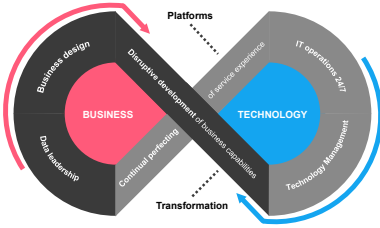


# ERP Implementation Model

## Technology- or business-initiated ERP programme?

A **business-initiated** ERP programme is launched to renew and enhance business capabilities, improving efficiency and competitiveness.

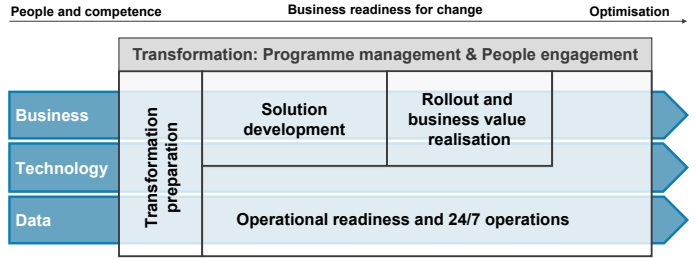
The introduction of new digital capabilities and a reimagined user experience can disrupt current ways of working, requiring effective change management.



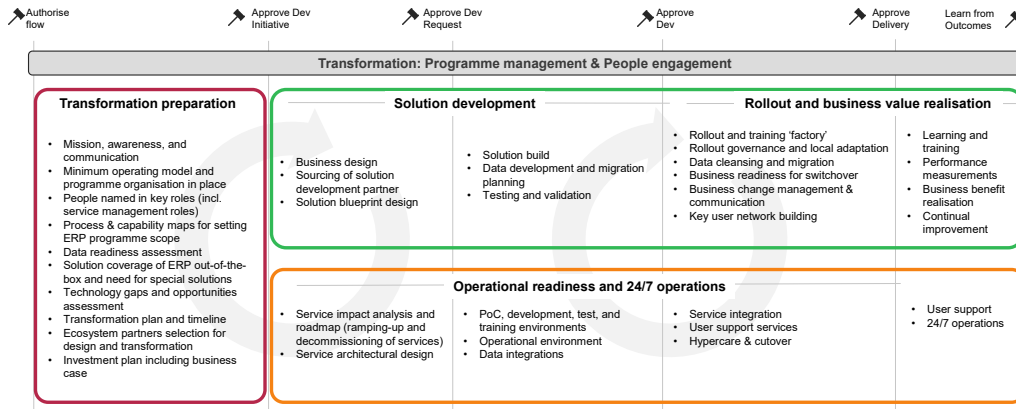
A **technology-initiated** ERP programme addresses solution lifecycle issues that arise when the underlying technology is no longer reliable, supported, or cost-effective to maintain or develop in order to meet business needs.

A technology upgrade presents a good opportunity for business renewal.

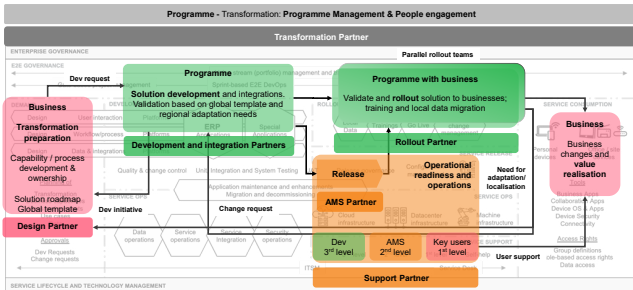
## ERP Implementation Framework



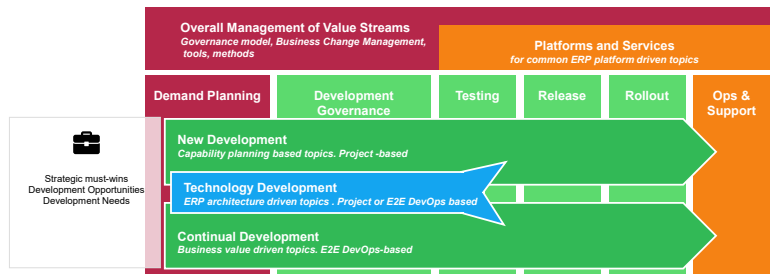
## ERP Implementation Master Plan



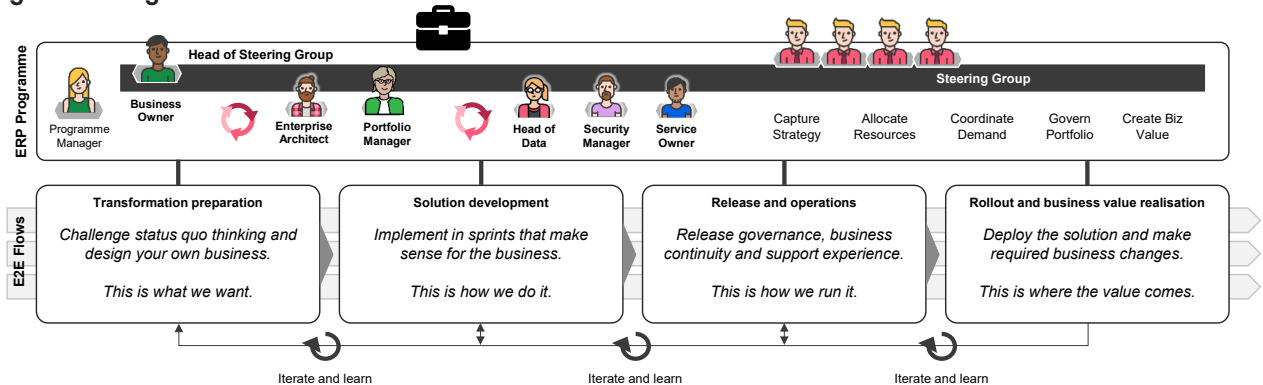
## ERP Implementation Ecosystem



## Target State Operating Model



## ERP Programme Organisation



An ERP programme organisation has five main elements that reflect the ERP implementation framework. Programme management is carried out according to the portfolio and gate-based governance model; value stream governance can be used instead. Preparation takes place in task force teams, referred to as planning collectives in the value stream model. The other organisational elements are solution development (by the solution provider), rollout (by the business) and operations (by IT).