



## 5 steps guide to international ERP implementation

The CFO's Playbook for International ERP Excellence



# CONTENT

- Navigating international ERP transformation..... 01**
- Your strategic role as CFO ..... 02**
- A holistic approach ..... 03**
- 5 steps guide**
  - 1. Define what kind of transformation you want ..... 04**
  - 2. Gain control while maintaining  
    local empowerment ..... 06**
  - 3. Harmonize data and processes globally and locally..... 08**
  - 4. Eliminate risk ..... 10**
  - 5. Prepare for the future ..... 12**
- How can Pipol empower your  
business transformation? ..... 13**
- Contact us ..... 14**



# NAVIGATING INTERNATIONAL ERP TRANSFORMATION

Embarking on a new ERP journey is a pivotal decision - whether you're an SMB or a sprawling corporate enterprise.

Regardless of your company's type, size, and structure, we consistently find that the underlying business drivers for adopting a new group ERP platform remain remarkably uniform.

This eBook gives you insights into how you can make your international ERP program a resounding success.

Our proven approach simplifies your transformation journey, ensuring that your ERP implementation is not just a process but a remarkable achievement.

I wish you a journey that is not only safe and simple but also profoundly successful.

**Morten Poulsen**  
CEO  
Pipol A/S





# YOUR STRATEGIC ROLE AS A CFO

In your role as Chief Financial Officer (CFO), you are the strategic driving force behind the financial transformation of the entire global enterprise.

Your primary responsibility is to harmonize financial processes across all subsidiaries, align strategies, and manage risks.

You play a pivotal role in shaping the fiscal infrastructure that not only facilitates the successful implementation of financial systems but also sustains the continual growth of the business.

You catalyze financial change. Therefore, you are aware of both the financial challenges and the technological challenges faced by headquarters and its subsidiaries.

Overall, you ensure that the ERP implementation aligns with the financial strategy and delivers value to the business.

Therefore, it is imperative that you carefully consider which solution best aligns with the unique requirements of your company.



# A HOLISTIC APPROACH

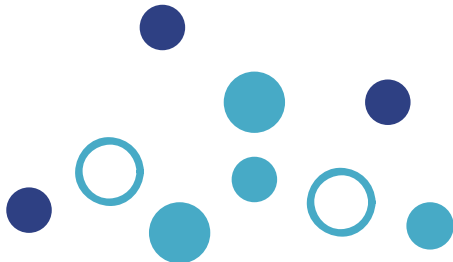
When we ask our customers why they opt for a new ERP platform, their responses revolve around six core areas: Growth, data, processes, control, costs, and compliance.

Businesses aspire to deploy a unified business platform that facilitates contemporary analytical capabilities, streamlined processes, and centralized control at headquarters.

This holistic approach aims to efficiently manage, nurture, and expand the business globally, all while reducing costs.

The ability to clearly articulate the reasons for undertaking an international ERP transformation is paramount to its success.

It not only shapes the trajectory of the transformation. It also defines objectives and success criteria, influences organizational behavior, guides decision-making, and secures buy-in from both headquarters and subsidiaries.



# 1. DEFINE YOUR TRANSFORMATION

You can begin your international ERP transformation journey by articulating and visualizing your vision and business goals.

Could you clarify the benefits you aim to achieve and ensure these objectives are shared consistently across all subsidiaries?

Large ERP projects often face challenges, with resistance to change being a primary cause of failure. Users struggling to adapt to new systems and processes can hinder success.

Communicating the rationale behind the transformation - the "why" - is crucial.

This clarity helps users understand the management direction, reducing the risk of confusion. A well-prepared, structured, and transparent approach sets the foundation for success.

In the evolving landscape of global competition and increasing compliance requirements, the demand for a standardized ERP solution is increasing.

Standardized ERP holds the promise of consolidation and harmonization, presenting an opportunity for international companies to enhance administrative efficiency, become more data-driven, exercise cost control, and optimize processes across the entire organization.

**continues...**



# 1. DEFINE YOUR TRANSFORMATION

## REFLECT ON THE FOLLOWING:

1. What is the driving force behind our need for transformation?
2. In a nutshell, what are the key requirements for our group ERP platform?
3. What specific business benefits are we aiming to obtain?
4. How can we ensure the success of our ERP transformation?

## CASE STUDY

### STREAMLINING PROCESSES, DATA, AND REPORTING ACROSS COUNTRIES

**Customer:** A global player in pest control and hygiene services.

**Background:** Complex and decentralized finance function utilizing multiple systems, lacking process control and standardization.

**Challenge:** Inconsistent use of shared services, lack of global chart of accounts, irregular operations across common finance processes.

**Solution:** Implementation of a core solution, fostering streamlined processes, data coherence, and reporting capabilities across multiple countries.

**Result:** A cost-effective finance function fortified with robust controls and enhanced decision

## 2. GAIN CONTROL WITH LOCAL EMPOWERMENT

Faster and more flexible consolidation, reporting, and analytics are often essential arguments for starting an international ERP project.

However, when you dive a little deeper into the reasoning, there is often an unspoken need to gain control of the company's foreign subsidiaries.

Having control of the entire company's resources and costs means that you can compare accurate information across countries and make business-critical decisions.

As CFO you want to be the facilitator and driver of your company's digital transformation and not only cost control.

Therefore, you should provide solutions that enable transparency and easy access to data centrally and locally to manage and develop the business.

With increased transparency, you will get control of your entire international business – from headquarters to each subsidiary, from data to security and compliance.

Whether your ERP solution is on-premises or in the cloud, you should not worry about compliance anywhere in the world.

This is where local partners make a huge difference. They know the dos and don'ts in each country and ensure that all local regulations and compliance requirements are met.

By skipping all manual spreadsheets and demanding a solution that brings your compliance to a new level, you are home-safe.

**continues...**





## 2. GAIN CONTROL WITH LOCAL EMPOWERMENT

### REFLECT ON THE FOLLOWING:

1. What value does overseeing all subsidiaries bring?
2. In what ways can we ensure compliance across all countries?

### CASE STUDY

#### UNIFIED PLATFORM FOR GLOBAL EXPANSION

**Customer:** A prestigious European luxury hotel group.

**Background:** The group aimed to implement a standardized ERP solution across all hotels within the group, with the goal of avoiding potential disruptions caused by local suppliers making unauthorized modifications, thus compromising the uniformity of the group's ERP solution.

**Challenge:** Executing the implementation of a standardized ERP solution across more than 20 hotels worldwide.

**Solution:** A singular core solution was globally implemented by local partners strictly adhering to the standardized approach.

**Result:** The group now boasts a uniform ERP system that can be effortlessly distributed and promptly deployed in any hotel worldwide.

# 3. HARMONIZE DATA AND PROCESSES

If you want to implement a unified ERP platform across borders, you must align data and processes.

In the context of international ERP transformations, the objective of data harmonization often revolves around generating synergies across entities.

Therefore, you should establish group best practices and facilitate straightforward consolidation and reporting, exemplified by the adoption of a Global Chart of Accounts.

From a strategic standpoint, harmonization enables the comparison of accurate information across countries, fostering truly data-driven decision-making.

Historically, many international companies have struggled with harmonizing processes throughout their operations. In the contemporary landscape, with the advent of modern data and analytics options, this process has become effortless.

Striking a delicate balance is crucial. For transparency in your international company, the ERP solution must harmonize data and processes both at a corporate and local level.

Recognizing that a one-size-fits-all approach may not apply to all subsidiaries due to industry specifics, company structure, group management style, and organizational culture, local adaptation is imperative.

Local flexibility can be a decisive factor in maintaining competitiveness in local markets.

The different local legislations, account plans, infrastructures, organizational cultures, and languages present typical trade-offs.

Thus, a standardized platform that permits adaptation, ensuring the highest value for your company, is essential.

**continues...**



# 3. HARMONIZE DATA AND PROCESSES

Finding the right balance between adhering to best practices and tailoring solutions for the best fit is an ongoing process. Engaging a global partner can be instrumental in structuring data and processes at both corporate and local levels.

## REFLECT ON THE FOLLOWING:

1. How can we facilitate data-driven decision-making across the entire business?
2. In what ways can we achieve harmonization at both corporate and local levels?
3. Which areas of harmonization will yield group synergies?
4. Where should we allow local flexibility to enhance our competitive edge in specific markets?

## CASE STUDY

### STREAMLINING PROCESSES, DATA, AND REPORTING ACROSS COUNTRIES

**Customer:** A prominent global leader in professional recruitment.

**Background:** Finance function with limited central control, distributed systems, and lack of data and reporting capabilities across countries making consolidation and group reporting difficult.

**Challenge:** The existing diverse finance system fell short of meeting operational business

needs and lacked scalability to support a growth strategy.

**Solution:** Implementation of a core solution featuring a centrally defined Global Chart of Accounts and centralized process and data control.

**Result:** A streamlined finance function and a single point of truth across the finance domain.



## 4. ELIMINATE RISK

Risk is everywhere. However, good preparation, project scoping, clearly defined objectives and KPIs, effective change management, user buy-in, training, and communication bring you on the right track.

To simplify your ERP project and reduce risk you need a partner with proven delivery capability in the local markets where you operate. A local partner makes sure that the implementation is well-anchored at the subsidiary level, to cope with local specifics and compliance aspects and to enable proper ongoing support after Go-live.

### **AVOID RIGID SYSTEMS**

Before you buy anything, consider the value of flexibility. A successful international ERP implementation requires a great deal of flexibility.

Avoid rigid and heavy end-to-end systems when, instead, you can have an application-based ERP platform with building blocks that you mix and match to fit

your exact needs. A modern platform enables you to go for best-of-breed apps that fit all areas of your business. When your needs change, you simply exchange or add building blocks.

Do not settle for less-than-optimal flexibility. For the sake of your business transformation - now and in the future.

### **CONNECT YOUR GLOBAL SOLUTION**

An application-based ERP solution connects your global infrastructure. Instead of changing the entire ERP system, when something is outdated or your business needs to change, you just change or add apps. You may narrow down your ERP solution to Finance and add the applications suited exactly for your global business.

You can easily control the global solution, increase agility - and avoid the risk of large, resourceful implementations.

**continues...**



## 4. ELIMINATE RISK

When selecting the right partner for your international ERP transformation, you should always check if the partner offers local market-based rates in the countries where you want to implement your ERP solution.

Why pay the same rate everywhere when you are implementing it locally? Using local pricing for local work may save you a considerable amount of money.

### REFLECT ON THE FOLLOWING:

1. How can I simplify ERP implementation to avoid risk?
2. How does application-based ERP reduce risk?

## CASE STUDY

### COST-EFFECTIVE AND STREAMLINED INTERNATIONAL ROLL-OUT

**Customer:** Manufacturer of durable and functional workwear.

**Background:** The imperative to implement standardized processes utilizing cutting-edge tools to cut costs, enhance quality, and channel resources toward decision support.

**Challenge:** International roll-out of Microsoft Dynamics.

**Solution:** Adoption of a Global Chart of Accounts (GCOA) as a platform for standardization and control, coupled with the global implementation of a singular core solution.

**Result:** Streamlining operations through engagement with a single organization allowed a sharper focus on value-added tasks and notably diminished the intricacies associated with dealing directly with multiple partners on a country-by-country basis.



# 5. PREPARE FOR THE FUTURE

In the realm of most international companies, a significant opportunity lies in realizing enhanced operational efficiency, improved customer service, and reduced costs through the adoption of a unified group ERP platform.

This not only contributes to a bottom-line boost. It is also instrumental in elevating the topline. An application-based ERP solution, fostering increased transparency and visibility across all countries, enables a comprehensive understanding of business challenges and facilitates responsive actions to emerging international opportunities.

## READILY AVAILABLE INFORMATION

ERP is the backbone of your operations, business development, and innovation.

Therefore, your international ERP solution must be robust, flexible, and provide relevant information to both internal and external stakeholders.

In the face of potential strategic shifts, such as relocating production to countries with more favorable conditions, closer proximity to your target audience, or responding to disruptions from new market entrants, the agility of your international ERP solution becomes paramount.

Your competitiveness hinges on the ability to react swiftly, ensuring that your business remains dynamic and responsive to evolving circumstances.

**continues...**



# 5. PREPARE FOR THE FUTURE

## REFLECT ON THE FOLLOWING:

1. In what ways can ERP assist in recognizing new challenges and opportunities?
2. How can ERP facilitate quicker adaptation to change?

## CASE STUDY

### INTERNATIONAL IMPLEMENTATION OF NEW BUSINESS PROCESSES

**Customer:** Manufacturer of durable and functional workwear.

**Background:** Need for implementing standard processes using best of breed tools to reduce costs, improve quality and focus resources on decision support.

**Challenge:** International roll-out of Microsoft Dynamics.

**Solution:** A 85% pre-configured solution making roll-out faster and simpler.

**Result:** The client saved both money and time by having a single point of contact, expert product knowledge and a responsible approach to expansion.



# HOW CAN PIPOL EMPOWER YOUR BUSINESS TRANSFORMATION?

At Pipol, our singular mission is to help simplify your international ERP project. With a legacy dating back to 2001, we've continually developed our unparalleled international expertise and crafted a proven delivery framework.

Our delivery framework empowers us to centrally oversee every aspect of Microsoft Dynamics 365 implementation, ensuring a seamless experience.

As the exclusive global partner specializing in international collaborations, Pipol is actively

present in more than 85 countries with 100+ partners.

When you choose Pipol, you get access to more than just a service, you receive a comprehensive global solution, a robust delivery framework, a unified contract, a cohesive global team, and one single point of responsibility for your entire implementation journey, no matter where in the world your operations extend.

Partner with Pipol for a transformative experience tailored to your international success.

## Pipol and BE-terna group

Pipol is a company within the BE-terna Group, one of Europe's leading integrators of business software solutions. Pipol operates as an independent brand within the BE-terna group and handles all international Microsoft Dynamics 365 consultancy, implementation, and support.

BE-terna is part of the Telefónica Tech Group.

## The Pipol Model



One **Solution**



One **Delivery**



One **Contract**



One **Team**



One **Contact**







## CONTACT US

+45 70 44 43 70

[salesteam@pipol.com](mailto:salesteam@pipol.com)

## FIND OUT MORE

[www.pipol.com](http://www.pipol.com)

Pipol A/S | Christianshusvej 193 | DK-2790 Hoersholm | Denmark

© Pipol A/S 2024

