

CASES

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Project Management: Global Template Standardization in ERP Rollout



The decision to adopt a global ERP with standardized processes across regions requires **efficient project management**.

The **organization of the teams** responsible for the different fronts needs to be **well structured**, with clearly mapped dependencies, to ensure the project runs smoothly.

Despite the difficulties, this is an opportunity to re-evaluate why certain processes are carried out in a certain way and to **define a global template** in line with the company's strategy.

Challenge

Over the years, various **automations and customizations** have been implemented in the local system to increase operational efficiency; however, in order to adapt to the global template, some had to be revised.

Complying with complex Brazilian legislation required the maintenance of **complementary systems integrated with the main ERP** to ensure compliance.

Data migration was a major challenge due to the complexity and volume of information, requiring meticulous test planning to validate the technical solutions implemented, ensuring data integrity and consistency in the new system..

Solution

To meet the challenges of the global ERP rollout, project management played a crucial role in **integrating** local user teams, technical consultants, process owners and global leadership.

Process governance enabled the creation of a **flexible global template**, including regional customizations to meet local legislation, such as Brazil's, and implemented new procedures to ensure compliance in the regions.

Data migration was carefully managed to ensure adaptation to the new requirements and the integrity of the information.

The benefits included **reduced licensing and maintenance costs**, as well as **efficient global governance of processes**, ensuring standardization across regions.

Communication Management and Global Alignment

Communication management **included workshops** to analyze the necessary customizations, **aligning all levels of the company** and ensuring that adjustments reflected regional and global needs. .

A **direct channel with the global leadership** was established to ensure clear and agile exchanges of information.

Decisions were formalized, providing **clear guidelines** for operational teams to implement the scope efficiently.

The **content of the information was adapted** for each forum, ensuring that each level of leadership received relevant details appropriate to their context..

Change Management Strategies

- **Resistance to Change:** The impacts on the areas affected by the new processes were assessed and minimized. Buffers were developed to facilitate adaptation and ensure acceptance of the new methods and systems.
- **Actions taken:** Communication was carried out in a clear and transparent manner to ensure understanding and alignment of the project's objectives. The teams received continuous training to enable them to adapt to the new practices. Local leaders were involved to promote adherence and engagement, while respecting regional particularities.