



# Key considerations for a successful ERP implementation



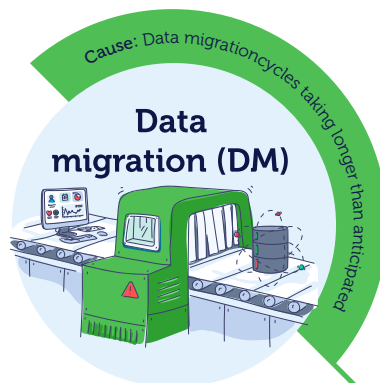
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## Three main causes of delays, their impacts and possible mitigations

While the list below is not exhaustive, and every point may not be applicable to all programmes, it is meant to provide a snapshot of common issues we have encountered and the steps taken to successfully mitigate them on future implementations.



Every ERP implementation project is unique and comes with its own set of challenges. Socitm Advisory have supported over thirty public sector organisation with their implementation journeys, so our consultants know a thing or two about what causes delays with cost implications to a project's timeline, and how to avoid them for project success.



Understand that DM is a key development activity and allow sufficient time and resources

Clearer decisions on where DM is really needed. For instance, could testing use dummy data?

Robust management of workstream and good communication between suppliers, SI and the programme team

**Possible mitigation**

Knock-on effect on the availability of testing and training environments, thus delaying testing timescales and preventing the creation of training materials

**Impact**



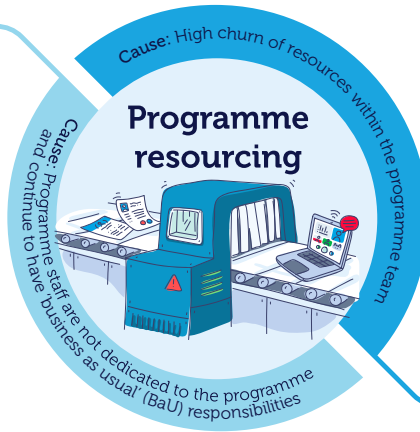


### Impact

High risk of lack of handovers, knowledge transfers, and ownership process

### Possible mitigation

Ensure robust documentation throughout the programme  
Establish good programme onboarding/offboarding



Understand how resource intensive this work can be

Backfill resources (whole rather than part-time resources are preferable)

### Possible mitigation

Unforeseen delays to programme timelines and productivity

Wellbeing impacts on stretched staff

### Impact

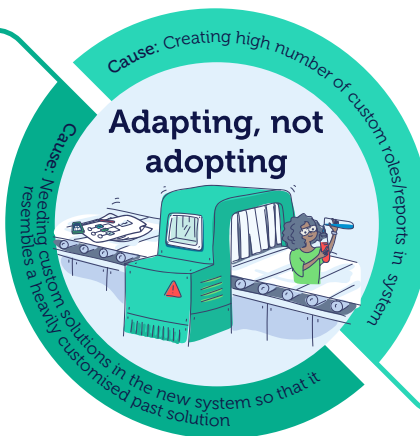


### Impact

Defects during various phases of the implementation  
Change impacts leading to delays  
Off-the-shelf training solutions will no longer be relevant, leading to delays in content generation

### Possible mitigation

Carefully consider if customisation is really needed  
Strong leadership governance, messaging, and design principles  
Robust business transformation endeavours, clearly mapping out changes in ways of working



Robust leadership that promotes adopt, not adapt

Define roles and responsibilities within the organisation

Discuss support as well as functionality with the System Integrator (SI)

### Possible mitigation

Complex security issues

Further specification, build, and testing on top of other programme demands

### Impact



## Key recommendations

Having conducted extensive lessons learned activities after each of our many ERP implementations, we have compiled the following list of recommendations that might help avoid blockers to a successful implementation:

- Ensure programme vision and strategic objectives are identified at the outset and are aligned to the organisation's strategic direction
- Ensure strong and robust governance is in place to deliver on the vision
- Ensure the programme is adequately resourced with sufficient in-house resource and supplemented where required with specialists
- Ensure clear roles and responsibilities are in place and programme resources understand their roles
- Ensure the programme processes are clearly understood and followed by all programme resources
- Ensure emerging risks and reviewed quickly and mitigation is agreed and actioned
- Ensure clear escalation routes are in place and communicated effectively

