ERP Migration Readiness

How C-Suite Turn ERP into a Value Engine

Strategic Framework for CFOs, COOs & Digital Leaders

February 2026.

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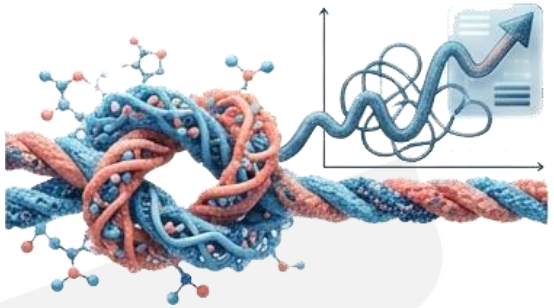
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Executive Summary: The Transformation Arc

The Opportunity



- **75%** of transformation programs fail due to suboptimal governance
- **ERP** in Life Sciences doesn't have to be a "dread project"
- When treated as a **strategic value engine**, ERP becomes a catalyst for growth

The Methodology



The Science of Readiness: Shifting from a 'Project' mindset to a 'Value Engine'. Utilizing a validated 5 step framework including 16-Dimension Readiness Assessment and a 'Phase 0' governance model.

Key Outcomes



- 💰 **Cash.** Efficiency gains, reduction in costs. Cash runway and Burn rate vs plan
- ⚠️ **Risk.** GxP compliance. Prevent shortages and QA deviations.
- 📈 **Growth.** Scale without doubling headcount. Harmonized processes.

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Standard implementations struggle…

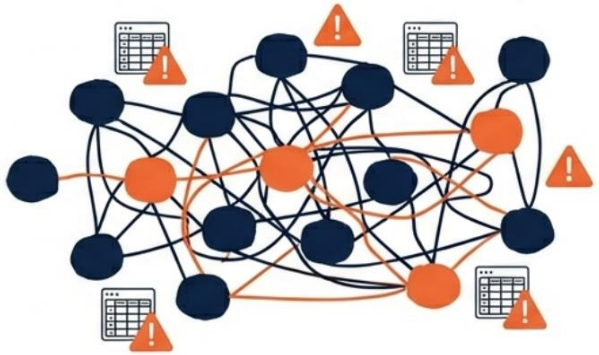
when the ERP is managed as a technical upgrade.

The Standard System Integrator Proposal



- **Top-down approach**, interview of management.
- **Demonstration of software features** that are not meaningful to operational teams.
- **Governed by deadlines**, not milestones.

The Reality

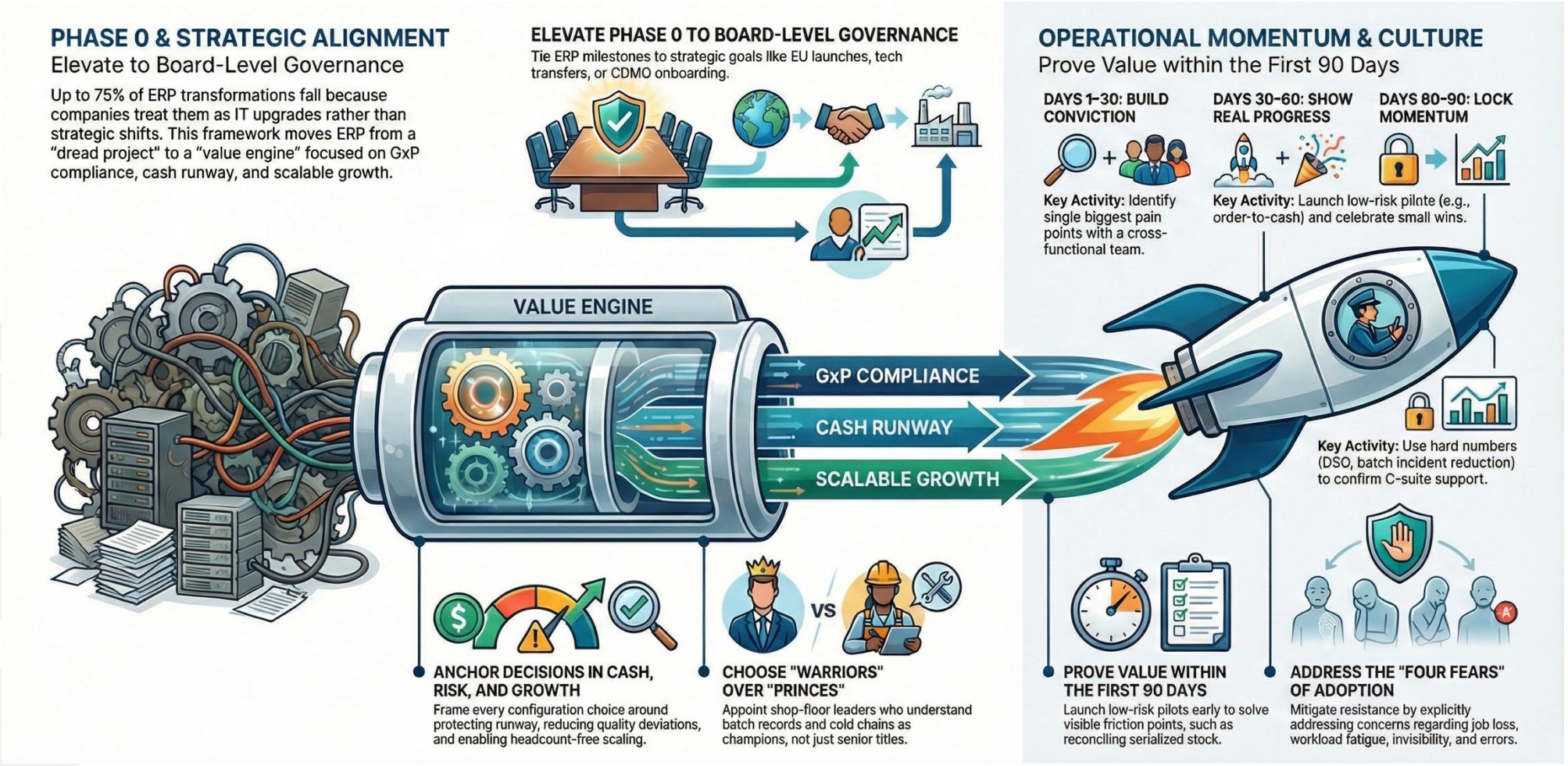


- **Data integrity**: more spreadsheets, not fewer.
- **Regulatory Burden**: end-to-end traceability, fast complaint/recall control, audit-ready records at any time.
- **The “Top-down” approach**: Operational disconnection and constant firefighting.
- **Consequences**: Change orders and audit risks.

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The Pivot: From ‘IT Upgrade’ to ‘Value Engine

The 5-Step Life Sciences ERP Playbook



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Step 1: Make Phase 0 a Board-Level Decision

Skipping Phase 0 bakes failure in. The Board must lead in:



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The Science of Readiness: The Phase 0

A 16-Dimension Framework to make your **Value Engine** roar



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Step 2: Anchor Everything in Three Words

Boards care about runway, downside and scalability.

CASH

VC-backed companies, have only 2-3 years of runway.

Any delay in a critical R&D stream or tech transfer can be lethal.

ERP must show how it moves DSO, inventory days, past-due receivables and close cycle - turning cash into a dial you can turn.

RISK

Medicines shortages and Quality deviations often come from internal process failures.

The ERP is where GxP control either works or breaks.

GROWTH

Scaling biotech operations, adding new markets or onboarding a CDMO should not require doubling the finance and QA headcount.

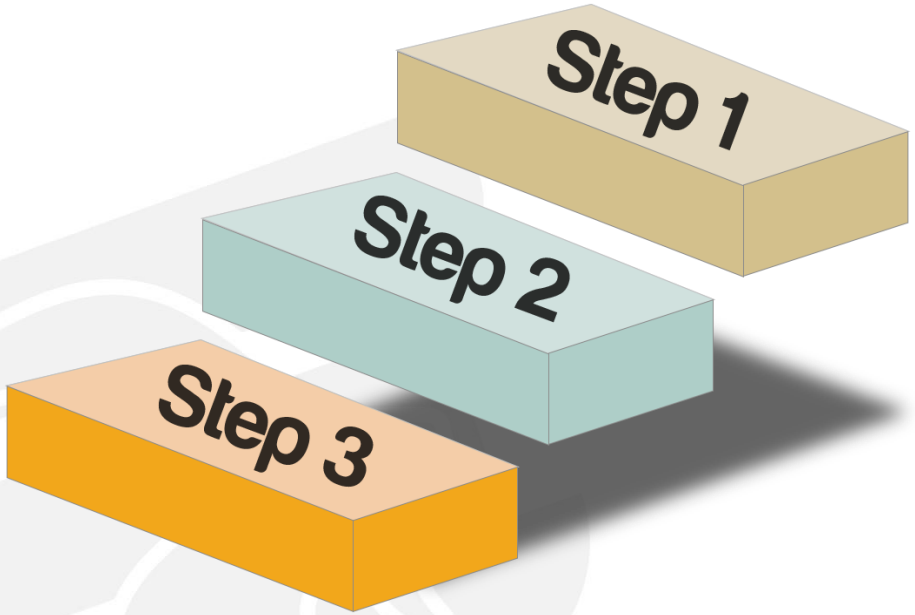
ERP is the operating system that harmonizes processes, supports computer system validation (CSV) and keeps compliance automation GxP-ready while revenue grows.

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Step 2: Board Conviction in 3 steps

To secure Board support, C-Suite need a clear, compelling narrative:



Quantify the pain in the Board's language.
(DSO, audit, time-to-market delays, stock-outs.)

Show how ERP changes those numbers.
(Build a simple before/after bridge with real KPIs.)

Protect the payback and runway they care about.
(Demonstrate ROI, risk mitigation and growth enablement.)

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Step 3: Upgrade the Culture

Transformation success depends on cultural shifts- regarding leadership, personnel selection.

Choose Warriors, Not Princes.
Empower influential shop-floor leaders who understand daily operations over senior titles.

Solve Real Problems First.
Use early demos to fix specific pain points rather than touring software features.

Visible Executive Presence.
Leaders must attend working sessions to prove the project is more than "technical."



Psychological Safety for Pilots.
Frame pilot errors as valuable learning data rather than grounds for blame.

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Step 4: Use the first 90 days to prove it works

ERP readiness for operational resilience in biotech and pharma.

Days 1-30

Build conviction

- Form a cross-functional Champions team (Finance, QA, Supply Chain, Ops, IT).
- Ask each function for its #1 pain point.
- Turn the biggest sceptic into the reference story.

Days 30-60

Show real progress

- Run 1-2 low-risk pilots (e.g., order-to-cash + serialization).
- Show concrete wins: fewer entries, cleaner GP trails, faster reconciliation.
- Celebrate: "ERP already solved this problem."

Days 60-90

Lock momentum

- Document learnings; refine roles, permissions, CSV templates.
- Put numbers on the table (DSO, incidents, QA time saved).
- Secure C-suite sponsorship and resources for the next wave.

Board lens ▶ Show trend lines, not Gantt charts.

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Step 5: Build a culture that can live with ERP

Building engagement is to address the 4 psychological drivers.

Role Evolution

Clearly show how roles evolve and back it with real reskilling time. More efficient and less copy-paste. More investigation and decision-making.

Learning Curve

Provide sandboxes and peer training; guarantee that early mistakes during pilots will never be used against people.

Workload

Negotiate backfill or temporary help; be honest with investors that you are buying capacity, not just licenses.

Recognition

Put ERP work into objectives, bonuses and promotion criteria; thank key users publicly.

C-Suite role today
Project policemen



C-Suite role needed
Sponsor of progress

Translator between Board, Quality, Supply Chain & IT.

More self-management ▶ **More wholeness** ▶ **Clearer evolutionary purpose**

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The Leadership Move: Follow Through.

Decide
Establish Clear Authority

Designate one sponsor, one owner and a fast-tracked escalation route.

Resource
Empower Your Champions

Protect the team's time and authorize them to challenge existing habits.

Reinforce
Maintain Visible Leadership

Shift from monthly reviews to weekly accountability focused on visible leadership.



Focus on Triple-Bottom-Line Results

Anchor all program outcomes in Cash, Risk and Growth metrics.



Fast Decision SLAs

Implement Service Level Agreements (SLAs) to ensure execution speed never stalls.

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Why you need a Transition Manager

The critical translator between business needs and technical execution.



ERP is not an IT project. It is a strategic value engine.



AI manages data validation but misses emotional intelligence.



Modern ERPs and digitalisation signal operational maturity and discipline to investors and shareholders.

AI vs. Human

Feature	AI & Automation	ERP Transition Manager
Data Mapping	✓ High Efficiency	✓ Oversight & Context
Change Management	✗ Ineffective	✓ Primary Focus
Executive Alignment	✗ None	✓ Direct Translation

Transition Manager



Operational Teams Implementor Teams

Transition Managers are the bridge between the teams in the project.



Transition Managers ensure that the C-Suite message reaches every team.



Transition Managers detects early the gaps and make sure operational voice is heard and pains are removed.

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Quantifiable Operational Excellence

Companies that implement an ERP successfully have noted:

55%

Improvement in Batch Release Efficiency.

48%

Reduction in Manual Documentation.

40%

Reduction in Supplier Onboarding Time.

32%

Reduction in Compliance Costs.



Inventory Accuracy:
92%→99.8%



Supplier Onboarding:
30 Days → 8 Days



Compliance documentation effort: -80%

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Self-Assessment: Are you ready?

Strategic Framing

- ☐ Decisions anchored in Cash, Risk, or Growth?
- ☐ Board pack quantifies pain in their language?
- ☐ Before/after bridge shows measurable impact?
- ☐ Payback and runway protection clear?

Quick Wins & Momentum

- ☐ Phase 0 includes quick wins?
- ☐ First 90 days structured for conviction-progress-momentum?
- ☐ Pilots deliver tangible results?
- ☐ Hard numbers validated and communicated?

Governance & Leadership

- ☐ ERP tied to strategic milestones?
- ☐ RACI and OKRs assigned to senior leaders?
- ☐ ERP sponsorship in performance reviews?
- ☐ Board commitment to psychological safety?

Culture & Champions

- ☐ Champions chosen for operational trust?
- ☐ Early demos solve real problems?
- ☐ Senior leaders present and encouraging feedback?
- ☐ Key users recognized and rewarded?

People & Engagement

- ☐ Role evolution plans clear and supported?
- ☐ Training time and safe sandboxes provided?
- ☐ Backfill or capacity support negotiated?
- ☐ ERP contributions in goals and promotions?

The Scoring Guide

- ✅ **Very High (18-20):** Strong Readiness.
- ✔ **Moderate (14-17):** Basic Readiness.
- ❌ **Low (0-13):** Major Gaps.

If your score is “Low”, we do not recommend implementation.

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Our Three levels of intervention

OFFER 1
Pre-Project

Cash, Risk & Growth Diagnostic.

Analyse processes and data before committing to a project scope and roadmap.

MOST POPULAR

OFFER 2
Phase 0 / Planning

ERP Value Engine Readiness Sprint

Providing a 16-Dimension assessment covering data, leadership, regulatory. Quantify roadmap risks and ERP recommendation.

OFFER 3
Execution/ Implementation

ERP Program, QA & Validation Guardrails

Independent oversight for programs in flight. Bridge between SI and client teams, follow through the program and actions. Ensure timing delivery.

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Offer 1: Cash, Risk & Growth Diagnostic

You are not sure on how well the critical processes are mapped and you would like a risk assessment before considering an ERP migration?

Target Audience

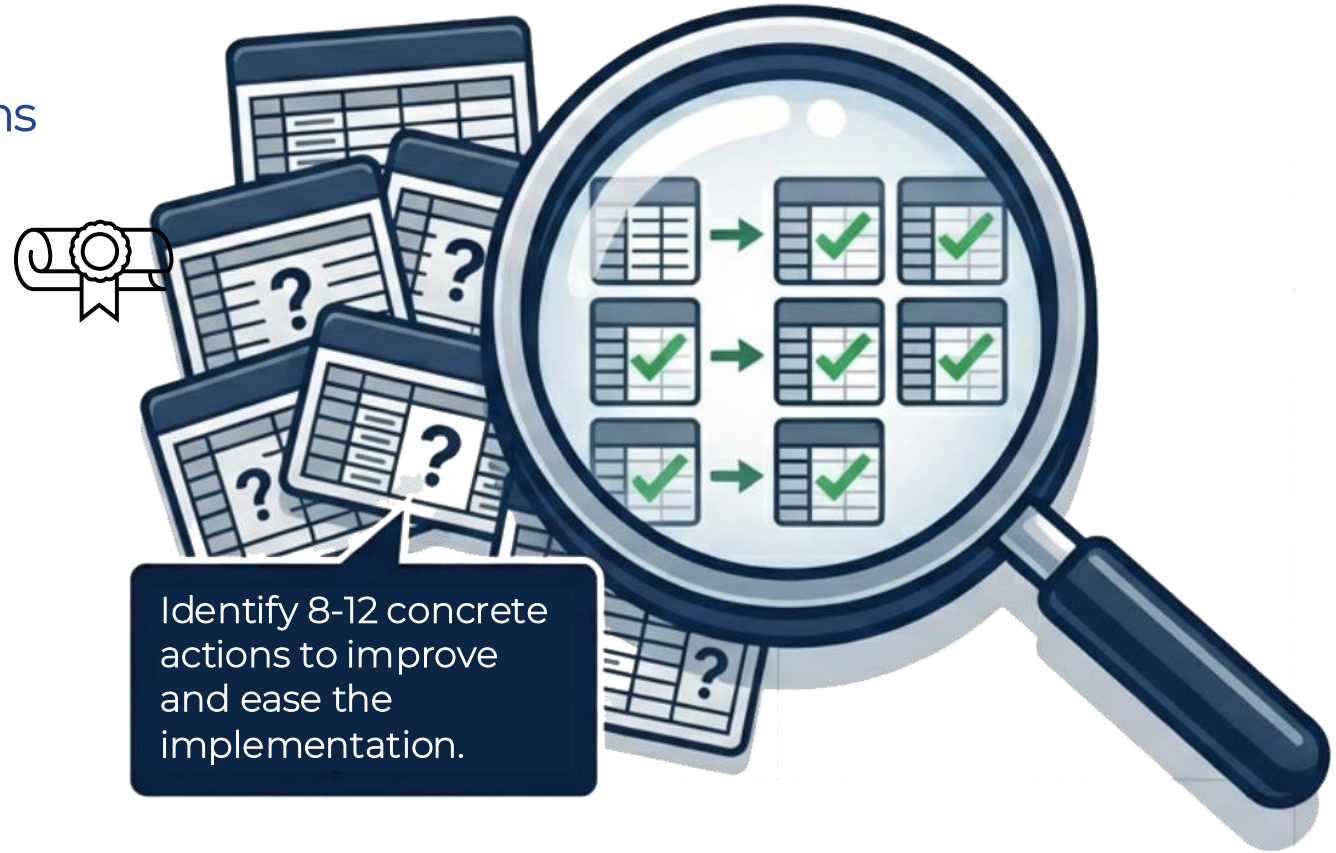
C-Suite & innovation leaders whose teams use spreadsheets and fragmented processes without fully integrated workflows.

Deliverables

- Process-to-posting map
- Traceability & audit evidence map.

Pricing

Fixed Fee € 7k – € 15k + VAT (3 weeks).



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Offer 1: Scope and Deliverables

A prerequisites List for ERP/Digitalisation Analytics feasibility



Analysis of current processes for Sourcing (incl. batch release), Warehousing, Production (incl. batch release), Distribution, Order-to-Cash and Purchase-to-pay.

Linking findings to KPIs and integrated processes for optimal financial and GxP compliance.

Strategic roadmap showing how a future validated ERP locks in these improvements.

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Offer 2: ERP Value Engine Readiness Sprint

You are about to start an ERP project, but you don't have a *Phase 0 Readiness?*
It is a one-way ticket for rework, audit risks and change orders.

Target Audience

C-Suite & innovation leaders preparing for ERP or worried about current roadmap risks.

Deliverables

- Phase 0 Blueprint
- Risk analysis.

Pricing

Fixed Fee € 20k – € 30k + VAT (4-6 weeks).



Clear Go/No-Go Recommendation

Quantified Cash-Risk-Growth Upside

Prioritized Backlog to reinforce foundations

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Offer 2: Scope and Deliverables

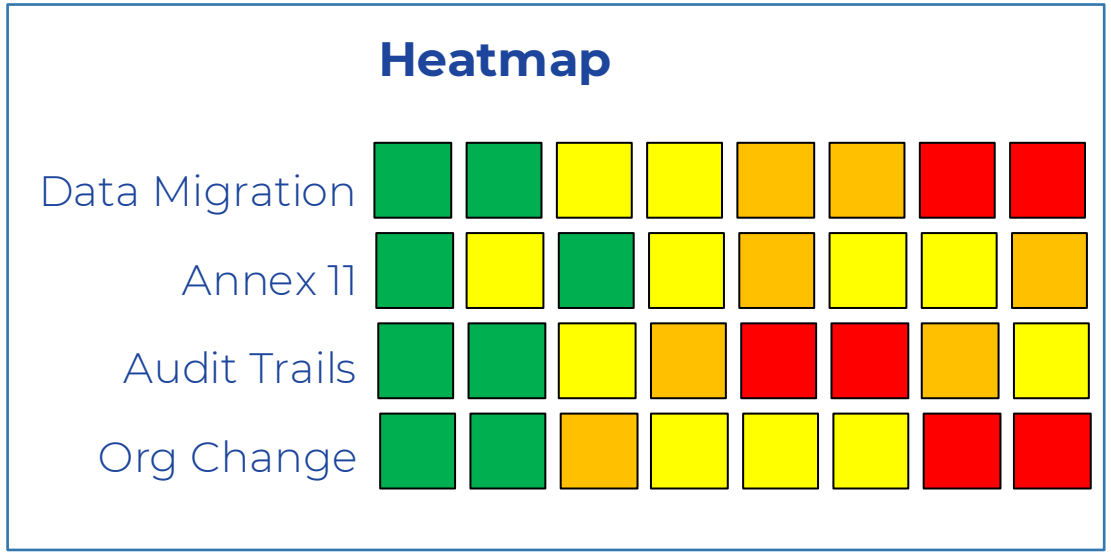
A 16-Dimension Framework to make your **Value Engine** roar

Methodology

- Warriors interviews with all the Teams involved to identify priorities, gaps and weaknesses
- 16-Dimension assessment covering:



Key Deliverables



1. Risk-ranked heatmap visualization.
2. Phase 0 blueprint (architecture vs. operating model.
3. Quick Wins list.

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Offer 3: ERP Program, QA & Validation Guardrails

Your ERP project is inflight but is not going as planned… Overdue deadlines and you face resistance: stakeholders are unclear about the project benefits.

Target Audience

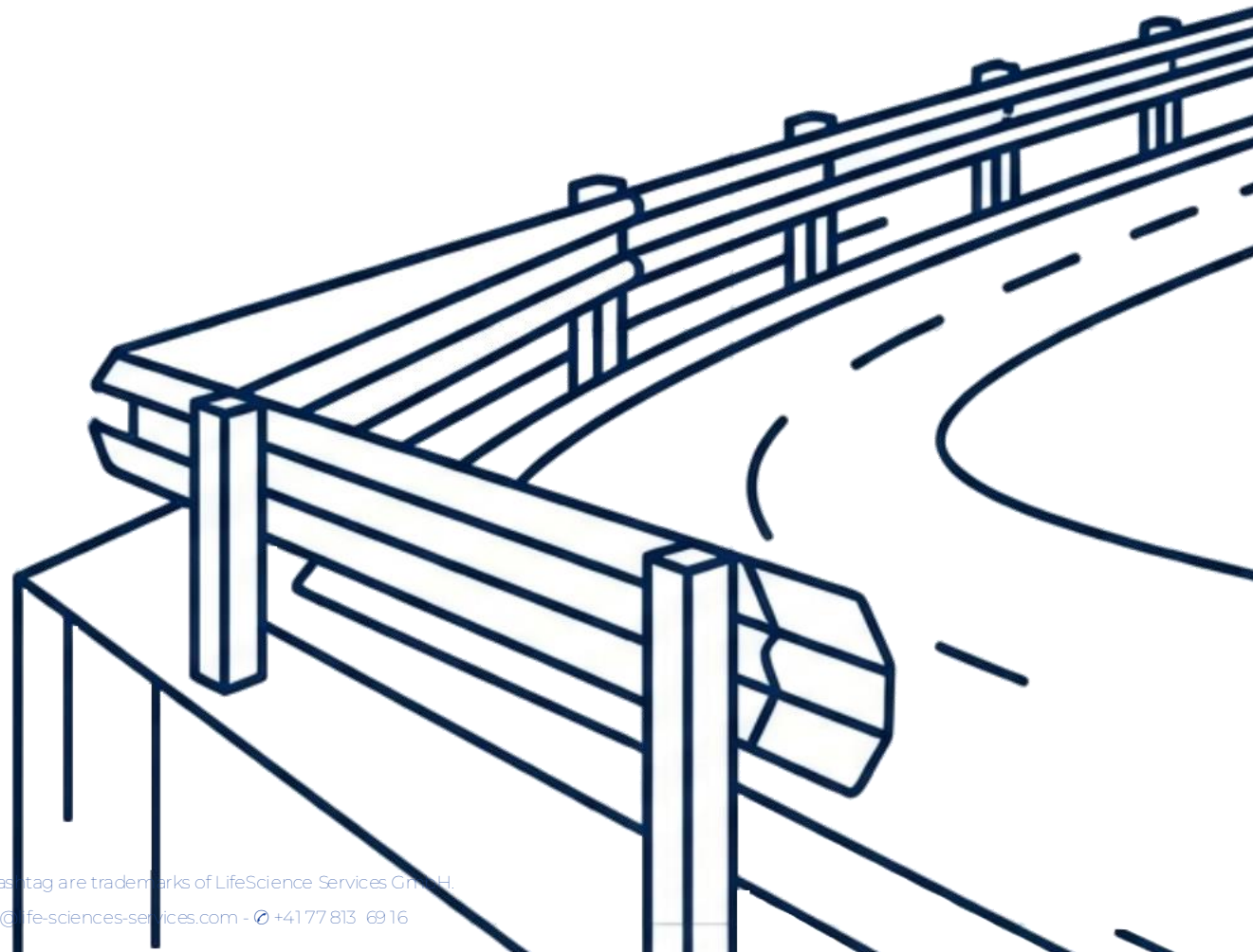
C-Suite & innovation leaders who have engaged a System Integrator but would like strategic alignment, project management and operational support on process de-risking and validation.

Deliverables

- Day-to-day project management.
- Ensures project is on time and delivers Senior Leadership message.

Pricing

Retainer € 8k – € 20k per month + VAT (3-month minimum).



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Offer 3: Scope and Deliverables

Independent oversight & execution: stakeholders and auditors happy

Methodology

- Day-to-day management: follow through on tasks and deliverables.
- Protect project guardrails.
- Provide support and training on the ERP.
- Animate steering sessions with project progress.
- Supports project champions.
- Ensures project goes as planned.

Visualizing Oversight

Traffic-Light Report	
Budget	
Timeline	
Data	
Validation	

- Board-ready status summary monthly.
- Proactively challenging any design deviations.

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Our Competitive Advantage

We complement Systems Integrators by de-risking scope and data early: we focus on ROI, validation and audit readiness.

System Integrator	LifeScience Services
Incentive: Sell software licenses and maximize billable hours.	**Incentive**: Outcome based. We focus on Clients ROI.
Focus: High level, does not interview operational teams. Push for standard processes.	**Focus**: Processes are designed and mapped with operational teams, assessing real needs for customisation.
Expertise: Not experts in Life Sciences.	**Expertise**: Experts in finance, SCM and QA in the Biotech/Pharma/MedTech area.

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Book a Phase 0 Readiness Call (30 min)



1) You're 3 to 6 months from an ERP decision?
2) Concerned about your current roadmap?

Offer 2 is the fastest way to de-risk an ERP project.
Our Phase 0 Readiness Sprint secures a board-aligned Go/No-Go decision before committing to scope, System Integrator, and timelines.

Key Deliverables

- Board-ready Phase 0 Blueprint + operating model view
- Risk-ranked heatmap and top roadmap risks (incl. data / GxP / governance)
- Clear Go/No-Go recommendation and prioritized backlog of quick wins.

Scan the QR Code

To book a free consultation.

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Not sure yet what offer to choose?

If your company is...	
Bleeding cash...	**Choose offer 1**
About to start an ERP project...	**Choose offer 2**
ERP is inflight, but not going as planned...	**Choose offer 3**

Scan the QR Code to book a free consultation.

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