

# Deloitte.



**Defense, Security & Justice**

Delivering ERP  
at the speed of need

## In military planning, speed serves as a force multiplier, enabling forces to outmaneuver adversaries, exploit fleeting opportunities, and sustain the upper hand on the battlefield.

It is undeniably true that the ability to swiftly adapt to changing circumstances is often the differentiator between victory and defeat. Similarly, in the midst of fast-changing market conditions and geopolitical dynamics, the expeditious delivery of enterprise resource planning (ERP) implementations empowers organizations to quickly adapt to changes and enables them to stay ahead of the competitors, maintaining a competitive edge as they navigate the complexities of today's markets.

Protracted ERP implementation cycles often lose momentum and stakeholder engagement, which can disrupt daily operations, decreasing productivity and increasing resistance to change. Moreover, extended implementation timelines often lead to budget overruns and even delays in expected returns on investment both financially and operationally. All these effects hamper organizations' ability to achieve strategic objectives and adapt to evolving business environments in a timely manner.

By dissecting the key factors that contribute to rapid deployment, there are actionable strategies that organizations can leverage to expedite the delivery of ERP implementations and empower organizations to achieve their strategic objectives with agility and precision.

Developing effective strategies to streamline the implementation process and bring forward the full benefits of ERP systems starts with understanding the factors that contribute to speeding up or slowing down the process.

**Below are some key factors that can significantly slow down ERP implementation within organizations:**

**Inadequate planning and preparation:** This is the most common reason ERP implementations fail, and it results from insufficient understanding of organizational requirements, lack of organizational alignment with strategic objectives, and unrealistic expectations due to underestimating project complexities. Without thorough planning, new requirements or functionalities may arise during the implementation process and cause delays or even jeopardize the success of the project.

**Ineffective decision-making process:** ERP implementations require timely and bold decisions to establish effective business processes as every decision brings a wide range of impacts on operations especially when it involves multiple organizations across many geographies. There are several factors that may contribute to sluggish decision-making processes including project complexity, rigid structural organization, ineffective communication strategies, or even decision fatigue. It is imperative to dive into the root causes of these early and mitigate the underlying factors to improve agility and responsiveness throughout the implementation.

**Technical challenges:** An ERP implementation is a large-scale digital transformation effort that involves significant and impactful changes. Implementations across large organizations with thousands of legacy processes and hundreds of technology systems are significantly more difficult. Organizations with more complex structures, processes, and systems can present additional technical challenges during the ERP implementation that include data migration/integration, customization and configuration, user interface, and more. As part of strategic planning, organizations should carefully consider the most optimal approach (i.e., using the out-of-the-box ERP software to the maximum extent possible) to addressing potential technical challenges (i.e., customization of the ERP software or using legacy processes and information technology systems) to increase the velocity of the configuration/implementation.

**To effectively mitigate the prominent factors contributing to implementation delays, organizations may adopt the subsequent strategies:**

**Establish clear guiding principles and objectives:** Guiding principles steer organizational decision-making toward common goals and can serve as a critical North Star to help the organization align its resources, strategies, and procedures. Drawing on these

guiding principles will make sure that business objectives are pursued consistent with the organization's values and strategic direction throughout the full cycle of implementation. This will solidify the foundation for a comprehensive roadmap prior to implementation by empowering organizations to clearly define a vision of why the ERP system is being implemented. It will also lead to the development of a precise project scope primarily focused on key areas, which will effectively remove bottlenecks in processes or communications and streamline the overall decision-making process.

**Engage with key stakeholders and end users proactively:** Once the clear guiding principles and business objectives are identified, it is paramount to engage with key stakeholders as well as end users early to verify requirements, gain their buy-in, and better prepare for a smooth transition. Proactive engagement will also identify and help address roadblocks to the decision-making process, while increasing the overall adoption and usability of the ERP and processes within the organization during implementation, which can ultimately speed up the deployment while mitigating resistance.

**Agree upon a global template up front:** As previously mentioned, the complexity of the ERP implementation will be greater for large organizations, especially those composed of multiple logistics systems across various locations. Designing a global template with preconfigured settings and functionalities will provide organizations with a standardized approach to processes and implementation. This may help evaluate and prioritize the requirements and easily compare between the current and future state to identify the implications of the changes introduced by the ERP. As a result, this approach can greatly reduce the time required for system configuration and allow organizations to gain a holistic view of the implementation to prepare for a successful transition in the long run.

Embarking on a large-scale digital transformation is not easy, and attempting to accelerate the highly orchestrated actions needed adds an even bigger challenge. However, speed is unarguably at the core of competitive advantage in great power competition, and the rate of transformation must exceed the speed of the surrounding environment. By seamlessly incorporating strategic approaches into the end-to-end implementation process up front, organizations can harness momentum in ERP implementations and drive successful transformation journeys.



#### **About Deloitte**

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the “Deloitte” name in the United States and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see [www.deloitte.com/about](http://www.deloitte.com/about) to learn more about our global network of member firms.