



## Emerging Growth Companies Webinar

### ERP Selection and Implementation

Practical considerations for Founders, CxOs and Investors

September 21, 2021

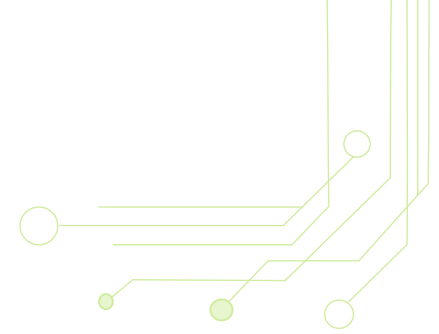


**MAKING AN  
IMPACT THAT  
MATTERS**  
*since 1845*

# Agenda



- 1 **Welcome and Introductions** →
- 2 **Mid-Market Myths** →
- 3 **Vendor Selection – Technology as an Enabler** →
- 4 **Case Study - Reflections on an ERP implementation from the inside** →
- 5 **Q&A** →



## Introducing our presenters and panelists



**Willo Renehan**

Deloitte Private Emerging Growth –  
Tax Partner



**Andrew Miller**

Deloitte Private Consulting  
Lead Partner



**Emma Castledine**

Deloitte Consulting  
Workday Solution Architect



**Fionn O'Hagan**

Deloitte Consulting  
Finance Engagement Lead



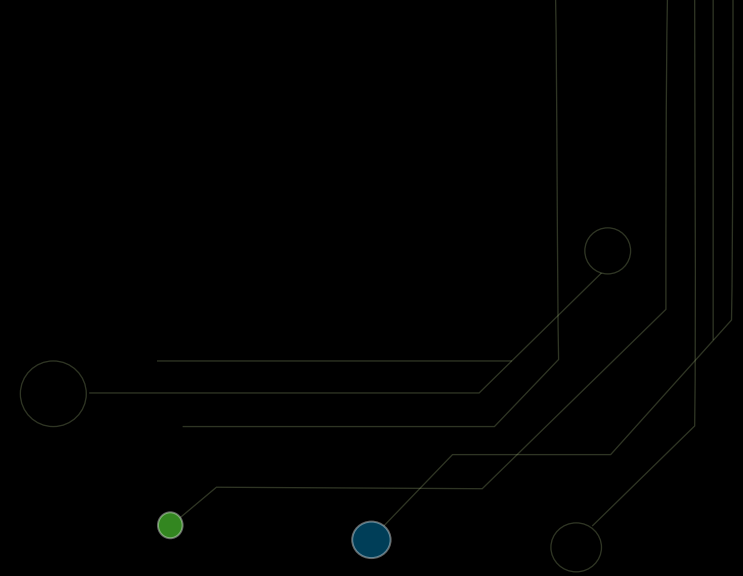
**Kariel Parian**

Deloitte Private – Emerging Growth  
Companies



# Mid-Market Myths

Andrew Miller



## Mid-Market Myths

- ERP Definition
- Cloud Impact
- ERP Functions
- ERP Vendors
- Consultants
- Considerations...



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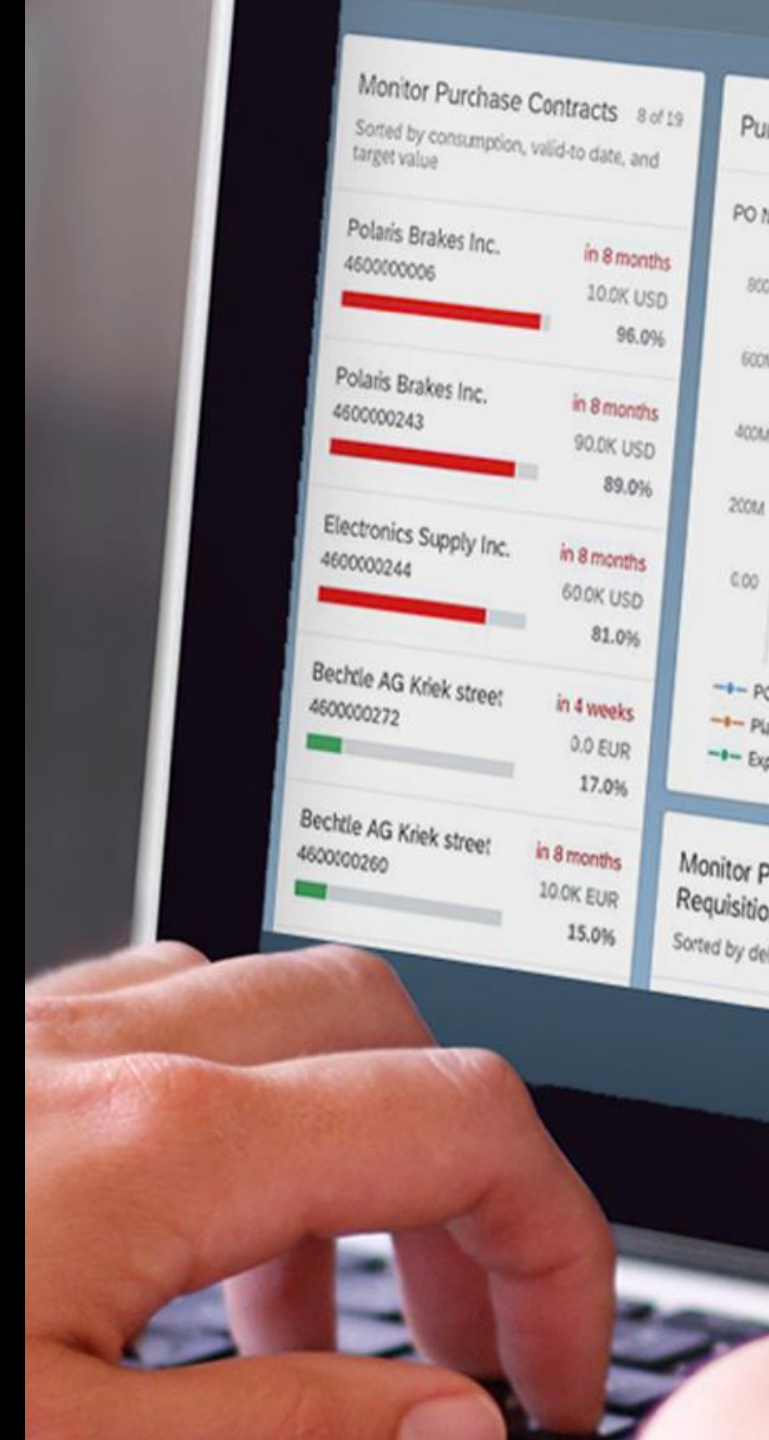
Integrated processes and inter-related processes eg finance, procurement, supplier relationship, project management, core HR, T&E

Was the appeal of the “agile entrants” but ERP is now delivered as SaaS on a Public Cloud (everyone uses the same, everyone gets upgraded)

ERP Vendors – SAP, Oracle, Workday – building in AI and ML to streamline core processes

ERP Vendors are increasingly playing to the Emerging Growth market - relatively untapped and flying

ERP Consultants with accelerators and pre-packaged templates further streamline time and cost of implementation



Differentiated

V

Standard

# Assessing your Business Processes & Functions By Volume

Differentiated

Standard

# Assessing your Business Processes & Functions

By Volume and with a more critical eye

Differentiated

Standard

Unimportant

Where ERP **definitely** has a role in the mid-market

Differentiated

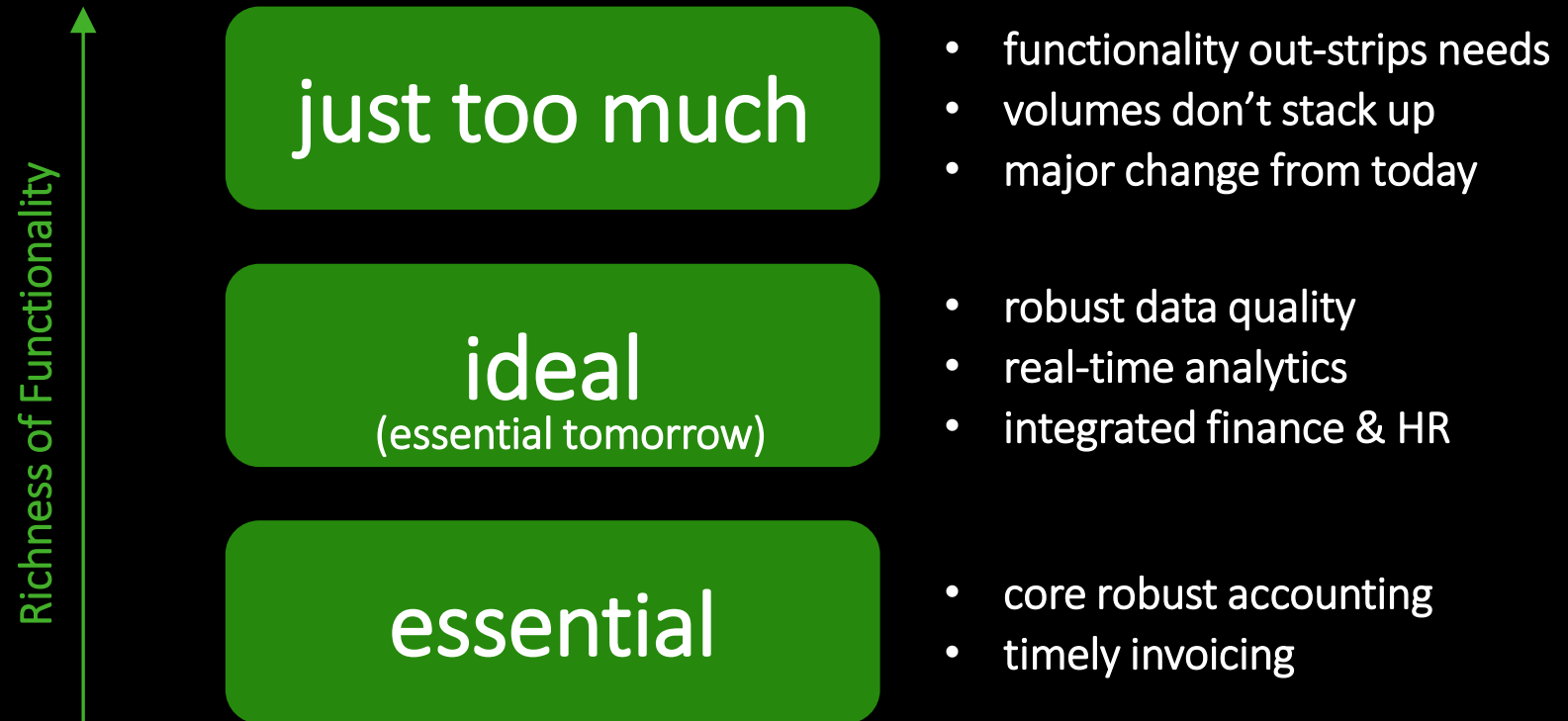
Cloud ERP

Fit-to-Standard

Unimportant

## Your view

Casting a critical eye



# Investors View

A critical eye

immaterial

- functionality out-strips needs
- volumes don't stack up
- major change from today

influential

- robust data quality
- real-time analytics
- integrated finance & HR

fundamental

- core robust accounting
- timely invoicing

## Investors View

A pragmatic, fit-to-standard approach for your standard processes - from the outset

### Cloud ERP

Fit-to-Standard  
Best Practice

immaterial

- functionality out-strips needs
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# 3

## Vendor Selection – Technology as an Enabler

Fionn O'Hagan



Key considerations – if you are considering selecting and implementing an ERP solution, the following initial steps are critical

### **Direction and Roadmap**

The direction the business is moving and how this relates to finance and finance systems

### **Pain points**

The major pain points being experienced by the business and the critical areas where the business could derive benefits from greater automation and/or a new finance platform

### **Cloud ERP**

Talk through what Cloud based ERP systems actually are and what they bring to a business

### **Vendor Landscape and what are others doing in this space**

Discuss the current ERP vendor landscape and the pro's and con's of the different players in the market. Consider what others in this industry have done previously in terms of their finance platforms

### **Options for future architecture**

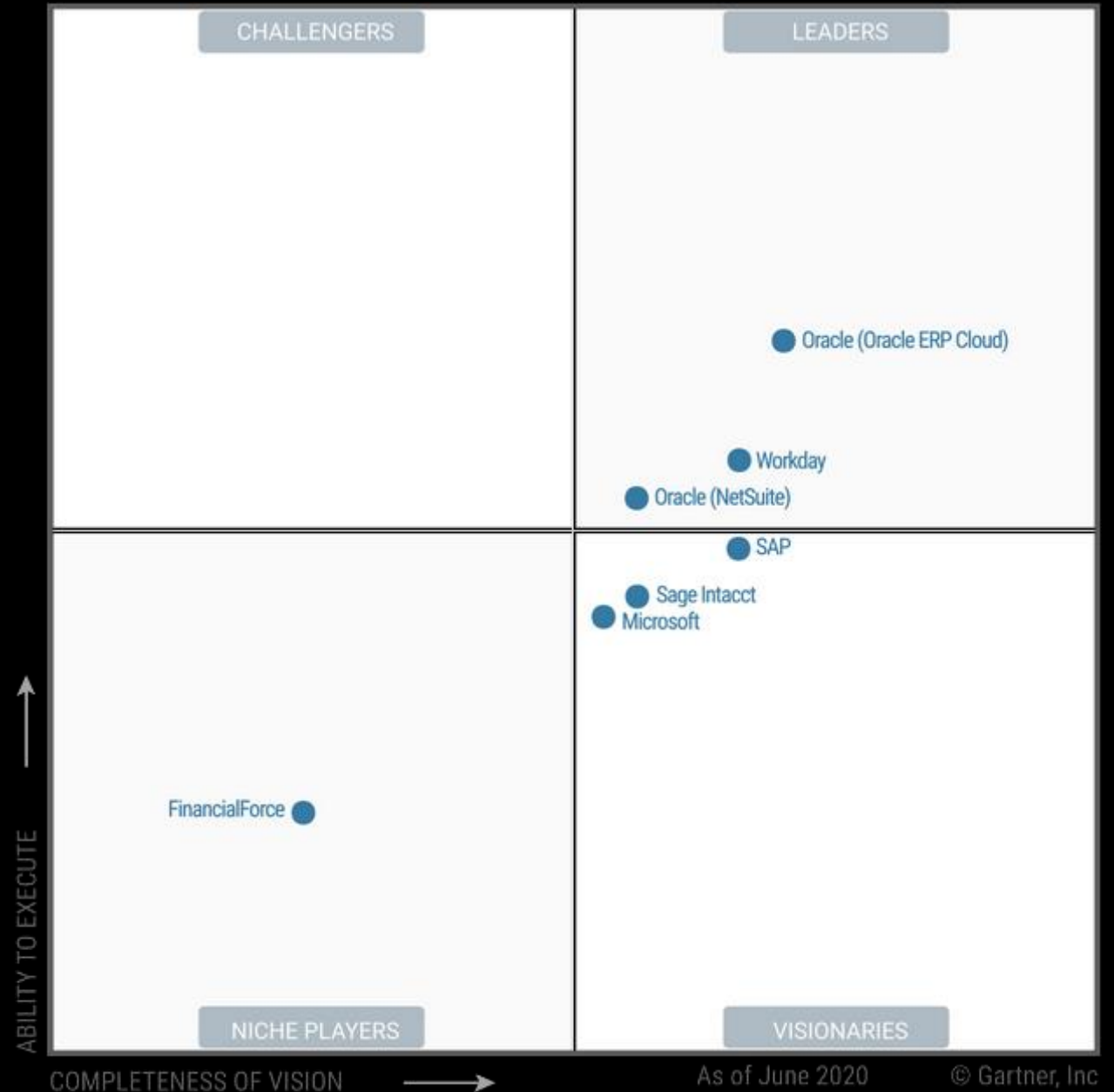
Discuss the case for retaining/ upgrading your existing platform (e.g. SAP) vs moving to a new solution

### **Business Case**

What would a business case look like for this decision and how it should be linked to a wider technology roadmap

## Vendor Landscape – Finance Systems

- The Gartner quadrant shows the leading Cloud Finance Systems on the market currently
- As well as specific strengths and capabilities, some are more suited to specific industries/ types of business



## Vendor Landscape – ERP for Product Centric

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- As well as specific strengths and capabilities, some are more suited to specific industries/ types of business

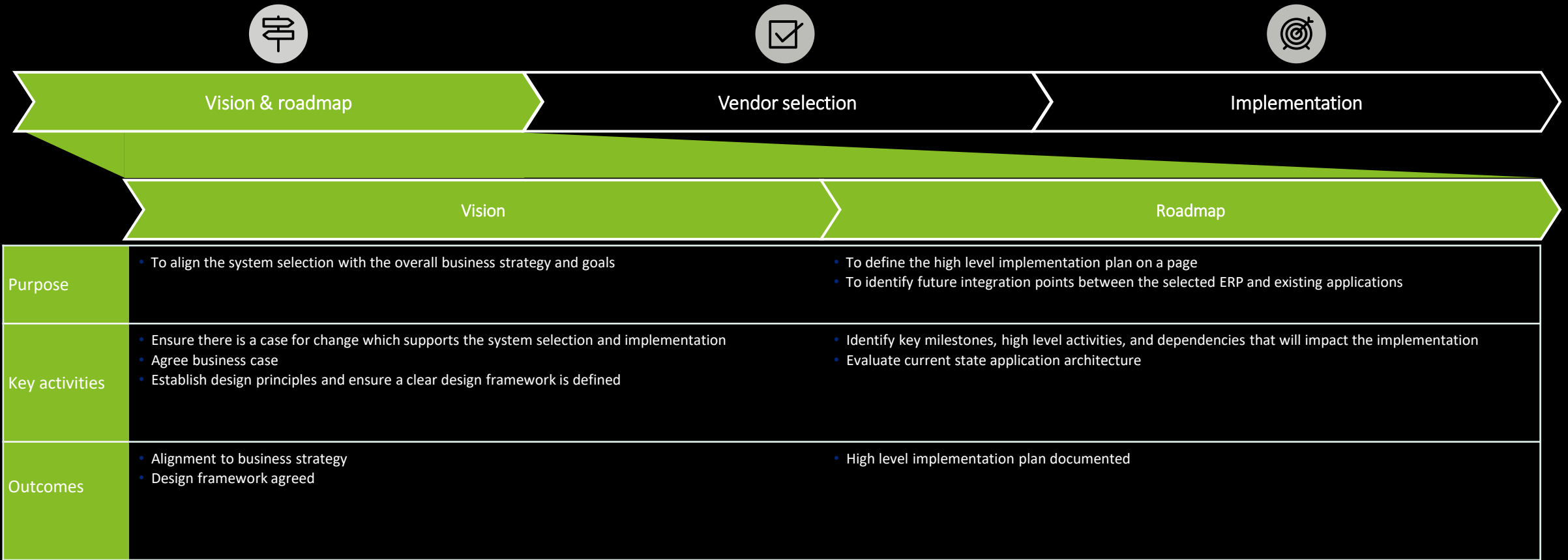
Figure 1. Magic Quadrant for Cloud ERP for Product-Centric Enterprises



Source: Gartner (June 2020)

# Vendor Selection - Approach

The vision and roadmap are completed alongside the vendor selection to ensure key governance principles and the current & future application landscape are considered alongside the delivery roadmap.



# Typical Technology selection challenges - Organisations typically face a number of different challenges when performing an ERP vendor selection process



Perception as an IT only project



Business' lack of software vendor experience and skills gap to facilitate the selection process



Relating business requirements to applications scope



Lack of understanding of 'As-Is' application landscape



Comparability of vendors' propositions



Understanding vendors' licensing structures



Engagement with major vendors



Skills gaps within the IT function to facilitate the selection process

## Critical success factors

1

Ability to relate business goals and pain points to system requirements

2

Expert knowledge of the systems under consideration

3

Experience in dealing with major vendors

4

Stakeholder engagement and communications

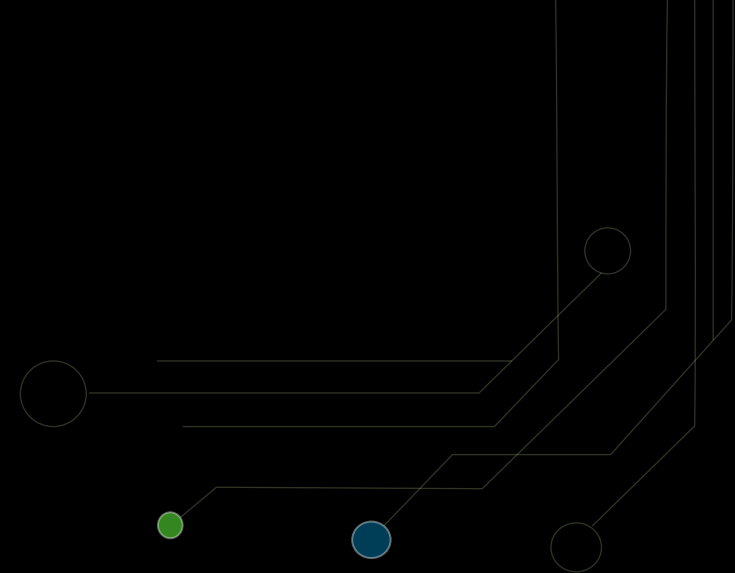
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Structured selection process and practitioners experienced in systems delivery, assurance and advisory

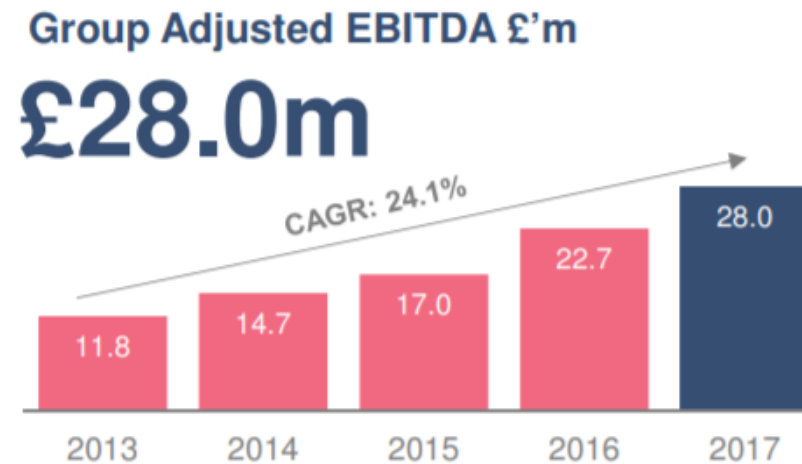
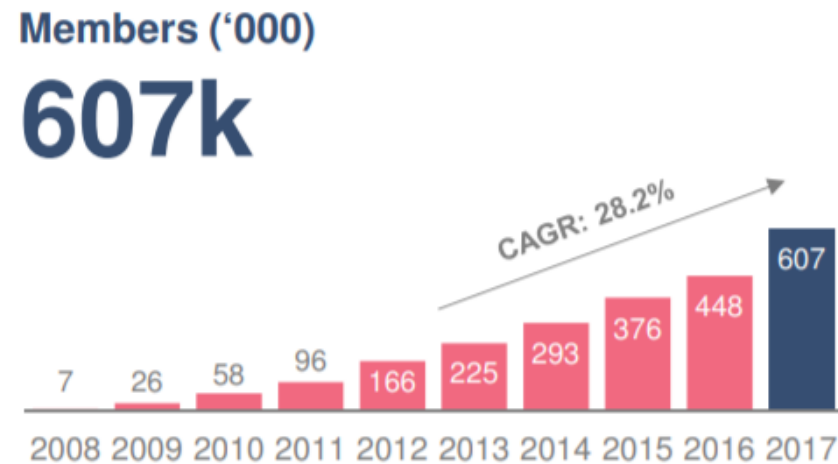
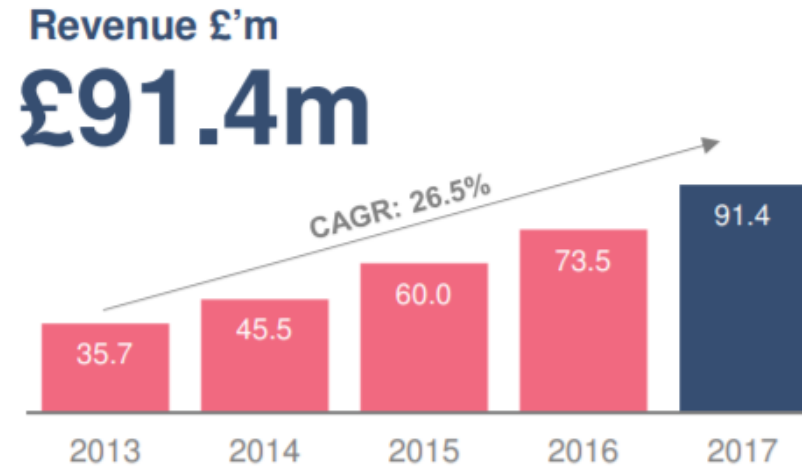


# Case Study - Reflections on an ERP implementation from the inside

Emma Castledine



## History to start of ERP implementation



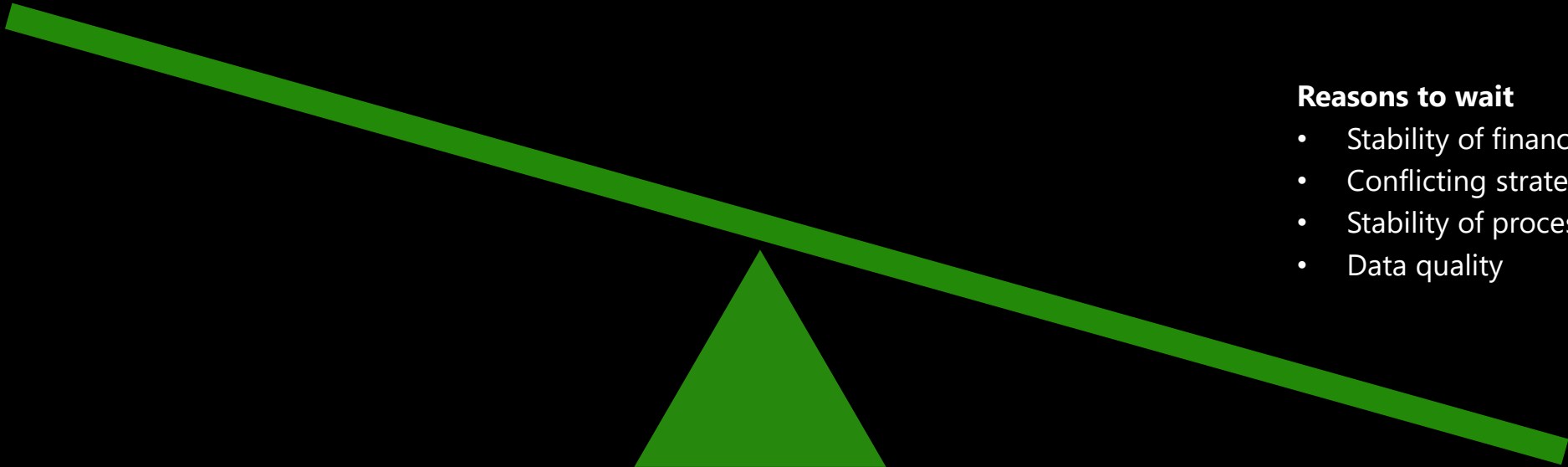
# Key considerations

## Reasons for change















- Bolting on head count
- Pace of finance delivery
- Data quality
- Control environment
- Constraining ability to execute strategy













## Reasons to wait

- Stability of finance team
- Conflicting strategic initiatives
- Stability of processes
- Data quality



## What to expect

Vendor selection	Requirements gathering	Long listing	RfP	Use cases	Short list	Demos and scoring	Negotiation and contract
Your effort							
Advisor effort							

Implementation	Design	Prototyping	Data migration	Testing	Go live	Support
Your effort						
Advisor effort						

## Quantify your success

- Reduction in current headcount
- Limitation of headcount growth
- Month end close timetable reduction
- Invoices processed per AP person per month
- Number of calculation spreadsheets removed
- Number of process steps automated

# Key Contacts

If you have any questions, please get in touch with your usual Deloitte Private contact or the Emerging Growth Central Team



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