



Korcomptenz



Multiple ERPs, One Business

The Multi-ERP Consolidation Playbook for Growing and Acquisitive Companies

How CFOs, CIOs, COOs, and transformation leaders can turn ERP sprawl into a scalable operating model.

70-90%

of acquisitions are estimated to fail or underperform against their original objectives, with poor integration planning a recurring cause.

Source: Harvard Business Review estimate summarized by Investopedia, "Why M&A Deals Fail," updated 2024.

82%

of companies in Deloitte's 2024 MarginPLUS study failed to achieve their cost-reduction targets, often because of legacy technology infrastructure and rigid operating models.

Source: Deloitte / WSJ, "Companies Change Margin Improvement Strategies as Efforts Fall Short," 2024.

43%

more viable post-merger integration planning options were identified in a 2025 AI-assisted PMI dependency-planning study, underscoring the value of structured integration planning.

Source: Lars Malmqvist, "Enhancing Post-Merger Integration Planning through AI-Assisted Dependency Analysis and Path Generation," 2025.

The Problem at the Top of the House

After years of acquisitions, geographic expansion, and business-unit autonomy, many companies wake up running three, five, or even eight different ERP systems across the enterprise.

It starts as an IT problem. It does not stay there.

A fragmented ERP landscape creates a board-level visibility, control, and value-capture problem. Finance cannot close fast enough. Operations cannot see inventory across sites. IT is stuck maintaining a web of fragile integrations. The CEO, CFO, COO, CIO, or private equity sponsor cannot confidently answer whether acquisitions are delivering the synergies they were supposed to.

Trigger	What leadership sees
Delayed close	Month-end close stretches beyond 10 business days; consolidation lives in spreadsheets; leadership questions the numbers.
Poor inventory visibility	Sites cannot see available inventory, supplier constraints, or fulfillment risk across the enterprise.
Slower M&A integration	Newly acquired entities remain on their legacy systems for years, delaying reporting, controls, and synergy capture.
Rising IT and control risk	Integrations, manual uploads, shadow reporting, and inconsistent security models create audit exposure and operational fragility.

This playbook is not about which ERP to pick first. It is about answering a more strategic question: what consolidation path will create the most control, visibility, operating leverage, and future readiness for the business you are building?

For some organizations, that path is SAP S/4HANA. For others, Microsoft Dynamics 365. For many, it is a phased approach: standardizing finance and data first, then migrating business units in waves.

Korcomptenz brings cross-platform ERP advisory and implementation experience across SAP, Microsoft Dynamics, data modernization, automation, analytics, AI, RPA, and custom Copilot/genetic AI solutions. That breadth matters in multi-ERP environments because the right answer is often not a single platform decision; it is an operating-model, data, integration, and value-realization decision.

How ERP Sprawl Happens (And Why It Is Rarely Anyone's Fault)

Multi-ERP environments do not get designed. They accumulate.

A company acquires a distributor running Sage. A manufacturing division stays on NAV. A services business uses QuickBooks Enterprise. A newly acquired subsidiary has NetSuite. One region already runs SAP, but it has never become the enterprise standard. Before long, the business has:

- Different charts of accounts across entities.
- Different customer, vendor, and item masters.
- Different approval workflows and controls.
- Different definitions of revenue, margin, inventory, and backlog.
- Different tools for reporting, warehousing, and planning.

The result is not just a messy application portfolio. It is a fragmented enterprise operating model, and every new acquisition makes it harder to scale.

The Hidden Cost of Running Multiple ERPs

ERP sprawl shows up differently depending on where you sit. But it always shows up.

Finance warning signs	Operations warning signs	IT / Data warning signs
Month-end close stretches past 10 business days.	Cross-entity inventory is not visible in real time.	Systems are connected by FTP transfers, scripts, Power Automate workarounds, or manual uploads.
Consolidated reporting lives in Excel, not a system.	Procurement cannot aggregate spend across entities.	Customer, vendor, and item masters are duplicated or inconsistent.
AR/AP matching requires manual effort.	Sites run different WMS, planning, and fulfillment processes.	Shadow reporting tools and inconsistent security models increase risk.
Leadership does not trust enterprise-wide numbers.	Service failures, quality issues, and supplier bottlenecks are hard to trace.	Aging customizations, old ISVs, and fragile integrations create upgrade anxiety.

A company can tolerate ERP variation when business units are small and autonomous. But once leadership needs consolidated financials, working-capital visibility, or a repeatable acquisition-integration model, ERP sprawl becomes a growth constraint.

Five Consolidation Paths – Choosing the Right One

Not every ERP should be replaced immediately. And no single path fits every business. The right consolidation strategy depends on complexity, acquisition velocity, risk tolerance, budget, and operating model.

Path	Best fit	Watch-out
Full SAP S/4HANA standardization	Global standardization, complex manufacturing, deep finance, governance, and compliance.	Requires strong template discipline and change management.
Full Dynamics 365 standardization	Microsoft-centric enterprises, cloud modernization, faster adoption, and productivity alignment.	Must validate manufacturing, localization, and supply-chain depth by industry.
Phased consolidation	Many entities, high risk, or limited capacity for a single migration wave.	Needs strong governance so “phased” does not become permanent fragmentation.
Finance / data layer first	Board needs fast visibility before full ERP replacement.	Does not remove all process and integration debt by itself.
Hybrid coexistence	Truly different business models or high exception cost.	Use only with strong governance, master data, and integration standards.

The right ERP consolidation strategy does not start with SAP or Microsoft. It starts with defining what the consolidated enterprise needs to become.

SAP S/4HANA or Dynamics 365? How to Make the Platform Call

For a multi-ERP company, the platform decision should never be based only on which system already exists in one business unit. It should be based on future-state operating requirements.

Directional guidance only: final platform fit depends on industry, operating model, legacy landscape, geographic footprint, regulatory requirements, data strategy, transformation ambition, and total cost of ownership.

Decision factor	SAP S/4HANA fits better when...	Microsoft Dynamics 365 fits better when...
Enterprise standardization	A global process template across entities, plants, and regions is required.	Standardization within a Microsoft ecosystem is sufficient and speed of adoption is important.
Finance complexity	Multi-entity governance, consolidation, audit, and controls are critical.	Strong finance modernization with Microsoft productivity alignment is the goal.
Manufacturing depth	Process, quality, batch, costing, and traceability are central to operations.	Discrete manufacturing, distribution, and operational modernization are the priority.
Supply chain	Planning, procurement, production, inventory, and logistics need deep integration.	Integrated finance and supply chain with Microsoft tools is sufficient.
Data and AI strategy	SAP clean core, BTP, and SAP data strategy are part of the roadmap.	Azure, Microsoft Fabric, Power Platform, Copilot, and agentic AI are central to the digital plan.
M&A rollout model	A global template-led model is required across future acquisitions.	A repeatable Microsoft cloud rollout is preferred.

The CFO Case: Trapped Value Waiting to Be Released

For the CFO, ERP consolidation is not a technology spend. It is a control, cash, and value-realization investment.

Value driver	What changes	Why it matters to the CFO
Faster close	Standardized chart of accounts, intercompany processes, and reporting.	Reduces manual consolidation effort and improves confidence in the numbers.
Working capital	Cross-entity inventory and supplier visibility.	Less excess stock, fewer shortages, and better cash conversion.
Audit & compliance	Consistent controls, approvals, and data definitions.	Reduces audit friction and governance risk across all entities.
Margin visibility	Unified data model across products, customers, plants, and channels.	Leadership can see where margin is made and lost.
Reduced tech debt	Retire fragile customizations, aging integrations, and old ISVs.	Lower operational risk and less upgrade anxiety.
M&A integration speed	Repeatable ERP template for each acquisition.	Acquired entities reach the operating model in months, not years.

The CIO Case: From Technology Debt to an AI-Ready Enterprise

For the CIO, multi-ERP sprawl creates architectural risk that compounds over time. The value case is not “fewer systems.” It is a more resilient, secure, integrated, and data-ready enterprise architecture.

Value driver	What changes	Outcome for the CIO
Integration resilience	Point-to-point interfaces are replaced with governed integration patterns and reusable APIs.	Fewer breakages, fewer workarounds, and a clearer path to modernization.
Data trust	Master data governance and common definitions are established across entities.	Analytics, AI, and executive reporting are built on reliable data.
Security and controls	Identity, access, approvals, and audit trails are standardized.	Lower cyber, compliance, and segregation-of-duties risk.
Reduced application debt	Legacy ERPs, old ISVs, custom code, and unsupported infrastructure are retired or rationalized.	Lower run cost and less operational fragility.
AI readiness	ERP core, enterprise data platform, workflow automation, RPA, and AI decision intelligence are connected.	The organization can scale automation, Copilot experiences, and agentic AI on governed data.

You cannot build an AI-ready enterprise on disconnected systems of record. ERP consolidation creates the data, process, and integration foundation every modernization initiative depends on.

The COO Case: One Operating View Across the Business

For the COO, ERP sprawl shows up in the day-to-day: planning done in spreadsheets, inventory transfers managed by phone calls, sites running different WMS tools, and disconnected production and finance data.

Value driver	What changes	Outcome for the COO
Inventory visibility	Demand, supply, inventory, production, and fulfillment data are visible across sites.	Better inventory turns, fewer stockouts, and more confident allocation decisions.
Order reliability	Orders, constraints, and exceptions are tracked against a single operating view.	Lower risk of missed delivery dates and faster exception handling.
Supplier performance	Procurement, production, and quality data are connected.	Bottlenecks can be identified earlier and supplier issues managed proactively.
Plant productivity	Sites use common process templates and comparable operating metrics.	Leaders can identify underperformance and scale best practices.
Quality and service levels	Quality signals, returns, recalls, and customer-service impacts are connected.	Emerging issues are visible before they become costly failures.
Margin leakage	Operational data is linked to finance at product, site, and customer level.	Leaders can see where cost, service, and profitability diverge.

When every business unit runs differently, leaders cannot scale what works. Consolidation gives the company a chance to standardize best practices and build a platform for continuous improvement.

The Korcomptenz Multi-ERP Consolidation Framework

Korcomptenz helps organizations move from ERP sprawl to enterprise control through a structured six-step framework. It is designed to avoid two common mistakes: choosing a platform before understanding the operating model, and replacing systems without solving the data, process, and governance issues underneath.

Phase	Engagement type	What happens	Output
Discover	Advisory	Document the ERP landscape, including systems, integrations, reporting layers, custom applications, master data sources, and business-unit dependencies	ERP landscape map and risk register.
Diagnose	Advisory	Quantify business impact across finance, operations, IT, M&A, compliance, and data readiness.	ERP debt score and executive impact summary.
Decide	Advisory	Compare SAP S/4HANA, Dynamics 365, phased consolidation, finance/data layer first, and hybrid coexistence.	Platform-fit decision model.
Design	Advisory + implementation planning	Define future-state operating model, master data model, integration strategy, process template, and migration waves.	Board-ready consolidation roadmap.
Deploy	Implementation	Execute migrations using reusable templates, data-mapping accelerators, governance, testing, and change management.	Controlled rollout by entity, region, or business unit.
Drive Value	Continuous value	Layer in analytics, RPA, AI, SmartForge, data modernization, and continuous process improvement.	Measurable value-realization roadmap.

Is ERP Sprawl Holding Back Growth, Integration, or Board-Level Visibility? Take the 2-Minute Test.

Score one point for every “Yes.” Be honest. Your CFO, CIO, COO, and transformation leaders almost certainly know the answers.

Question	Yes / No
Do you run multiple ERP systems across business units, regions, or acquired entities?	
Did acquisitions create incompatible ERP systems?	
Do different entities use different charts of accounts?	
Does month-end close take more than 10 business days?	
Is consolidated reporting dependent on Excel?	
Do you lack cross-entity inventory visibility?	
Are customer, vendor, or item masters duplicated?	
Do teams rely on FTP, scripts, Power Automate, Zapier, or manual uploads between systems?	
Are audit findings or control gaps increasing?	
Is leadership asking for AI, but enterprise data is not trusted?	
Is a PE sponsor, board, or executive team pushing for EBITDA improvement?	
Is another acquisition expected in the next 12-24 months?	

What This Looks Like in Practice

Score	What it means	Recommended next step
0-3	ERP complexity is manageable.	Optimize the current landscape before committing to full consolidation.
4-7	Consolidation risk is emerging.	Run a Multi-ERP Readiness Assessment to quantify impact and compare paths.
8-12	ERP sprawl is now a growth, integration, and value-capture issue.	Build a board-ready consolidation roadmap. The cost of waiting is compounding.

Why Korcomptenz?

Four Capabilities That Matter Here

Cross-Platform Advisory — No Platform Bias.

Korcomptenz works across SAP and Microsoft Dynamics. That means the recommendation is driven by business fit, not vendor preference. The right answer might be SAP. It might be Dynamics 365. It might be a phased path that starts with neither. We will tell you which one and back it with data.

Repeatable Migration Templates — So Every Acquisition Does Not Start From Zero.

Every acquisition should not require reinventing the ERP integration playbook. Korcomptenz builds repeatable migration and consolidation templates that reduce integration time, improve governance, and make future acquisitions faster to absorb.

Intelligence Beyond ERP — Because Consolidation Is Just the Foundation.

ERP consolidation creates the clean data core. The next layer of value — analytics, automation, AI, RPA, SmartForge, data modernization, and operational intelligence — is where the business case compounds. Korcomptenz helps organizations move beyond ERP replacement into decision intelligence and continuous improvement.

What This Looks Like in Practice

Client scenario	What Korcomptenz would shape	Business outcome
Acquisitive manufacturer with several legacy ERPs	ERP landscape assessment, finance/data standardization, phased consolidation roadmap, and migration wave plan.	Faster reporting visibility, reduced manual consolidation, and a repeatable acquisition-integration model.
Microsoft-centric distributor modernizing finance and operations	Dynamics 365 fit assessment, process template, Power Platform automation opportunities, and data governance model.	Better operating visibility, lower process variation, and a practical cloud modernization path.
Enterprise evaluating SAP and Microsoft paths	Objective platform-fit decision model comparing operating requirements, integration complexity, data strategy, governance needs, and transformation ambition.	Board-ready decision support and lower risk of choosing a platform based on preference rather than fit.

The Takeaway for the C-Suite

If your company runs multiple ERPs across business units, the biggest risk is not simply that one system is outdated.

The bigger risk is that finance, operations, data, and acquired entities are all running on different versions of the truth.

Multi-ERP consolidation is the path to faster close, cleaner controls, stronger M&A integration, better inventory visibility, lower technology debt, improved operating leverage, trusted enterprise data, and AI-ready modernization.

The right answer may be SAP S/4HANA. It may be Microsoft Dynamics 365. It may be a phased consolidation that starts with finance and data before full platform migration.

But the first step is always the same: create a board-ready view of where ERP sprawl is costing the business, what consolidation path makes sense, and which platform can support the enterprise you are becoming.

Ready to See What Is Possible?

Get a Multi-ERP Consolidation Readiness Assessment.

In 2-3 weeks, receive a board-ready roadmap showing where ERP sprawl is creating financial, operational, data, and integration risk — and whether SAP S/4HANA, Microsoft Dynamics 365, phased consolidation, or hybrid modernization is the right path forward.

Or book an ERP Advisory Consult to compare platforms against your current landscape before committing to a direction.

Source Notes

- Harvard Business Review estimate as summarized by Investopedia: “Why M&A Deals Fail: Cultural Integration and Valuation Challenges,” updated 2024. URL: <https://www.investopedia.com/articles/investing/111014/top-reasons-why-ma-deals-fail.asp>
- Deloitte / Wall Street Journal: “Companies Change Margin Improvement Strategies as Efforts Fall Short,” 2024. URL: <https://deloitte.wsj.com/cfo/companies-change-margin-improvement-strategies-as-efforts-fall-short-42959a3e>
- Lars Malmqvist: “Enhancing Post-Merger Integration Planning through AI-Assisted Dependency Analysis and Path Generation,” arXiv, 2025. URL: <https://arxiv.org/abs/2503.16506>
- Note on original draft statistics: the prior unsourced 72%, 18+ days, and 40% hero metrics were replaced with source-backed public benchmarks to improve executive credibility. If Korcomptenz has approved proprietary benchmark data for those exact metrics, those can be restored with an “Internal Korcomptenz benchmark” source note.

Expert-led Transformations & Impact-led Growth

At Korcomptenz, we lead with expertise - in technology and domain to deliver solutions that align with your business goals. We leverage our experience and robust partner ecosystem to elevate your processes, powering your transformation journey toward impactful growth.

Visit www.korcomptenz.com to learn more or email us at sales@korcomptenz.com.