

## ERP implementation – best practices, controls and governance

(September 2018 to February 2019)



According to a study performed by Panorama Consulting Solutions, an ERP consulting firm, 79 percent of ERP implementations took longer than expected, while 64 percent of these implementations exceeded budget. But why?

This series of workshops walk participants through the nuts and bolts of real life ERP implementations and go into a deep dive of the best practices, change management and monitoring processes that are critical to success. For each workshop, a controls and governance checklist will be produced as a reminder of what needs to be in place at each stage of implementation. The workshops will be interactive allowing participants to share their own experiences and discuss practical implementation issues.

This series of workshops aim at enabling participants to:

- Understand the various stages of an ERP implementation
- Reflect on the critical success factors, challenges and pitfalls for users, management and project team
- Focus on the controls and governance during the implementation process
- Be better prepared when participating in or auditing an ERP system implementation

Topic/ Programme code	Date	Time
Planning and Mobilisation (WSHP18092901)	Saturday, 29 September 2018	9:30 a.m. – 12:30 p.m.
Design and Blueprinting (WSHP18102702)	Saturday, 27 October 2018	9:30 a.m. – 12:30 p.m.
Testing, Data and Business Readiness (WSHP18112401)	Saturday, 24 November 2018	9:30 a.m. – 12:30 p.m.
Training, Cutover and Go Live	Saturday, 26 January 2019 (tbc*)	9:30 a.m. – 12:30 p.m.
Stabilisation and Post Implementation Review	Saturday, 23 February 2019 (tbc*)	9:30 a.m. – 12:30 p.m.

\* **Tentative dates and venue, to be confirmed in due course.**

<b>Venue</b>	KPMG Training Centre, 28/F., Oxford House, Tai Koo Place, 979 King’s Road, Quarry Bay, Hong Kong	
<b>Format</b>	Workshop	
<b>Language</b>	English	
<b>Fee (for each)</b>	HKICPA member or student:	HK\$750 (online enrolment: HK\$740)
	IA/ HKIAAT member or student:	HK\$750
	Non-member:	HK\$1,500
<b>Participants</b>	Finance professionals participating in the implementation, audit, supervision or management of an ERP system deployment.	
<b>Competency*</b>	Information technology; Audit and assurance; Risk management; Management accounting; Accounting and financial reporting	
<b>Rating*</b>	Intermediate level	
<b>CPD hours (for each)</b>	3	

\* Please refer to the [Institute’s online CPD Learning Resource Centre](#) for descriptions of competency and rating.



## About the programme

The workshops will cover the best practices, controls and governance associated with the activities in every stages of an ERP implementation.

### Stage 1: Planning and Mobilisation (WSHP18092901)

#### Course outline

- Project scoping and approval
- Business case development
- Project team and resourcing structure
- Cost and budget management
- Controls and governance checklist

### Stage 2: Design and Blueprinting (WSHP18102702)

#### Course outline

- End to end integrated processes
- Embedding controls in design
- Fit gap analysis
- Blueprint sign off
- Controls and governance checklist

### Stage 3: Testing, Data and Business Readiness (WSHP18112401)

#### Course outline

- Testing and defect management
- Data readiness
- Business readiness
- Transition and change management
- Controls and governance checklist

### Stage 4: Training, Cutover and Go Live

#### Course outline

- Training preparation and execution
- Cutover planning
- Contingency planning
- Go-no-go decision
- Post go live support (hypercare)
- Controls and governance checklist

### Stage 5: Stabilisation and Post Implementation Review

#### Course outline

- First month end closing
- Stabilisation and embedding
- Benefits tracking
- Post implementation review
- Controls and governance checklist



Hong Kong Institute of  
**Certified Public Accountants**  
香港會計師公會

## About the speaker

**Dr. Lolita Edralin**, Regional Finance Transformation Lead, British American Tobacco ("BAT")

Dr. Edralin is a qualified accountant with over 30 years of audit and commercial experience. This includes 9 years of external audit experience with Arthur Andersen & Co and over 20 years of senior management positions at British American Tobacco, where she served as Finance Director for Greater China Area, Head of Finance for Asia Duty Free, Head of ASEAN Audit and Finance Leads for Regional SAP implementation, Stabilisation and Transformation. Lolita has led the implementation of four SAP projects in BAT – the largest one being the Regional deployment of SAP to 24 markets in Asia Pacific within 3 years.

She obtained her Doctor of Business Administration from the Hong Kong Polytechnic University and Executive MBA from the Chinese University of Hong Kong. She is a member of both the HKICPA and the AICPA.



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 e-mail: [finance@hkicpa.org.hk](mailto:finance@hkicpa.org.hk)  
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Course Information Enquiry:  
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	No.	Status <sup>(1)</sup>					
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