

Legacy ERP to Dynamics 365 F&SCM

A readiness framework for manufacturing-heavy and distribution-led enterprises

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1. Why legacy ERP becomes a business constraint

2. The core risk: recreating old complexity in a new ERP

3. Questions before moving to Dynamics 365 F&SCM

4. Industry complexity and readiness scorecard

5. **A readiness-led path to D365 F&SCM value**

The Central Risk

The real risk is not migration itself.

The real risk is moving old complexity into a new platform.

Legacy ERP Complexity

- Siloed data
- Custom reports
- Point integrations

Dynamics 365 F&SCM

Unified - intelligent - scalable

With readiness-led transformation

Executive Summary

For complex manufacturers and distributors, **moving from legacy ERP to Microsoft Dynamics 365 Finance & Supply Chain Management is not simply a system replacement.** It is an operating model decision that affects finance, inventory, production, warehouse execution, quality, compliance, reporting, and customer commitments. This guide helps executive teams identify the complexity that should be simplified before implementation begins.

Use this as a readiness tool before scope is locked.



At a Glance

- **Modernization** exposes operating complexity
- **Readiness** reduces implementation risk
- **Value** must be **defined** before go-live
- Every stage should produce a **decision-ready output**

Why legacy ERP becomes a business constraint

Complexity does not fail overnight. It compounds. Legacy ERP systems may continue to process transactions, but they often struggle to support multi-entity growth, faster financial close, real-time inventory visibility, advanced warehouse execution, batch and compliance controls, quality management, and AI-ready data.

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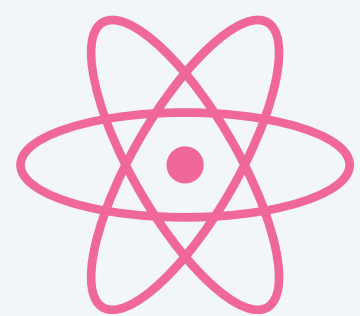
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How complexity turns into business impact

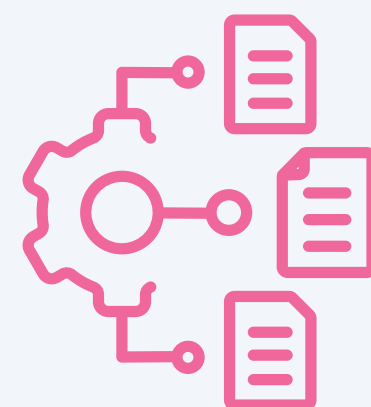
#	Operational symptom	Executive business impact
1.	Multiple ERP instances, inconsistent master data	Slower close, weak controls, and poor confidence in reporting
2.	Spreadsheet-based planning and reconciliations	Delayed decisions, manual effort, and margin blind spots
3.	Disconnected WMS, TMS, MES, QMS, CRM, e-commerce	Production disruption, delayed shipments, and service-level risk
4.	Over-customizations and legacy workarounds	Higher support cost, upgrade friction, and poor user adoption

Four executive dimensions to assess before migration



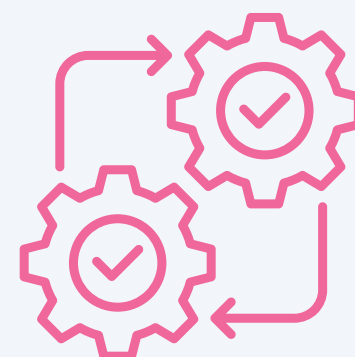
Operating model

What should be standardized versus local?



Data

Can leaders trust what will run the new ERP?



Integration

Which systems drive real-time operations?



Value

Which outcomes prove modernization worked?

Value examples: faster close - inventory accuracy - warehouse throughput - lower customization debt - better compliance

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The core risk: recreating old complexity in a new ERP

The mistake is treating migration as replication. When every legacy customization, exception, report, and workaround is carried into Dynamics 365 F&SCM, the organization may gain a modern platform but preserve an outdated operating model. This is the heart of the guide: it makes the risk visible before blueprinting begins.

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What gets carried forward



Fragmented processes



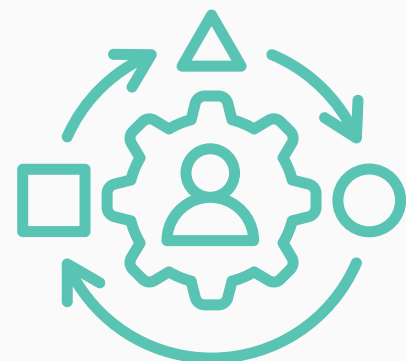
Over-customization



Poor data quality



Complex integrations



Slow adoption



High support cost



Limited visibility



Delayed value realization

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Implementation risks to make explicit

- ✓ Copying legacy processes into D365
- ✓ Treating integrations as a later workstream
- ✓ Weak business ownership
- ✓ Discovering industry requirements too late
- ✓ Underestimating master data cleanup
- ✓ Leaving reporting until the end
- ✓ Not defining value metrics before go-live

The goal is not to rebuild the past.

The goal is to create a simpler, more connected, more scalable operating foundation.

3.

Executive questions before moving to Dynamics 365 F&SCM

Turn readiness questions into decisions. The strongest readiness conversations do not stop at asking whether the organization is ready. They force executive decisions, identify watch-outs, and clarify what must be owned by the business before implementation begins.

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Question	Decision required	Watch-out
Is the ERP landscape ready to standardize?	Decide what should be common versus what must remain local.	Standardization becomes political if exceptions are not governed early.
Can operations run on a common model?	Define manufacturing, warehouse, supply chain, and quality decisions before configuration.	Postponing shop-floor and warehouse design creates rework.
Is the data ready to run the business?	Assign business ownership for customer, vendor, item, BOM, formula, costing, and inventory data.	Migration fails when data cleanup is treated as an IT task.
Have industry-specific requirements been identified early?	Shape the roadmap around traceability, quality, compliance, costing, EDI, service, and repair needs.	Finding these during testing creates scope pressure.
Is there a CFO-ready business case?	Define measurable outcomes before scope is locked.	Go-live success is unclear if value metrics are not agreed upfront.

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Industry complexity and readiness scorecard

Make industry risk tangible. Manufacturing-heavy and distribution-led organizations should link migration complexity to business consequences. This keeps the conversation focused on risk, value, and operating impact - not just application functionality.

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Industry segment	Migration complexity	Business consequence to avoid
Manufacturing-heavy operations	Multi-plant planning, scheduling, BOMs, routes, shop-floor integration, costing	Disconnected plant execution, schedule disruption, and unreliable production costing
Distribution	WMS, replenishment, freight, EDI, returns, inventory accuracy	Shipment errors, lower service levels, excess freight cost, and working capital drag
Food & Beverage	Shelf life, FEFO, lot traceability, catch weight, allergens, HACCP, CoA, recalls	Recall risk, inventory write-offs, audit exposure, and compliance delays
Chemicals	Formula, batch, hazardous materials, quality sampling, documentation, LIMS/QMS	Safety, documentation, quality, and regulatory exposure if process controls are late
Hi-Tech	Serial tracking, CTO/ETO, revision control, contract manufacturing, warranty, repair	Disconnected product, supply chain, service, and finance decisions

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Readiness scorecard

Rate each area from 1 (not ready) to 5 (implementation-ready). Use gaps to prioritize readiness work.

Area	1	2	3	4	5
Operating model	☐	☐	☐	☐	☐
Data readiness	☐	☐	☐	☐	☐
Integrations	☐	☐	☐	☐	☐
Industry requirements	☐	☐	☐	☐	☐
Change readiness	☐	☐	☐	☐	☐
Business value	☐	☐	☐	☐	☐

How to use it:

Score honestly
before blueprinting

Assign an executive
owner to each gap

Convert low scores into
readiness actions

Re-score before
scope lock

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Define outputs before committing to implementation. A readiness framework should produce executive-ready outputs, not just discussion. Each stage below clarifies what the organization should know, decide, and own before moving into implementation.

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Implementation risks to make explicit

1. Discover

Current-state ERP
and integration map

2. Diagnose

Risk and complexity
heatmap

3. Design

Future-state
operating model

4. De-Risk

Data, integration, and
cutover readiness plan

5. Deliver Value

Rollout roadmap and
KPI tracker

What executive teams should align on

Alignment area	What to define
Business case	Outcomes, investment thesis, and value measures
Operating model	Common processes, local exceptions, and governance
Data readiness	Business owners cleanup scope, and conversion rules
Integration strategy	Real-time dependencies, ownership, and sequencing
Migration approach	Phasing, cutover risk, and rollout priorities
Change readiness	Adoption model, training plan, and process ownership

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Assess your Legacy ERP migration readiness

Korcomptenz helps manufacturing, distribution, food & beverage, chemical, and hi-tech organizations evaluate risk visibility, complexity, value opportunities, data readiness, integration dependencies, and the practical roadmap needed before committing to Dynamics 365 F&SCM implementation.

Book a Legacy ERP to Dynamics 365 F&SCM Readiness Assessment.

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Thank you for reading

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