

# ERP Strategy & Roadmap

Enterprise Applications



Business and technology changes force organizations to redefine their ERP strategy and underlying ERP roadmap. New developments provide great opportunities but also bring new complexities. Your ERP strategy and roadmap form the foundation upon which you can successfully align your IT landscape with your business strategy and help you get the most value out of your ERP systems.

## Why ERP strategy matters

Organizations face internal and external forces arising from stakeholder expectations, growth, regulations, competition as well as technological advances that trigger the need to (re)define the ERP strategy. The ERP's success will hinge on its ability to adapt to these changing business conditions.

Different expectations and the need to focus on both maintaining current ERP and innovating towards future ERP result in tough choices having to be made. In the quest to find the balance between lowering costs and increasing value from ERP, an effective ERP strategy and roadmap will help you to navigate the strategic challenges.

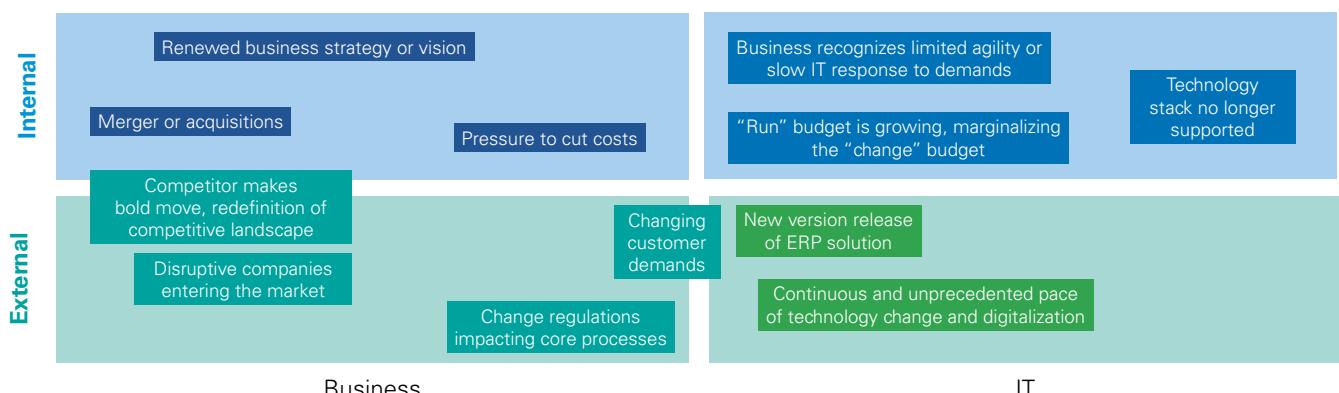
## ERP-enabled transformation

Defining an ERP strategy and roadmap is not an isolated activity. It is the foundation for a future state situation and is used as the starting point of a bigger transformation enabled by ERP, such as integrating acquired businesses, changes in the business model, business process redesign.

## Alignment of ERP and business strategy

Your ERP and related applications support your business processes, and therefore it is crucial that the ERP strategy is always considered from both an IT and business perspective. This approach ensures that besides classic IT themes such as the total cost of ownership and maintenance, business topics such as the standardization, simplification and integration of processes are also included so that your ERP strategy is efficiently aligned with your business strategy.

## Internal and external forces



## ERP strategy and roadmap

The ERP strategy and roadmap covers the full range of activities needed to (re)define your ERP (and process) landscape. The overview below shows the key areas to consider.

### Overview of ERP strategy and roadmap

#### • Operating model:

Defining the operating model that best supports your business ambition; the main focus is on design principles and processes and IT architecture. Key themes include standardization/simplification of processes and IT, integration and separation, delivery models (e.g. Shared Service Center).

#### • Current state:

Assessing the current state of processes and IT as input for improvement opportunities and high-level design of the operating model. Key themes include IT cost analysis (CAPEX/OPEX), complexity analysis and complexity reduction, AS-IS analysis and functional/technical quality assessments, maturity assessment.

#### • Process design:

Defining the process model and understanding the requirements as a foundation for defining the supporting ERP landscape. Key themes include BPM, process standardization, controls, requirements analysis, fit/gap analysis, customization versus development.

#### • Solution Design:

Defining the ERP landscape that best supports the process model and business model strategy. Key themes include scenario development, vendor selection, best-of-breed, cloud versus on-premises, postmodern ERP, in-memory, big data.

#### • Roadmap:

Defining the next steps to realize the defined ERP strategy while maintaining a balance between controlled projects and business ambition. Key themes include program and project planning, business case analysis, (multi-year) roadmap definition.

Operating Model	Current State	Process Design	Solution Design	Roadmap
Specification & Standardization	ERP Assessment	Process Architecture	Solution Architecture	Business Case
Integration & Separation	Complexity Scan	Requirements Analysis	Scenario Analysis	Roadmap
ERP/IT Operating Model	ERP Cost Analysis	Fit/Gap Analysis	Package Selection	Project Definition

## Why KPMG?

KPMG can support your organization in all areas of its ERP strategy and guide you as you define your vision for ERP and the way it will support your business strategy and business processes. Our ERP specialists have in-depth knowledge of the latest technological developments, including all key ERP applications such as SAP, Oracle and Microsoft and know the key trends and roadmaps (such as S/4HANA and Oracle for Cloud) but also have detailed knowledge of how these applications can support process and architecture design. Put simply, we help you make the right choices by giving an independent and objective advice on ERP costs, IT partners, ERP solutions and roadmaps.

## Contact

### KPMG AG

Badenerstrasse 172  
PO Box  
CH-8036 Zurich

**kpmg.ch/consulting**

### René Koets

Partner  
Consulting  
  
+41 58 249 42 69  
rkoets2@kpmg.com

### Johan Steenstra

Director  
Consulting  
  
+41 58 249 57 29  
johannessteenstra@kpmg.com

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received, or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation. The scope of any potential collaboration with audit clients is defined by regulatory requirements governing auditor independence. If you would like to know more about how KPMG AG processes personal data, please read our Privacy Policy, which you can find on our homepage at [www.kpmg.ch](http://www.kpmg.ch).

© 2018 KPMG AG is a subsidiary of KPMG Holding AG, which is a member of the KPMG network of independent firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss legal entity. All rights reserved.