



ERP Recovery Playbook - Brochure

Intro

ERP programmes are among the hardest transformation initiatives to recover once they start drifting. Problems rarely come from one single cause. They usually build across scope, governance, data, integration, design, testing, vendors, resources, business readiness, and decision-making.

The **ERP Recovery Playbook** provides a practical approach for diagnosing troubled ERP programmes, stabilising delivery control, and creating a credible recovery path before risk turns into failure.

Description

Many ERP programmes show warning signs long before they become official recovery cases. Milestones slip. Risks are softened. Data issues surface late. Integrations become more complex than expected. Testing loses confidence. Change requests multiply. Vendors and internal teams disagree on responsibility. Steering groups receive status updates but not the decisions needed to regain control.

This playbook explains how to assess the true position of an ERP programme, separate symptoms from root causes, rebuild governance, reset delivery priorities, challenge vendor and internal assumptions, and create a recovery plan that leadership can act on.

It covers recovery triage, programme stabilisation, governance reset, scope control, RAID discipline, design assurance, data and integration recovery, testing and cutover readiness, vendor reset, replanning, business readiness, go-live confidence, executive reporting, and a 30-day recovery plan.

Ideal for

This playbook is ideal for:

- CIOs, CTOs, and transformation sponsors responsible for troubled ERP programmes
- Programme directors and programme managers needing to regain delivery control
- Enterprise architects reviewing solution, data, integration, and governance risks
- Steering groups concerned about delay, cost growth, scope drift, or go-live confidence
- PMOs improving RAID, plans, decision logs, actions, reporting, and recovery governance
- ERP, SAP S/4HANA, finance, supply chain, HR, procurement, and enterprise platform teams
- Organisations working with systems integrators, vendors, multiple workstreams, regions, or business units
- Teams that need an honest recovery view before approving more spend, replanning, or proceeding to go-live

Contents

- **ERP Recovery Playbook (.pdf)**

A professional guide with practical recovery diagnostics, governance reset guidance, risk controls, replanning structures, recovery questions, executive reporting guidance, and a 30-day recovery plan.

Key outcomes

After using this playbook, you should be able to:

- Diagnose whether an ERP programme is drifting, distressed, or in active recovery
- Identify root causes across governance, scope, data, integration, testing, vendors, resources, and business readiness
- Stabilise programme control through clearer decision rights, escalation routes, and recovery governance
- Challenge unrealistic timelines, business case assumptions, vendor plans, and delivery confidence
- Reset RAID, decision, action, dependency, and change control discipline
- Improve design assurance across process, application, data, integration, security, and support areas
- Rebuild confidence in testing, migration, cutover, hypercare, and go-live readiness
- Create clearer executive reporting focused on decisions, risks, interventions, and recovery actions
- Build a practical 30-day recovery plan with owners, priorities, evidence, and leadership decisions
- Support a more credible decision on whether to continue, replan, pause, descope, delay, or recover the programme

Preview

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1. Purpose of this playbook	
ERP programmes are difficult to deliver and even harder to recover.	
They touch business processes, finance, procurement, supply chain, HR, reporting, data, integration, controls, operating models, vendors, and the daily work of many users. When an ERP programme loses control, the symptoms can appear everywhere at once: missed milestones, rising costs, unstable scope, late design decisions, unclear ownership, poor data quality, integration delays, testing issues, vendor tension, and falling confidence.	
This playbook is designed to help organisations diagnose, stabilise, and recover troubled ERP programmes.	
Use it to:	
• Assess whether an ERP programme is drifting, distressed, or in active recovery • Identify root causes behind delivery problems • Stabilise governance, decision-making, and escalation • Reset scope, plan, RAID, dependencies, and change control • Review design, data, integration, testing, cutover, and business readiness risks • Challenge vendor, internal, and leadership assumptions • Improve executive reporting and recovery decision papers • Build a practical 30-day recovery plan • Support decisions to continue, pause, replan, descope, delay, or recover	
This playbook is not intended to replace detailed programme assurance, legal advice, procurement review, contract review, SAP technical assessment, financial audit, or specialist recovery consultancy.	
It is intended to help leaders and programme teams create a clear recovery path before the programme becomes a very expensive bonfire with a project plan attached.	