



# Growing your business

5 steps to a successful ERP implementation

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# Growing your business

**The market is evolving, and the past few years have shown that businesses able to adapt quickly are more likely to remain relevant to their clients.**

**Your business wants to grow – to offer new services and interact with customers in new ways – but your systems are holding you back. Your old Enterprise Resource Planning (ERP) system is constraining your ability to adapt. More often than not, your successes come despite your ERP system, not because of it. But implementing new enterprise technologies can be risky and disruptive. Success isn't always guaranteed.**

You've been investing in technology for years. But now you are starting to outgrow your existing systems, forcing employees to revert to off system excel sheets and manual workarounds. Your existing systems are likely reaching end of life as vendors stop servicing and upgrading older versions, leading to new cyber risks and lost innovation capabilities. You are probably also feeling the pain of too many siloed systems which are slowing organisational growth and collaboration.

At the same time, regulators and stakeholders are demanding more data, better transparency and faster reporting cycles. Your business executives and leaders want more sophisticated insights to help them simplify the business, eliminate legacy risks and stay ahead of the competition. They want employees to be able to leverage AI to drive efficiency and improve the employee experience. Yet your data is stuck in siloes; your enterprise systems lack functionality; and your analytics capabilities can't keep up.

Simply put, the status quo is no longer conducive to growth.







# Ask yourself

1.

Can your systems support further growth without adding more spreadsheets?
2.

Are you making the most of opportunities for automation in your processes?
3.

Are you comfortable with the risks inherent in your manual internal controls?
4.

Do you have immediate access to the data you need to make decisions?
5.

Are you confident in your cyber security posture and controls?
6.

Do your systems and technologies help attract and retain staff?
7.

Does your technology give you the flexibility to make the most of new opportunities?
8.

Are you getting all the value you expected from your current technology?
9.

Are you continuously improving your processes?
10.

Do you have the systems you need to successfully deliver on new business opportunities and changing expectations?

If you answered ‘no’ to any of these questions, you may need to consider how your ERP and associated technologies can improve your operations.



**At KPMG in the UK, we have a team of more than 100 professionals dedicated to helping mid-sized UK firms (those with turnover of £30 million and up) grow their businesses with technology. Based on our direct experience working in businesses just like yours and our strong track record of successfully delivering ERP implementations that create a strong foundation for growth, here are five key steps to ERP success.**



# 5 steps to ERP implementation success

**If the very idea of an ERP implementation makes you shudder, you are not alone. ERP projects can be complicated, disruptive and time-consuming for those involved – from the boardroom to the shop floor. History is littered with failed ERP projects that took too long, cost too much, or did too little.**

At KPMG, our ERP professionals work with companies just like yours to determine the best possible solution for their business and then deliver on their objectives. And our experience suggests there are five keys to ensuring success.

- 1 Take a holistic approach.** Start with a clear understanding of what the business needs and then translate that into technology requirements and a detailed roadmap that can take the organisation though the desired future state. The critical point is to see the bigger picture in order to ensure that your investments today enable your strategy for tomorrow. In one recent example, we worked with a client whose Board had delayed an ERP investment, so the CFO implemented a new finance system. The results encouraged the Board to reconsider the ERP investment. But the new finance system didn't have the capabilities required to integrate into the new ERP system, leading to unnecessary costs and risks.

## Case in point

KPMG professionals recently worked with a client with 39 existing business applications with multiple dual-entry and manual workarounds. The client recognised the status quo was highly inefficient and that they lacked the in-house skills to resolve the issue.

KPMG challenged the client's view of their future technology and supporting organisation that would provide the required flexibility and agility. This was documented in a workable roadmap of future options that included making more effective use of existing systems.





- 2 Lean on standard functionality.** In the era of cloud solutions, the key to managing costs, reducing complexity and achieving value is to customise as little as possible. The more you customise, the more complex the environment becomes and the more challenging (and costly) it is to keep updated. Rather than trying to customise a solution to force-fit your current processes, take a step back, explore what the standard ERP processes and functionality look like, and ask yourself why they won't work for your organisation.
- 3 Leverage accelerators and tools.** The leading mid-market companies are fast followers, rapidly adapting the tools of those that have gone before them to suit their unique situations and investment limitations. The idea is to avoid reinventing the wheel on the stuff that everyone in your sector does in the same way. And by getting to 'best practice' quickly and securely, you can reduce your total cost of ownership, focus on what makes you different and avoid many of the pitfalls that others have experienced before you.
- 4 Don't bite off more than you can chew.** While your inclination may be to break the journey up into discreet projects that can be completed over time as budget allows, the key is to ensure these sprints are comprised of practical, inter-related components that build momentum towards the ultimate end-state. There will be interdependencies that will need to be considered from the start. But there will also be quick wins and opportunities to start driving cost savings and new revenue opportunities along the way that could help fund future change programmes.



- 5 Tap into outside help and specialised capabilities.** An ERP implementation is ultimately a people cost. It takes experience driving large, complex programmes of work – something not every mid-market company possesses. And it takes specialised capabilities that few companies keep in-house. Outside support can provide you with not only the resources you need to grow, but also the best of breed practices you need to make it successful. Having the right support from the start can save considerable cost down the road if (or more likely when) things go awry.

## Case in point

We worked with a fast-growing client with a £40m turnover. They wanted to understand how best to invest in business systems to support the future business when the focus and technology investment had always been on customer-facing technology.

We used our deep experience to help the organisation build pragmatic plans for business systems to support the planned growth. And we designed a future IT capability to efficiently and effectively support these systems into the future and to help the business prioritise their investments into in-house skills over time.



# How we can help

**Our KPMG Private Enterprise Technology Consulting practice comprises more than 100 consultants who focus on tailoring the KPMG global network’s experience, tools and technologies to help UK mid-market businesses (those with turnover of £30 million and up) efficiently and effectively identify and implement the technology, data analytics capabilities and business systems and applications they need now to support future growth.**

Drawing on our deep functional expertise, we’ve built a wide-ranging set of solutions, accelerators and implementation tools that reflect the unique cost, capability and capacity limitations of mid-market companies. We have tailored our leading [Powered Enterprise methodology](#) to allow mid-market leaders to tap into target operating models, technologies and accelerators that take you from strategy through to implementation, enabling you to make your business more responsive, resilient and competitive – and bring the future within reach, today.

Contact KPMG to find out how we can help you leverage best practices, proven experience and technology to create a strong foundation for growth.



## Did you know

Some technology investments might be eligible for HMRC R&D Tax Credits or ‘100% full expensing’ for capital expenditure. As part of our holistic approach, KPMG can tap into our Claim & Incentives team, which includes tax advisors, IT specialists, accounting professionals and ex-HMRC inspectors who work proactively with private enterprise clients to help them stay ahead of regulatory changes, making tax an enabler for growth rather than a burden.



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