a tool is still a fool. When you implement new technology that impacts people's day-to-day work, if you don't win hearts and minds you don't effect change. The end result is a disrupted business and disenfranchised people. Your HR and change leaders need to ensure this doesn't happen.

Business process adoption

Whether you're transforming business processes or simply changing them because new systems work differently, the true measure of success isn't "going live" with new technology. ERP success is wholesale adoption of new ways of working. Training is an activity. Adoption is an outcome. You need adoption.





Enhanced exec awareness

An experienced critical friend for your C-Suite who'll shift your odds of success.

Being at the top of an org chart can sometimes be a lonely place. You need to act with authority and authenticity despite sometimes lacking the confidence in your convictions.

We provide an experienced ERP Delivery Director to work with your key execs (typically CEO/CFO/CIO) in a coaching and guidance capacity. They'll be your confidant, providing an honest assessment of your ERP programme status, ensuring you're properly prepared for SteerCo meetings, and equipping you to lead your ERP programme with confidence.

Resulting Delivery Directors are all former Big 4 Directors or Partners who have deep experience of ERP programmes and understand the commercial, political and strategic dynamics at play.

If you were thinking of running a marathon or doing a triathlon, you'd probably enlist help from a personal trainer or coach. Think of this as the same thing for your ERP programme.

ERP
SUCCESS
RESEARCH

73%



73% of execs
felt they did

45%

felt that the exec team
did **not** provide confident
sponsorship and support
throughout their SAP
programme.



ROI certainty

Keeping your ERP investment connected to your business case.

Your business case most likely made some bold ROI claims for your ERP programme.

Often the strategic intent of ERP transformation gets lost along the way. ERP programmes typically get dragged into the depths of technology challenges and forget the overarching benefits that provided the spark of excitement to invest many millions.

Somebody has to maintain this focus during (and after) your implementation project.

We perform two crucial roles to ensure that you achieve a return on your investment.

First, we become the conscience of your business case. We ensure that everybody understands the strategic intent and that it is not lost in the heat of battle. Sometimes decisions are made during an ERP programme that compromise your path to ROI – design compromises, workarounds and testing concessions that get you to go-live.

ERP SUCCESS RESEARCH

The strongest correlation between ERP projects that ran over budget was with those who failed to standardise during their ERP solution design.

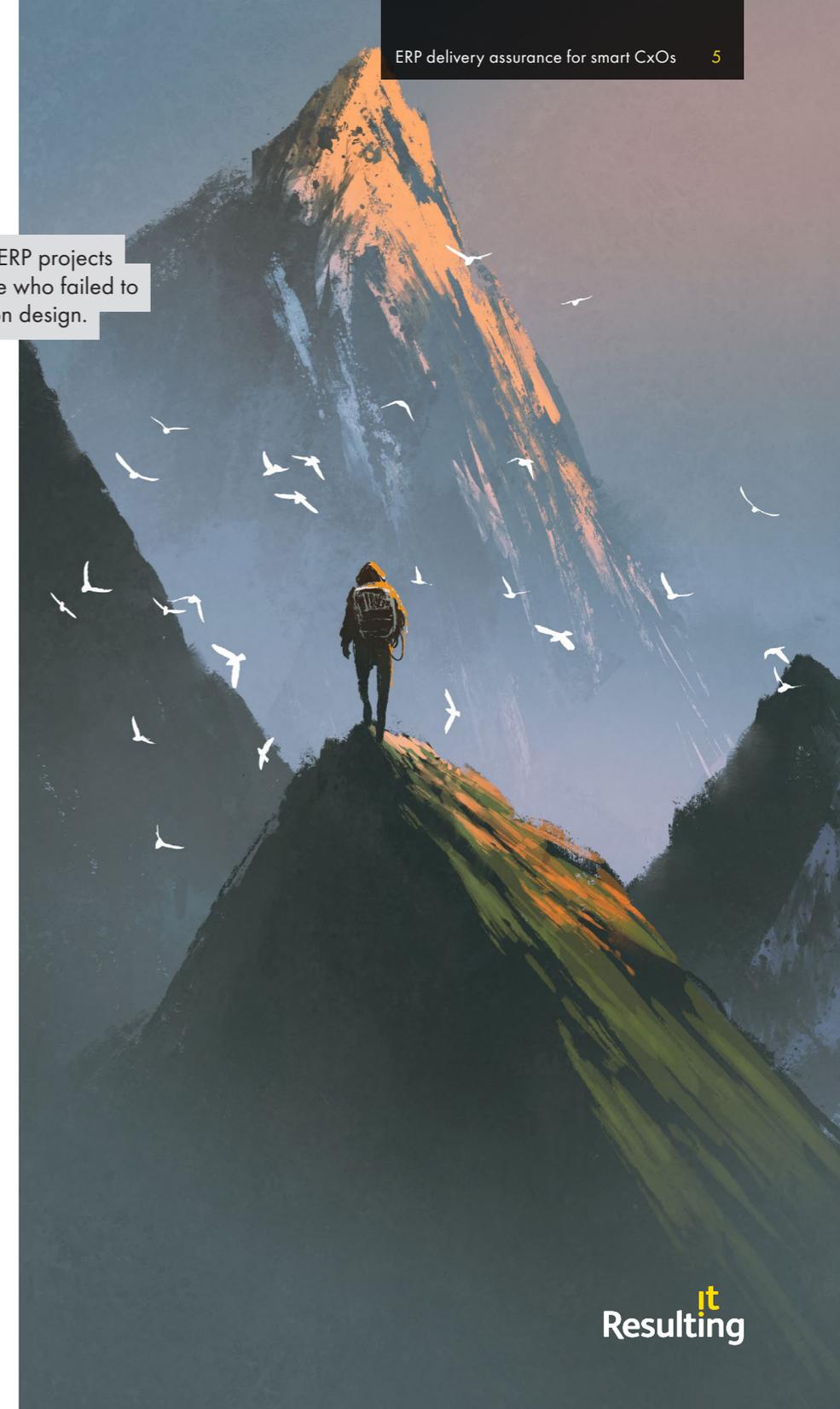
ROI is about marginal gains. Ensuring that all of those tiny 1% concessions don't compound and erode the whole point in implementing a new ERP solution.

We will be the people in the room (or Teams call) who call these things out so that you don't land on the wrong side of the 50/50 ERP success vs. failure chart.

Secondly, we will do everything within our power to ensure that you are not in the 70% of ERP programmes that run over-budget. Every penny spent over budget means that you have to work even harder to deliver ROI.

The run-rate of a large systems integrator team means that a one month delay on your ERP programme will result in an eye-watering overspend. And, when ERP programmes over-run, it tends to be 3-6 months rather than one.

We'll keep you hyper-connected to your business case and ensure that your CFO keeps their job when your implementation team packs their bags to leave.





Vendor accountability

Ensuring your procurement team gets full value for your significant ERP investment.

You will have a number of vendors to select, onboard and manage during an ERP implementation project. The main three are:

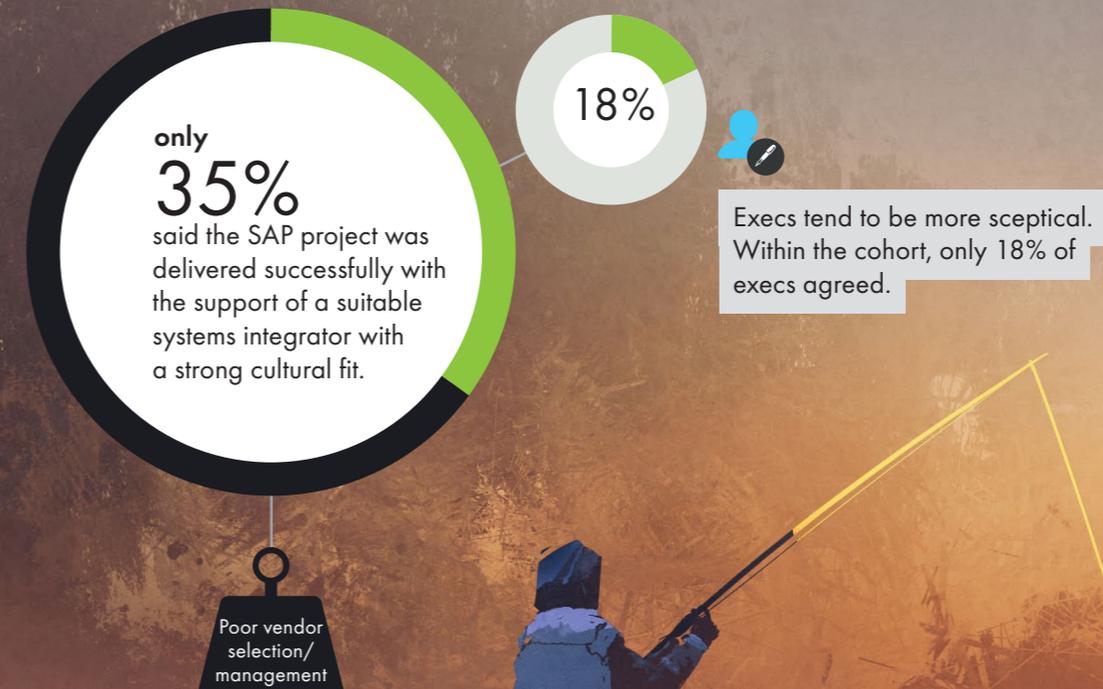
- Core ERP software vendor (e.g. SAP or Oracle)
- Prime systems integrator (e.g. Accenture)
- Cloud hosting partner (e.g. AWS or software vendor)

You'll need to negotiate licences (incl. maintenance) with your software vendor - a highly specialised area and significant opportunity to reduce commercial exposure.

You'll need to negotiate scope, delivery remits, deliverables and warranties with your systems integrator. Investing in clarity at this stage will save millions down the line.

If you have opted for a more composable ERP strategy, you may have multiple software vendors and systems integrators.

ERP SUCCESS RESEARCH



The shift to composable (or hybrid cloud) ERP architectures brings some nuanced challenges:

- **Methodology** – there won't be a common implementation method across the various vendors and systems integrators
- **Integration** – the challenge of integration design and implementation spans multiple partners and your own internal teams (to integrate to existing applications)
- **Architecture** – the need to own and manage the integrated architecture and design sits firmly with you

You may have dependencies on other partners as part of your ERP landscape too – EDI, document scanning, data migration, GRC, training development, application support – all of whom need to interact in order to deliver your ERP solution.

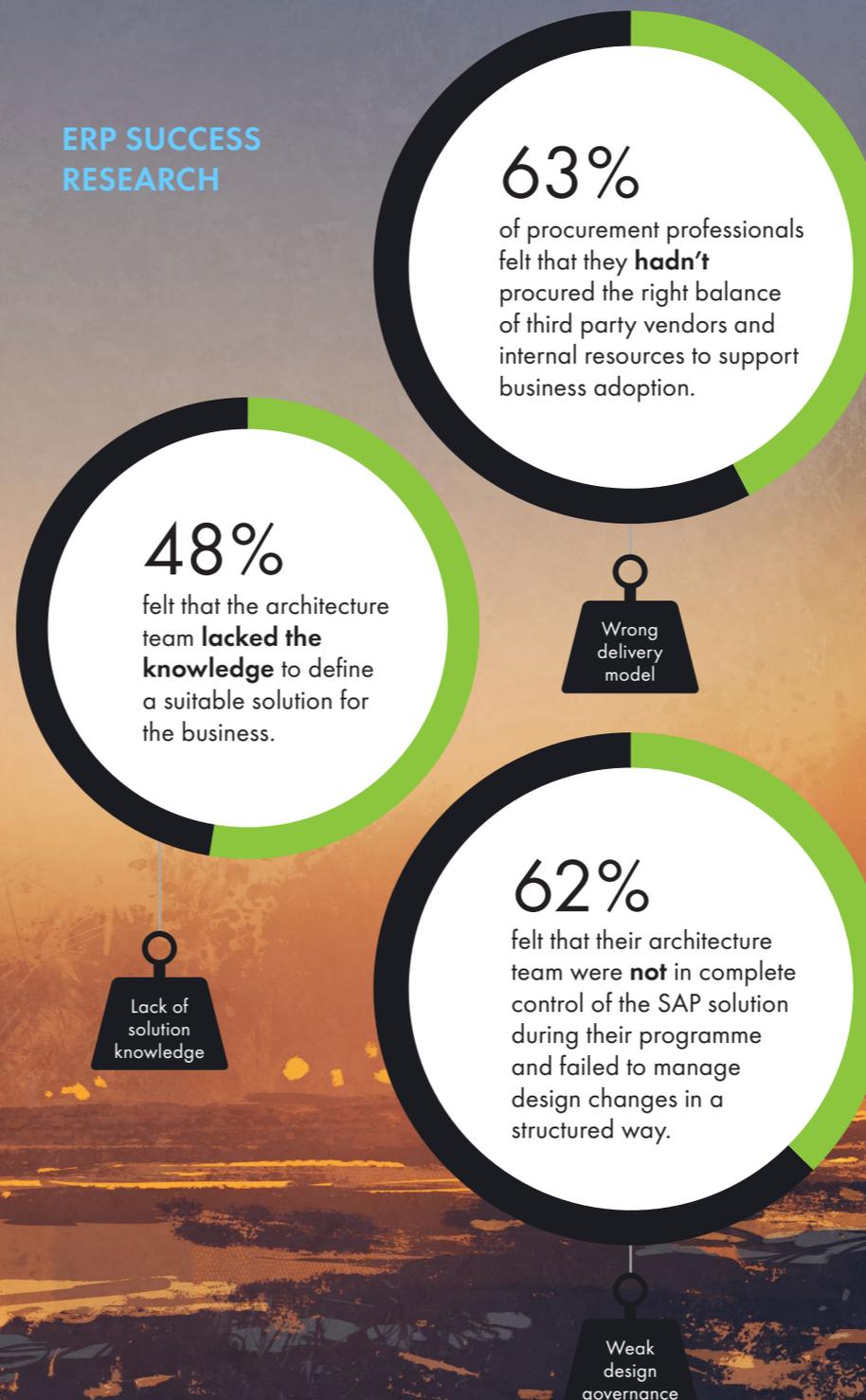
We can help your procurement team to select, contract and onboard partners.

Then, during the programme, we take an active role in holding your vendors to account for delivery. This involves a combination of relentless tracking, proactive challenge, tough love and savvy commercial management.

Plus, our experienced ERP architects provide the necessary challenge to ensure that no compromises are made and no corners are cut as your future ERP solution is being designed, built, tested and deployed.

We do all of this hand-in-hand with your procurement team, giving them the benefit of decades of hard-earned experience.

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Download the
SAP Success Report
[www.resulting-it.com/
sapsuccess](http://www.resulting-it.com/sapsuccess)



How were we supposed to sign-off our system design as fit for purpose without knowledge of the solution? We were being asked to make decisions wearing a blindfold, with loud white-noise in our ears.

HEAD OF SUPPLY CHAIN, RETAILER



Delivery certainty

Making sure your ERP programme doesn't overshoot the runway.

Why is it that just 36% of ERP programmes are delivered on time?

Hofstadter's Law states: Everything takes longer than expected, even if you take into account Hofstadter's Law. This self-referential principle will be familiar to anybody who has been involved in complex ERP programmes.

The key to certainty is having a realistic plan in the first place. Most ERP programmes set sail with an over-optimised plan which lacks room for manoeuvre as the phases unfold. You will always experience unexpected delays, unplanned events, and complex interdependencies that conspire to expand your original plan.

Even with a realistic plan (plus contingency) you still need regular, robust, realistic challenge to your plan. You also need to relentlessly track and manage Risks, Issues, Actions, Assumptions, Dependencies and Decisions (RAAIDD) to ensure that the plan remains on track.

Our Programme Managers and Programme Office Team will ensure that your plan is robust, realistic and relentlessly tracked to provide all stakeholders with delivery certainty from mobilisation to go-live (and beyond).

ERP SUCCESS RESEARCH

62%

felt that their SAP programme was **not** supported by strong project management.

Poor project management



One thing is for sure, your ERP implementation plan will move right. It's inevitable. So you need to be able to understand the schedule and dependencies dynamically. You can't afford to guess, or even believe supplier status without clear evidence. It's a huge challenge.

AVTAR DAVATWAL, PROGRAMME MANAGER, RESULTING IT



Change enablement

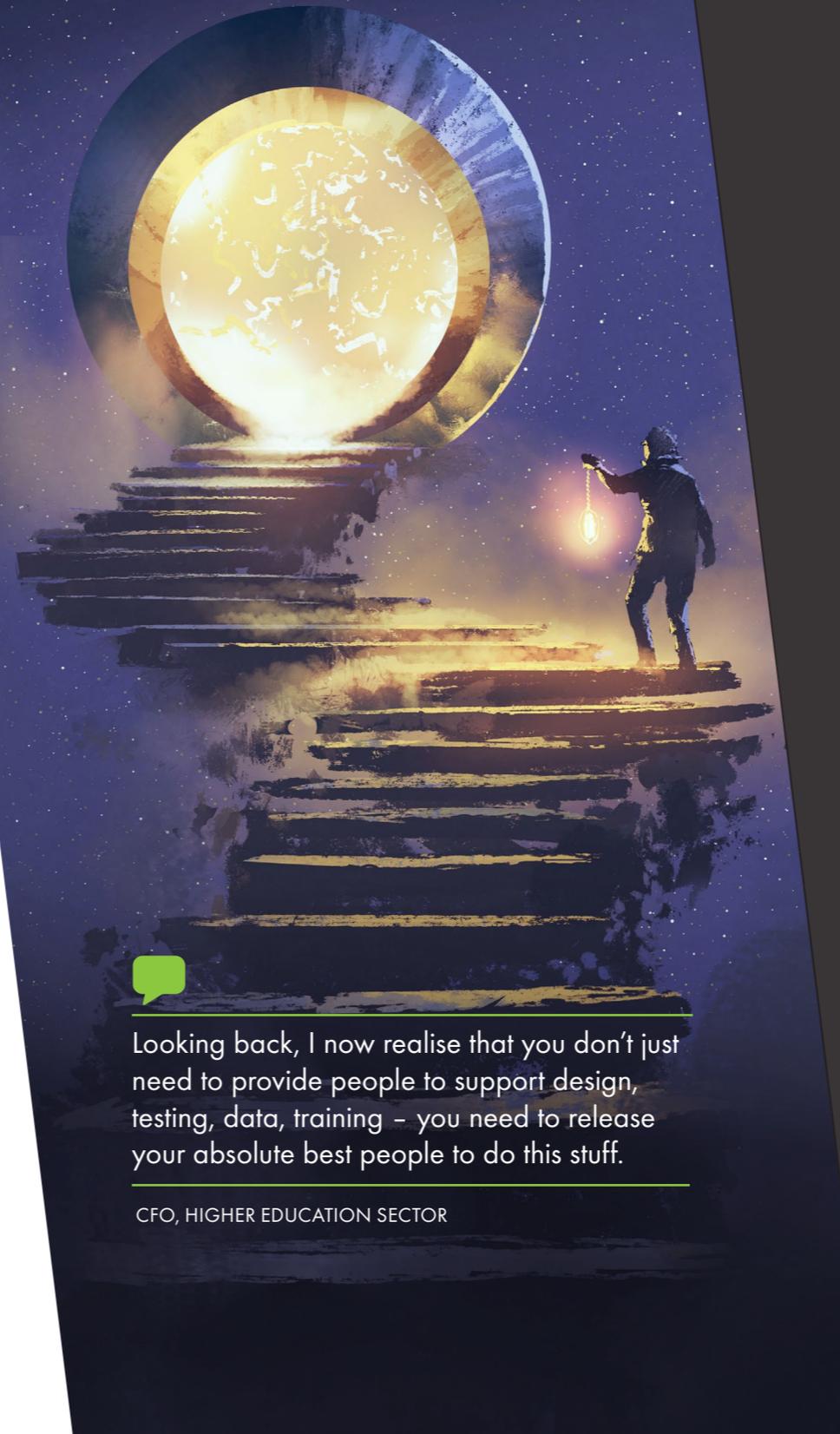
Ensuring your ERP programme isn't just an expensive technology project.

ERP solutions are the heartbeat of your business processes. Changing ERP solutions is akin to open-heart surgery – whatever you do there's a business impact.

Large-scale ERP implementation becomes business transformation and should be a business change project with an IT component, rather than a technology-led implementation with business change impact.

Your HR team will most likely be hit by the fallout of business change, but functional business leaders and regional/business-unit leaders will have an inevitable input.

You'll need to manage change impact, communications, plan to train a large proportion of your workforce (including planning, creating and delivering content), there'll be changes to job roles, displacement of staff, new skills to hire and the challenge of continuing to run the business in the background.



In the heat of battle, ERP programmes lose their strategic business intent and quickly become technology projects.

NICK COBURN, CONSULTING
DIRECTOR, RESULTING IT



Looking back, I now realise that you don't just need to provide people to support design, testing, data, training – you need to release your absolute best people to do this stuff.

CFO, HIGHER EDUCATION SECTOR

This isn't something that your systems integrator will do for you.

We'll work with your business leadership and HR function to properly plan for change and ensure that the business is ready and capable of running a different shape of business on your shiny new ERP platform.

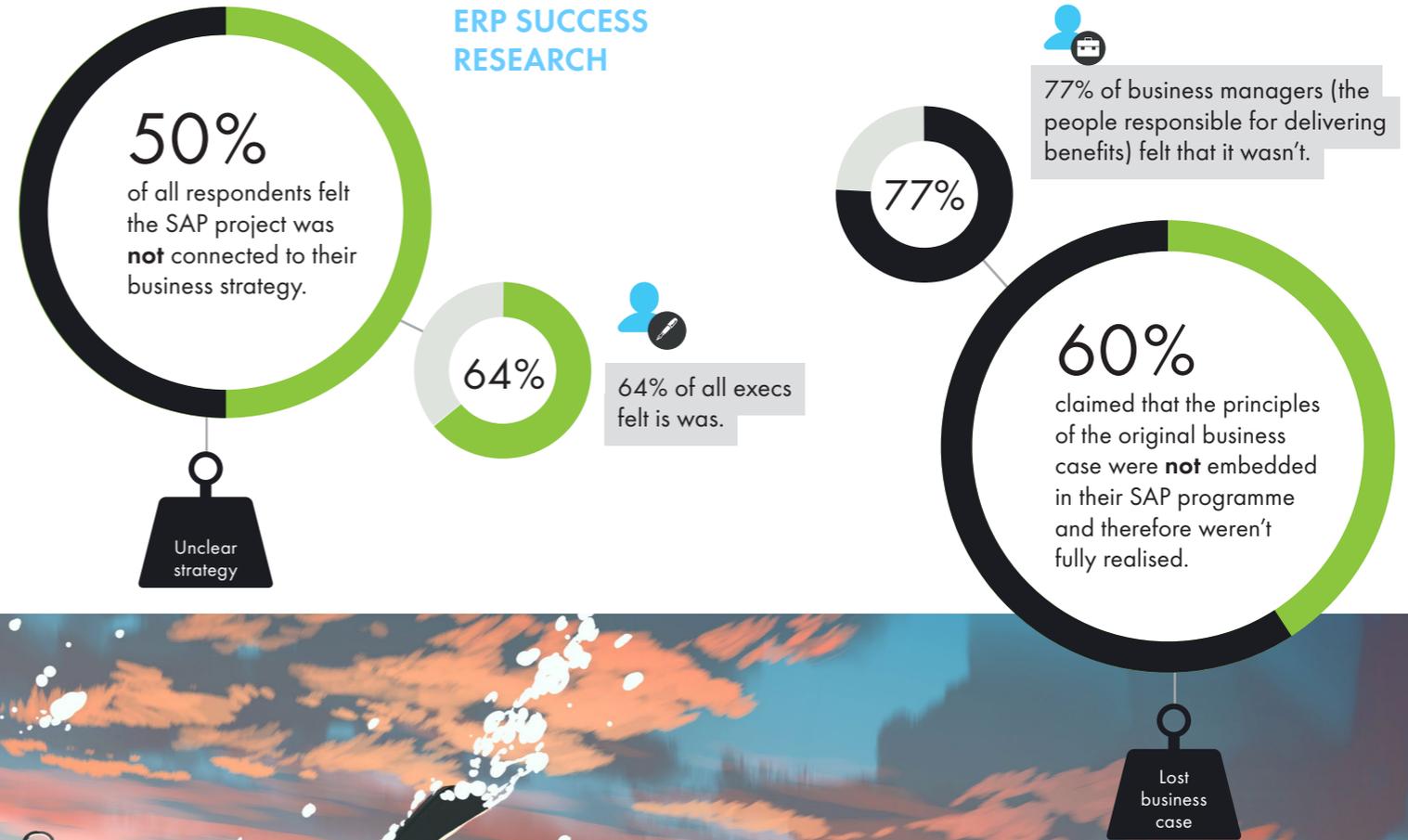
Crucial components of this include connecting change with business strategy, articulating a clear picture of the future state, and providing a compelling change narrative for your whole workforce.



Business change impact needs to be understood and managed. Comms became a such a critical activity on our ERP programme.

SIMON DAVIES, CHANGE MANAGEMENT EXPERT, RESULTING IT

ERP SUCCESS RESEARCH





Business process adoption

Making sure you don't accidentally break the business.

We already know that 52% of ERP programmes fail to meet their business objectives.

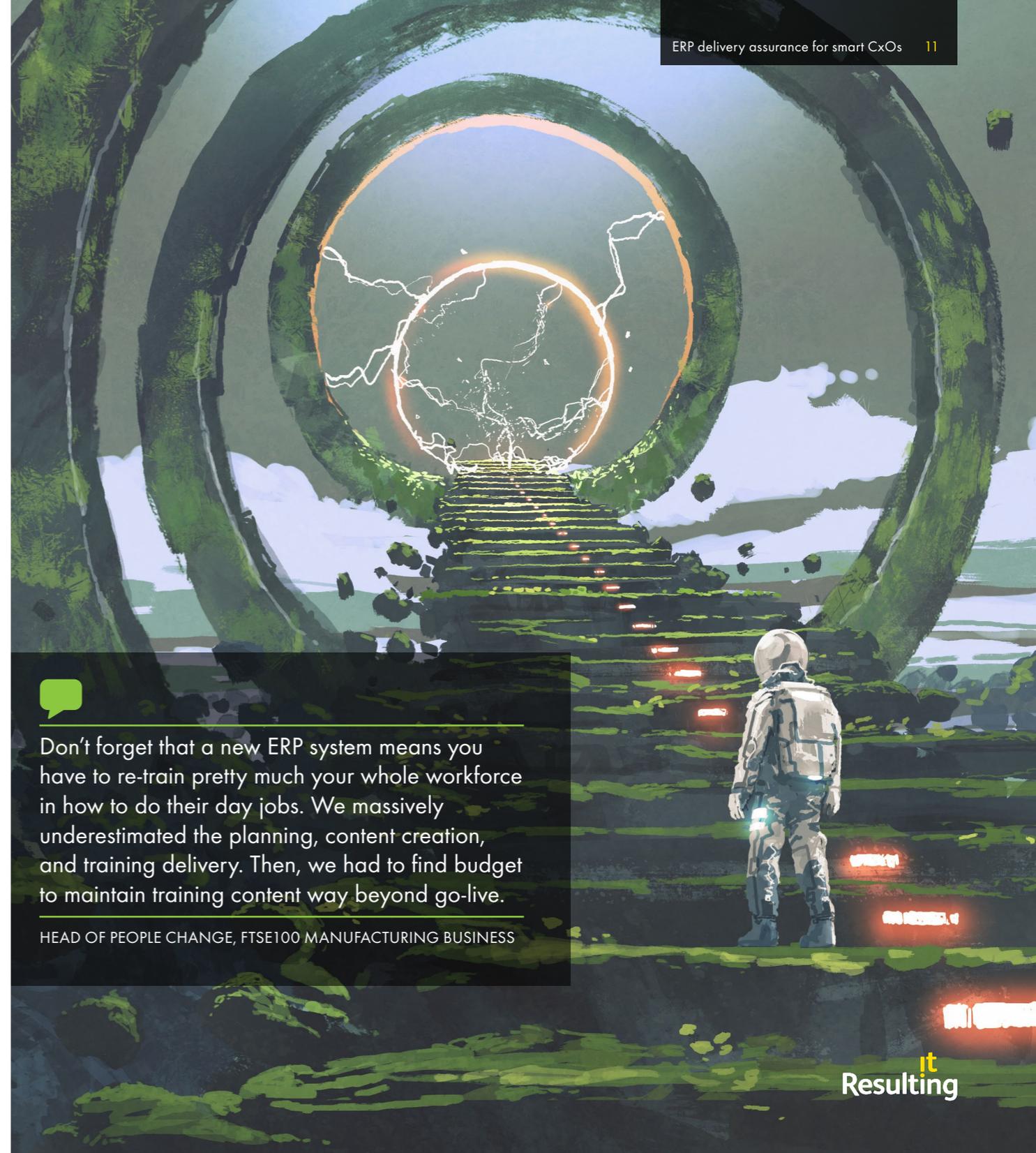
Rather than worrying about being on the wrong side of this statistic, you'd be better served in learning from the 48% that were successful – what did they do differently?

The Resulting ERP Success Model identified 15 success levers – things that great ERP programmes did to contribute to their success. Some of these levers were more prevalent in those that were on-plan, others in those that were on-budget. But there was a significant outlier in the research for those who delivered on their business objectives.

Adoption.

If your people don't adopt a new solution and new ways of working, it makes absolute sense that you will not deliver on your business case.

Change management and training are processes – things you do during an ERP programme. Adoption is an outcome – it's something you get as a result of other actions.



Don't forget that a new ERP system means you have to re-train pretty much your whole workforce in how to do their day jobs. We massively underestimated the planning, content creation, and training delivery. Then, we had to find budget to maintain training content way beyond go-live.

HEAD OF PEOPLE CHANGE, FTSE100 MANUFACTURING BUSINESS

You need to ensure your ERP programme doesn't become an IT implementation and lose sight of your strategic business intent. You need to stay focused on business outcomes and not get distracted wrangling complex technology. You need to ensure that you have the right ongoing Operating Model in place to deliver sustainable change.



Training isn't the same as adoption. We found that even though we'd trained our staff, it took months for them to really get used to new ways of working. Don't assume that adoption just happens – it's a black art.

STUART BROWNE, MANAGING DIRECTOR, RESULTING IT

We work with you to clearly define your business process scope at the start of your ERP programme (preferably prior to vendor and systems integrator selection) and bake a clear business process framework into your programme as a basis for driving adoption.

This becomes a framework for scoping, design, process change, business impact assessment, testing, training materials, business process documentation and process performance measurement.

Our ERP savvy process experts, training professionals and business analysts augment your team to deliver these things using proven tools and accelerators so that you're starting from a position of confidence rather than ground zero.

ERP SUCCESS RESEARCH

The strongest correlation between ERP projects that delivered on expected business outcomes was with those who placed a high emphasis on adoption.



ERP delivery assurance services

Resulting provides delivery assurance services that reduce the risk of ERP failure by injecting critical ERP expertise into your organisation.

Our hands-on ERP delivery experts sit business-side to underpin your knowledge and help hold your systems integrator(s) and software vendors to deliver on time, on budget and, crucially, to ensure your ERP programme delivers the business outcomes you're hoping for.

ERP success assessment

Ensuring you tackle common ERP failure points head-on

One of the challenges during an ERP programme is that nobody wants to play the role of the realist. Your SI and vendors paint an overly positive picture because they don't want to be seen to deliver bad news. Your own people, politically, are in a similar position.

This overbearing positivity bias (aka Pollyanna Syndrome) means that bad news (e.g. programme delays) are often delivered late and come as surprises to executives, causing loss-of-face and erosion of business confidence, alongside budget over-run.

The first step towards success is an honest, independent assessment of the programme.

In a perfect world, this is done before take-off (aka pre-flight check) but can be performed during a programme (in-flight check).

The assessment involves a simple structured survey across business and IT stakeholders based on the Resulting ERP Success Model – 15 research-backed success levers that provide leading indicators on success (or failure) of an ERP programme.

Crucially, the assessment highlights dissonance between different stakeholder groups – where different parties have different views on important factors. This is typically where we focus first in terms of recommendations.



Nobody wants to give you bad news, or even leading indicators of bad news.

STUART BROWNE, MANAGING
DIRECTOR, RESULTING IT

ERP success knowledge primer

Closing the knowledge gap between you and your systems integrator

Your team is likely highly experienced in your industry and understands your business intimately. But they're unlikely to be ERP implementation experts. Asking them to perform critical tasks on an ERP programme outside of their sphere of knowledge puts them in an unfair position, and is usually a key reason that ERP programmes falter.

On the other hand, your systems integrator is an expert in the ERP technology you are implementing, and will be well versed in the methodology and terminology of ERP programmes.

This status gap is crucial – it puts your business people at a disadvantage and enables systems integrators to commercially exploit your lack of experience.

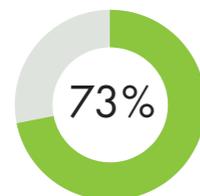
There is also a risk-arbitrage at play. Because ERP programmes are notoriously complex and prone to failure, systems integrators will offset their risk by placing certain actions under your remit. These will be carefully tracked and escalated giving them the evidence to blame delays, overruns and risks on your inaction.



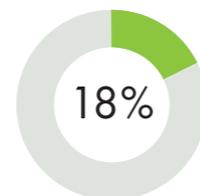
Systems integrators are commercially motivated and exploitative.

STUART BROWNE, MANAGING
DIRECTOR, RESULTING IT

ERP SUCCESS RESEARCH



73% of execs felt that there was a strong emphasis placed on self-sufficiency.



18% of business managers agreed.

Addressing this knowledge and experience imbalance is a fundamental factor in ensuring ERP success. It enables you to adopt a position of equal status to your systems integrator and de-risk delivery.

Your ERP programmes will be highly stressful for your team. People will be placed outside their comfort zones and asked to learn complex new things at a frenetic pace. Having experience on your side, and being able to ask 'dumb questions' without losing face is an important wellbeing consideration, reducing anxiety and enabling your team to get on with the job with greater confidence.

Our Pre-Flight and In-Flight Check serves as an important education step – informing your team of some of the pitfalls and challenges.

Crucially, the assessment highlights dissonance between different stakeholder groups – where different parties have different views on important factors. This is typically where we focus first in terms of recommendations.

ERP SUCCESS RESEARCH



62%

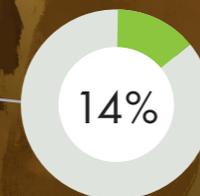
felt that they had **not** placed a high importance on self-sufficiency through knowledge transfer



55%



55% of execs felt they had placed a high importance on this



14%



14% of business managers agreed

Mistaking training for knowledge

Resultology services

Resultology ERP Delivery Assurance can be selected from a menu of services depending on your in-house capabilities and risk profile.

We assemble an ERP Delivery Assurance team with the oversight of an experienced Delivery Director, and a simple commercial structure with fees linked to your ERP success.



ERP success assessment

Pre-flight check

In-flight check

Programme restart/recovery

Project and programme management

Programme management office

Methodology definition

Transformation planning

Commercial planning

Programme governance

Programme status reporting

Vendor selection and management

Systems integrator swap-out

Solution design assurance

Architecture advisory

Test strategy and management

Test automation

Operating model design

Change management

Business process documentation

Training assets and simulation

Role design, security and controls

Service design and transition

Pre-flight Check

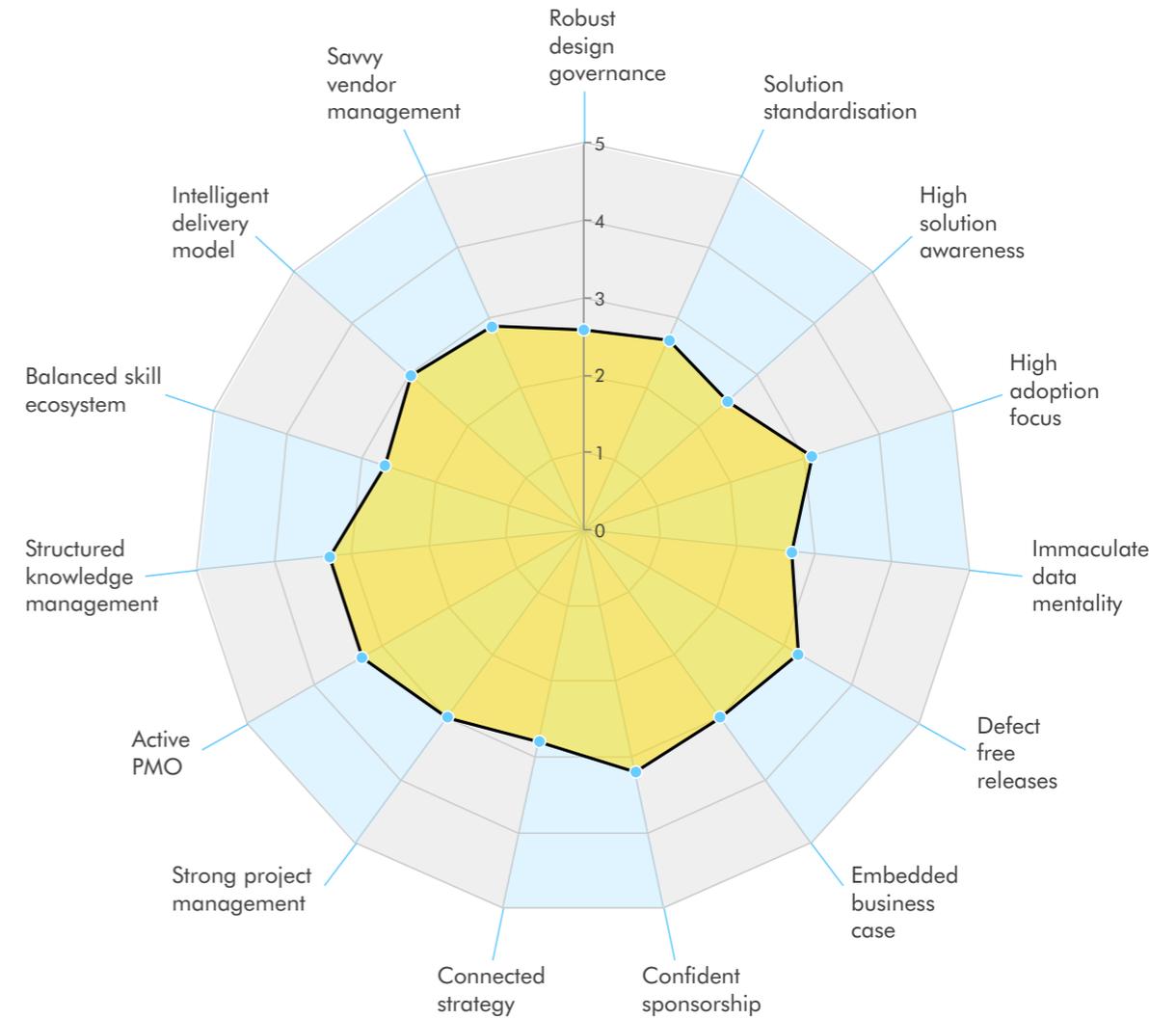
Before your ERP programme starts, we run a short assessment linked directly to our ERP success research. The playback serves to educate and align your team on common ERP challenges as well as flushing out the critical risks that are most likely to undermine your ERP programme. Crucially, the assessment identifies dissonance between key stakeholder groups across your business, flushing out important areas that require alignment if your ERP programme is to be successful.

In-flight Check

Often, ERP programmes run into trouble in-flight. Course correcting and re-orienting a programme when it's in-flight can be challenging. The In-flight Check is the exact same process as the Pre-flight Check but performed while the programme is running. It provides a credible, independent check with practical and realistic recommendations to improve your ERP programme and improve chances of success.

Vendor Swap Out

Choosing the right systems integrator is difficult. Admitting you've made a bad choice is even more difficult. Making the call to switch from Vendor A to Vendor B mid-flight requires confidence and planning. Our Vendor Swap Out service underpins your programme and supports you in re-selecting, onboarding, knowledge transfer and maintaining momentum through a risky period.



Don't fcuk it up.

Talk to us about how we can help give your ERP programme the best chance of success.

You can find us over at www.resulting-it.com

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THE LEADING INDEPENDENT BUSINESS-SIDE ERP CONSULTANCY

