



Jefferson Wells™  
ManpowerGroup

# Dreading Your ERP Upgrade? There's a silver lining

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# Meet Our Presenters



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# Agenda

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Understanding the Benefits of ERP Upgrades

Overcoming Common Challenges

Maximizing ROI from ERP Projects

Q&A

## Polling Question #1

What is your biggest concern about ERP upgrades?

A. Data migration issues

B. User resistance

C. System downtime

D. Cost of implementation

# Benefits of ERP Upgrades



Improved  
Data  
Management



Operational  
Efficiency



Enhanced  
Decision-  
making



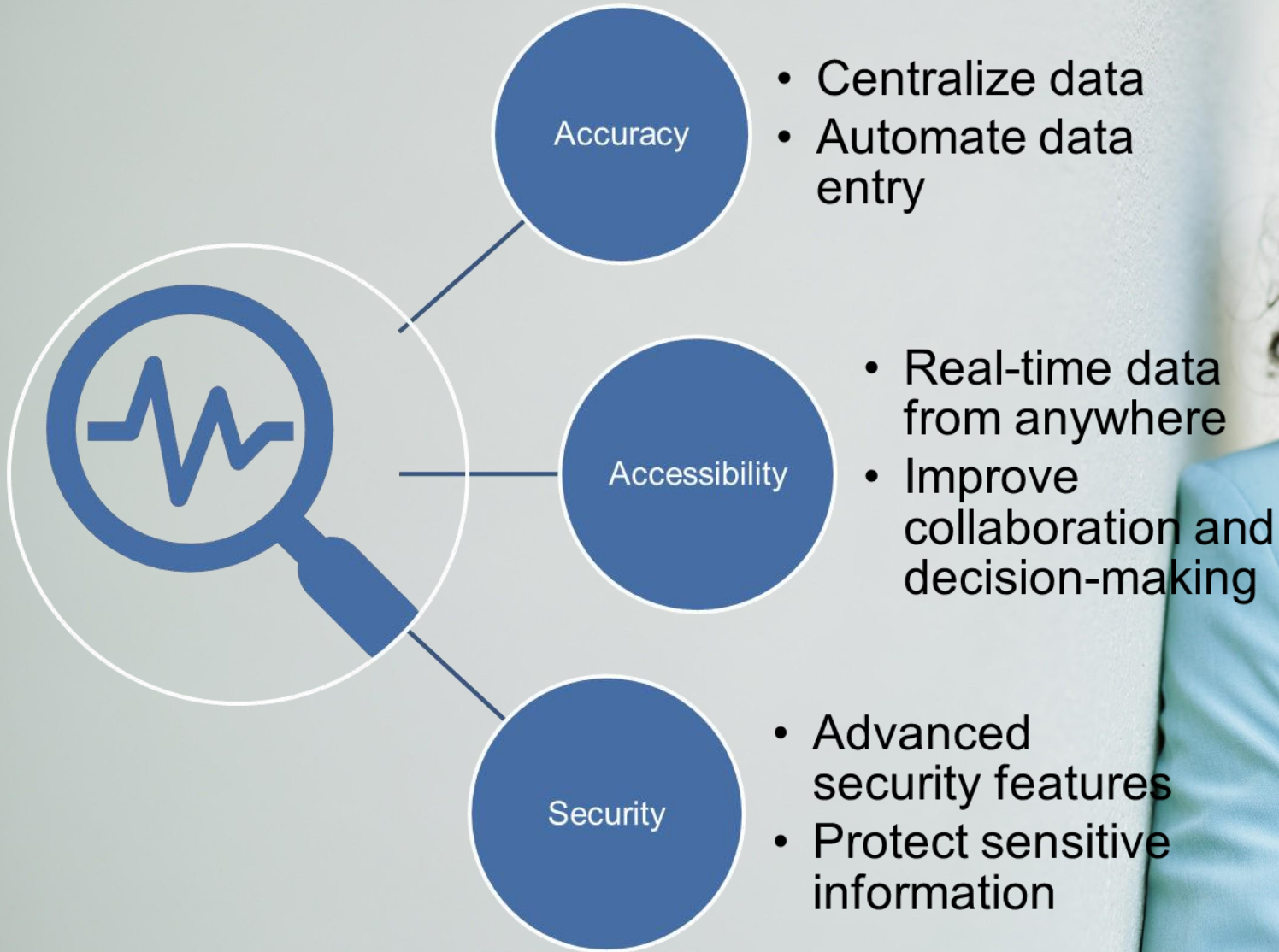
Compliance  
and  
Reporting



Customer  
Satisfaction

*Opportunities to improve organization-wide*

# Improved Data Management

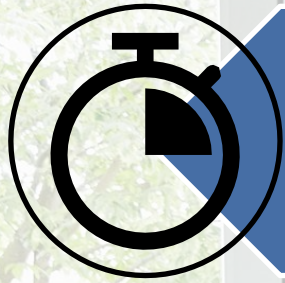




# Operational Efficiency



# Enhanced Decision-making



Real-time Reporting



Advanced Analytics



Predictive Analytics



# Compliance and Reporting

## Regulatory Compliance

- Automate documentation and reporting

## Audit Trails

- Transparency and accountability



# Customer Satisfaction



# Successful Case Study

## Situation

- A chain of restaurants with **32,000 stores** sought to streamline its operations
- Lots of **fragmented systems** needed to be unified

## Strategy

- **Phased Implementation:** Started with US and Canada before going global
- **Cross-Functional Collaboration:** Ensured close cooperation between IT and business units
- **Customized Training Programs:** Developed tailored training for staff
- **Pilot Testing and Iterative Refinement:** Identify issues early and refine the system iteratively.
- **Continuous Improvement:** Ongoing enhancements post-implementation adapt to evolving business requirements.

## Results

- **Operational Efficiency:** Achieved streamlined operations and reduced redundancies, leading to cost savings.
- **Consistent Global Processes:** Established standardized processes across all locations, enhancing consistency and quality.
- **Enhanced Decision-Making:** Improved data visibility facilitated better strategic planning and responsiveness.

# Failed Case Study

## Situation

A global fruit packer and distributor wanted to support international growth and improve reporting capabilities

## Strategy

- **Inadequate Requirements Gathering** resulted in mismatches between the software's capabilities and operational needs.
- **Real-time inventory** was a particular need since overripe fruit quickly becomes rotten and unfit for sale

## Results

- \$22.2 million drop in year-over-year profit for the quarter
- Hired a third-party consultant to remediate the implementation at a cost of \$3.8 million

## Polling Question #2

Which benefit of ERP upgrades do you find most valuable?

A. Improved data accuracy

B. Enhanced decision-making

C. Operational efficiency

D. Better compliance and reporting

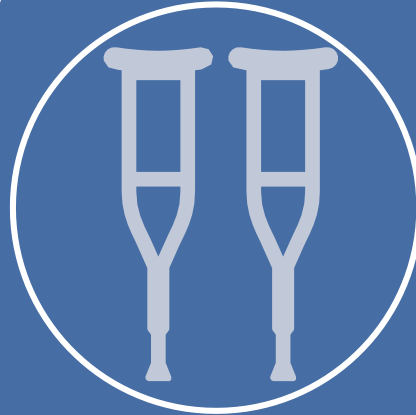
# Overcoming Common Challenges



Data migration



User  
resistance



System  
downtime



Cost of  
implementation



Integration  
challenges

*Opportunities to improve organization-wide*

# Data Migration

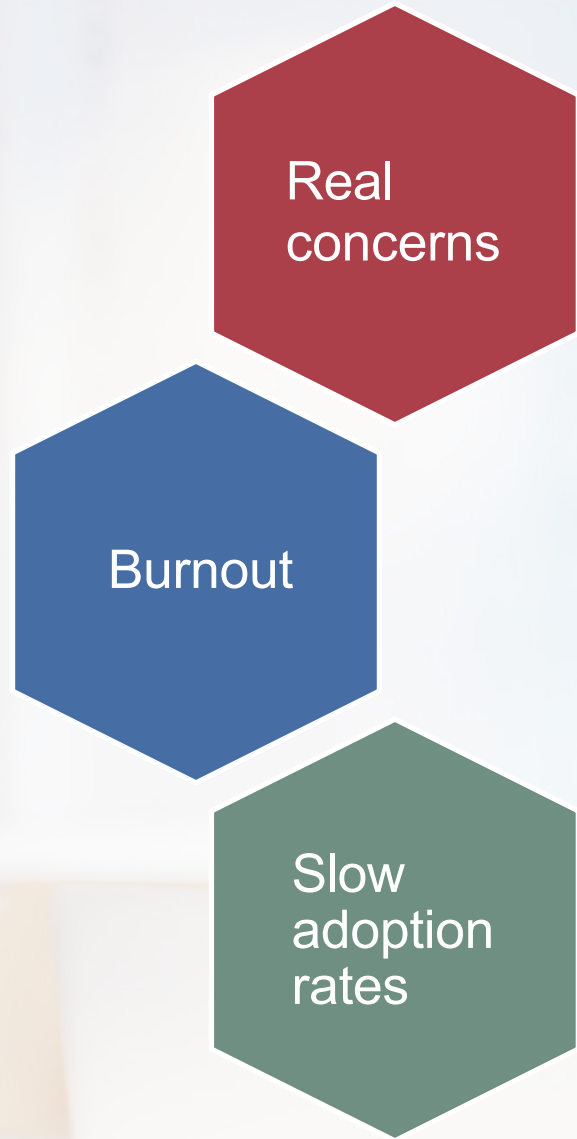
Data Loss

Data Integrity

Data Compatibility



# User Resistance



The plank that broke the camel's back?

Sensitive or difficult transactions?

You gotta train to see the gain!



# System Downtime



Normal downtime  
disrupts operations

**As Expected**



Unexpected  
technical problems

**Prolonged**



Severe cost  
implications

**Halted Operations**

# Cost of Implementation



Costs may exceed initial estimate

Unforeseen customization

Training and support

Difficulty predicting ROI

## Downtime adds cost too!



“ITIC’s 2021 Hourly Cost of Downtime survey indicates a single hour of server downtime totals **\$300,00 or more** for 91% of mid-sized enterprises (SMEs) and large enterprises. And among that 91% majority...44% of corporations said, **hourly outage costs exceed one million (\$1M) to over five million (\$5M).**”

Source: Information Technology Intelligence Consulting,  
<https://itic-corp.com/itic-2021-global-server-hardware-server-os-r-reliability-survey-results/>



# Integration Challenges

Integration  
with other  
systems

Consistent  
data across  
systems

Aligning  
processes  
and  
workflows

Security and  
privacy



Practical  
Solutions Begin  
with Change  
Management



## Polling Question #3

What strategy do you think is most effective for overcoming user resistance?

A.

Comprehensive training programs

B.

Clear communication of benefits

C.

Involving users in the upgrade process

D.

Providing ongoing support

# Data Migration Best Practices

Plan

Test



Cleanse

Execute

# Maximizing ROI

Legacy Habits	Strategic Choices	Strategic Considerations
Upgrading the existing product	A broader selection effort that takes industry-specific needs into account	An objective third party may be a helpful addition to this effort
Migrating all legacy processes	Using standard “out of the box” processes in areas that don’t create competitive advantage	Make sure regulatory and tax issues are addressed in all jurisdictions
Transitioning the old process to the new system	How AI could be used to reduce or eliminate manual tasks	Ensure data privacy and security remain intact
Cramming system design decisions into already-packed schedules	Backfilling all or part of key users’ “day jobs” so they can focus on the implementation and critical design decisions	Ensure backfilled resources have the skills and authority to maintain operational continuity

# The Silver Lining

## Talent Shortage

- Leverage AI

## Growing Regulation and Tariffs

- Automate existing compliance
- Consider specialty tools with regular updates

## Competitive Landscape

- Enhancing customer experiences online

# Four Legged Stool

Local vs. Shared Services

People

Accounting Policies & Standards, SOX, Tax

Process

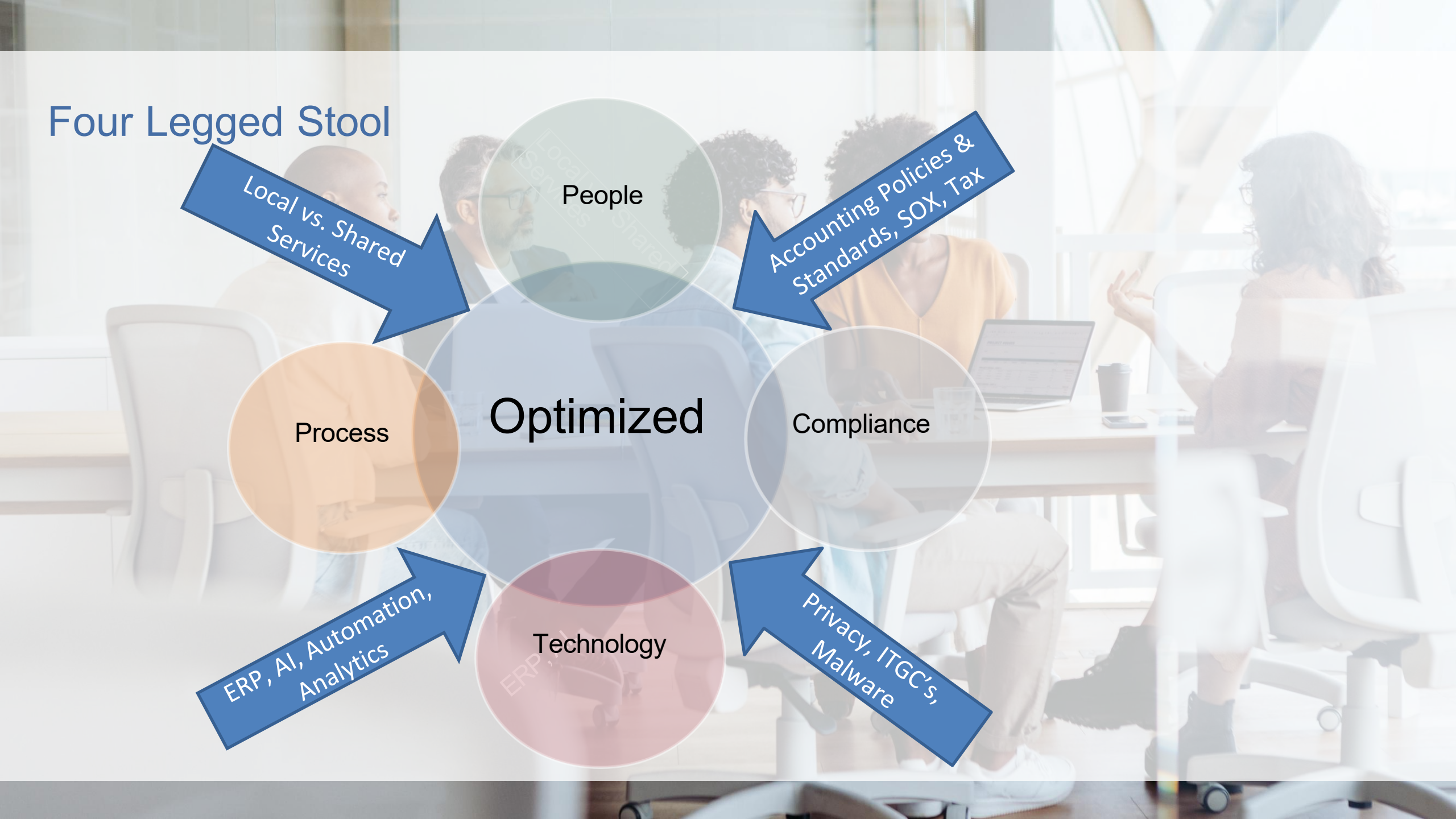
Optimized

Compliance

ERP, AI, Automation, Analytics

Technology

Privacy, ITGC's, Malware



# Best Practices



Process  
Optimization

Post Go-live  
Optimization



Stakeholder  
Alignment

Testing &  
Training

## Polling Question #4

How do you currently measure the success of your ERP system?

A. Return on Investment (ROI)

B. User satisfaction

C. System performance metrics

D. Operational efficiency improvements

Questions?



Kelly Blasiman



Jim Hejka