

Enterprise Resource Planning (ERP)

**At the heart of value creation
throughout your digital journey**

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Philip is a highly experienced senior executive level professional with extensive experience in manufacturing, consumer goods, retail and financial services, with a focus on driving improved customer experiences to increase advocacy and reduce cost. With over 30 years' experience in consulting and executive management, Philip has successfully led transformations across many start-up, unicorn and blue-chip organisations, adding value across programme management, business and data strategy, regulatory change, acquisition and integration, and supplier management.

01

In brief

Achieving sustainable, profitable growth is vital for the long-term success of any organisation. For Private Equity-backed businesses, value creation and growth are fundamental expectations. However, achieving these goals without the foundations to leverage proven and emerging technologies presents a major challenge.

The business landscape is transforming rapidly, driven by AI, Intelligent Automation, and other emerging technologies that are reshaping operational models. Building strong digital foundations is now essential for organisations to develop the agility needed to fully exploit technological innovations.

While some companies hesitate, others are embracing digital adoption and moving ahead. Businesses today face a pivotal strategic choice that will define their future relevance and competitiveness: Will they follow the path of Blockbuster or Netflix; Woolworths or Amazon?

Those who fail to invest in proper digital infrastructure risk becoming cautionary tales, while those who act now position themselves to thrive. Implementing ERP systems and centralising core data provides a proven platform for accelerating digital foundations, supporting scalable growth, and reducing the long-term costs and complexity of operations.

This paper covers:

- ➔ **Is ERP something I need to worry about?**
- ➔ **How do I maximise the return from ERP?**
- ➔ **Why “wait and see” risks constraining growth**

02

Introduction

Investment in ERP potentially represents one of the largest investments an organisation can make in a non-physical asset. Concerningly, with a reported 55%-75% of ERP initiatives failing to meet their goals and objectives, this is an investment that needs to be carefully considered and, crucially, effectively managed.

ERP can provide the key foundation to drive a transformational increase in value through:

- Enabling new revenue in current and extra markets and channels
- Driving lower costs through data reuse and automation
- Supporting course correction from insight from real-time data

Furthermore, for any organisation that needs to provide periodic updates to stakeholders, such as Private Equity, ERP establishes a “single version of the truth” across the business covering Financial and Operational data, significantly reducing the effort required to manage and report with confidence at pace.

03

Digital Maturity

Every organisation, regardless of sector or industry, must face the risks and challenges posed by digitally enabled competition. The rapid transformation of music, video, and publishing industries all provide sobering reference points for the scale and speed of digital disruption.

Even for an organisation which today remains centred on the handling, production and sale of physical products, a digital approach and mindset will drive transformation through automation, reducing errors, and enabling efficiencies and enhanced insight.

Whilst a piecemeal approach to digitisation can realise benefits, it runs the risk of being sub-optimal and creating a digital transformation graveyard, where the scale of the business prevents cross business benefits to be realised. As a result, increasingly, organisations are adopting a “digital by default” mindset to ensure that digital capabilities and opportunities are embedded within the organisation, helping to drive the entry of new products and services into new markets – and enabling more effective revenue models.

The benefits of digital maturity and a “digital by default” approach include:

- **Enhanced customer engagement and service**
- **Automation of repetitive processes**
- **Optimisation of inventory and working capital**
- **Identification of market trends and projections**
- **Accelerated product development**
- **Personalisation of products and services**
- **Enhancement of skills**
- **Increased job satisfaction**
- **Accelerated continuous improvement**
- **Enhanced data security**
- **Process consistency and change management**

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Why ERP?

ERP provides the core technology foundation to streamline and automate business processes, whilst improving data visibility and enhancing decision making by integrating the various departments and functions across an organisation.



Enhanced efficiency and automation

- **Streamlined processes** – creating a unified platform for operations across business functions such as Finance, Sales, Manufacturing, Procurement, Inventory Management, and HR
- **Automating tasks** – reducing manual errors and reducing the work required for data entry, order processing and inventory management
- **Real-time visibility** – allowing the business to monitor performance, track inventory and make informed decisions based on current information and future projections



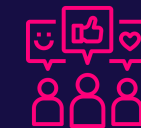
Improved data management and decision making

- **Centralised data** – eliminating data silos and ensuring all departments are accessing the same information, by establishing a single source of truth for business data.
- **Data driven insights** – enabling individuals to identify trends, forecast demand and make data driven decisions through comprehensive reporting and analytical capabilities
- **Better planning and co-ordination** – improving collaboration and ensuring everyone is working towards the same goals



Cost reduction and increased productivity

- **Reduced operational costs** – reducing labour, inventory and storage costs through process automation and efficiency
- **Improved productivity** – enabling individuals to work efficiently by providing them with the right tools and information
- **Better resource utilisation** – ensuring the right resources and in the right place at the right time



Enhanced customer service

- **Improved order management** – enabling orders to be received and managed more effectively to support on-time fulfilment
- **Better inventory management** – enabling inventory levels to be tracked to optimise availability and working capital
- **Improved communication** - facilitating better communication between departments and with customers, leading to improved customer satisfaction

In summary, driving business processes through integrated, digitised data enables more effective decision making and is a fundamental driver to enhancing revenue, reducing costs and reducing working capital.

05

The risks of “wait and see”

Due to the investment required, as well as the perceived disruption and risk, one option that many organisations consider regarding ERP implementation is to “wait and see”, deferring its initiation until constraints make it an imperative.

This approach presents two major risks:

- **Ever increasing complexity** – with each new acquisition, product, channel or market launch, the change required increases the future challenge and risk associated with moving to an ERP platform.
- **Delays to removing constraints** – when constraints are encountered that ERP would address, there will be a material delay – resulting in stalled growth.

Furthermore, whilst existing business processes and supporting technology may be deemed to be working and currently “fit for purpose”, an organisation wishing to drive incremental revenues, without proportionate costs, needs to consider their current operating model from a number of strategic perspectives:

Growth

- Can the technology handle volume increases in line with your 5-10 year plan?
- Is the technology limited to specific geographies, currencies or channels?

Digitisation

- Can the technology leverage automation to reduce cost and improve effectiveness
- Do “standard” add-ons exist to accelerate adoption in a proven way?

Automation

- Is the technology interconnected around a single agreed data set?
- Can the data be used to drive insight, decision making and forecasting?

Security

- Does the technology expose the organisation to external threats?
- Does the technology expose the organisation to internal threats?

Compliance

- Is the technology fully compliant with existing and future regulations?
- Is the technology compliant with future, planned markets?

Resilience

- Is the technology robust and assured of being fully supported?
- Are the appropriate fall-back arrangements in the event of failure?

Any organisation looking to significantly advance their digital maturity should expect to have to make multiple investments. However, ERP adoption, with the available, proven supporting tools and enhancements, provides a robust route to optimise the return from this investment and provide the foundation for growth.

06

The key lessons

A brief internet search will yield a range of statistics indicating that between 55% and 75%, of ERP implementations fail to meet their goals and objectives. However, understanding the underlying reasons, enables a clear focus on preventative actions. These include:

- **Poor planning and execution** - inadequate planning, unclear requirements, and poor project management.
- **Lack of user adoption** – user resistance due to ineffective training or a non-user-friendly system.
- **Unrealistic expectations** - overestimating the benefits and underestimating the effort required for implementation.
- **Technical issues** - problems with the software, hardware, or data migration.
- **Poor change management** - failing to adequately address the required organisational changes leading to resistance.
- **Lack of executive support** - insufficient leadership support
- **Data issues** - Poor data quality or ineffective data migration
- **Scope creep** - uncontrolled expansion of the project scope leading to delays and cost overruns.
- **Inadequate testing** - failing to thoroughly test the ERP system before going live
- **Budgetary issues** - unrealistic budgets or unexpected costs can derail a project.

Whilst there is no panacea to success, our proven guidelines are as follows:

- **Minimise customisation** – wherever possible seek a standard implementation and configuration, ideally with a platform proven in a similar business
- **Treat as a business change initiative** – rather than focusing on the technology, manage it as a complex business change and adoption, applying appropriate disciplines
- **Access process change** – minimal customisation is likely to result in a change to associated business processes
- **Accept organisational change** – adoption is likely to require new roles or changes to responsibilities across the organisation

Successful adoptions have a strong tendency to treat ERP implementation and adoption as a company wide transformation, rather than one focused on the Finance and IT teams within the organisation.

07

Who is Panamoure?

Panamoure embed business and technology change using deep industry expertise, innovation and a smart source delivery model that drives change at high value.

We have rapidly become the partner of choice for some of the most successful, rapidly growing businesses in the UK, Europe and US helping them exploit technology to drive revenue, work smarter and cut cost.

- ➔ We provide a no nonsense approach – remaining focused on value and early ROI
- ➔ We have a strong track record of transforming mid-market through to FTSE 100 corporates
- ➔ We are technology agnostic – with deep experience across multiple technologies
- ➔ We create a compelling change vision to ensure employees understand and agree with the need for transformation

In summary, we enable aspirational organisations to leverage technology to accelerate their growth, whilst reducing costs and risks.

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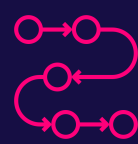
Where to start?

Understanding the urgency

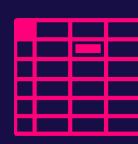
The first step is to understand the pain points you are already encountering and whether ERP is a route to address these. For example:



Your business has outgrown its existing finance and operational systems...



Your existing end-to-end business processes are inefficient



Your finance and operations critical processes rely on 'spreadsheets'



Communication is challenging between departments that are part of a single business process



Your software integration or development costs have risen just to 'make things work'



Systems are the bottleneck stopping increased customer demand from being serviced



Every new system your business introduces has needed more headcount



There is limited automation across your enterprise



Visibility of costs, margins and assets is limited and out of date



The required granularity of reporting is not available in a timely manner

If these are representative of the challenges currently faced, then the successful adoption of an appropriate ERP tool will provide a way forward.

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How can we help?

ERP is a strategic enabler of scalable, sustainable growth. At Panamoure, we help organisations make the right ERP choices and deliver them successfully. From initial diagnostic and readiness assessments through to platform selection, implementation and post-go-live optimisation, we bring deep experience and a proven approach that maximises ROI and minimises risk.

Whether you're at the early stages of scoping ERP, navigating a complex implementation, or looking to unlock more value from an underperforming system, we partner with you to deliver tangible results—faster.

Let's talk about how Panamoure can help you establish a future-ready ERP foundation that drives measurable value.

Let's Talk

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