

# What Sets Successful ERP Implementations Apart?



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### 7 Benchmarks We See Across High-Performing Projects

ERP and accounting system implementations are rarely just “IT projects.” They’re business transformations—touching operations, controls, and culture. And while every organization is different, we’ve noticed that the most successful implementations tend to follow a common pattern.

Here are **7 benchmarks** we consistently see in well-run, strategically sound ERP rollouts.

#### 1. Data Readiness Is Proven—Not Assumed

⌚ **What we see:** Successful teams run at least **two full reconciliation dry-runs** (with real data) before go-live—one before User Acceptance Testing (UAT), one before production cutover.

They don’t just test the migration scripts—they validate data lineage, trial balances, and auditability across systems.

#### 2. Customization Is Controlled, Not Default

⌚ **What we see:** High-performing teams keep customizations **to a strategic minimum**, focusing only on areas with a clear business case or compliance requirement.

They favor configuration over code, and prioritize long-term maintainability over short-term preference.

### 3. Process Transformation Is a Precondition, Not a Byproduct

🕒 **What we see:** Before anything is mapped into the new system, **core processes are reviewed and redesigned** with input from cross-functional teams.

They avoid the trap of “lift and shift,” and leverage the implementation as a chance to eliminate legacy inefficiencies.

### 4. Change Management Isn’t an Afterthought

🕒 **What we see:** Leading organizations **allocate 15–25% of project resources** to user readiness—training, communication, stakeholder engagement.

They identify change champions early and treat UAT as a business-led validation exercise, not a final QA step.

### 5. Timelines Are Resource-Tested, Not Executive-Driven

🕒 **What we see:** Successful project teams **build timelines from the bottom up**, with real task scoping and resource availability modeling.

They push back on arbitrary deadlines, and align go-live dates with testing milestones—not board meetings.

### 6. Subject Matter Experts Are Freed Up to Contribute

🕒 **What we see:** In top-performing implementations, **key internal SMEs are seconded for 30–50% of the project duration**—formally or informally.

Their institutional knowledge is treated as a critical project asset, not a side job to be managed off the corner of their desk.

## 7. Global Rollouts Balance Control and Flexibility

⌚ **What we see:** Effective global programs use **template-based design** with localized flexibility—and address local statutory and tax reporting **6+ months in advance**.

They coordinate through a global PMO, but empower regional teams with the autonomy needed for compliance and adoption.

### Final Thought

These aren't theoretical ideals—they're patterns that show up again and again in implementations that finish strong. If you're in planning mode (or mid-flight), these benchmarks can serve as a quick self-assessment tool to spot gaps before they grow.

### About Kebla

Kebla is a boutique advisory firm founded by former Big Four and industry finance executives. We partner with growth-stage and mid-market companies across technology, media, entertainment, and fintech, to help leaders address complex finance, accounting, and operational challenges through practical, execution-focused advisory.

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