



AMISTA

**From fragmentation to
harmonisation:**

**How an international player
transformed their ERP landscape**



1 / Introduction

When multiple countries and brands each manage their own systems, silos, inefficiency and slow decision-making arise. This is a familiar story for multinationals: each country builds its own IT landscape, with local processes and data that are often incompatible.

The result?

Fragmented operations, inconsistent reporting and an organisation that is not agile enough to make strategic decisions quickly.

In this whitepaper, you can read how an international automotive group with operations in multiple countries **transformed its entire IT landscape into a single integrated ERP platform with SAP and Amista.**

2 / The Challenge

The client, a leading automotive distributor with various brands spread across seven countries, was facing the following challenges:

- **Fragmented systems:** each country worked with its own ERP or legacy systems.
- **Inconsistent data:** no central data model, resulting in different figures and insights for each country.
- **Duplication of work:** processes such as finance, procurement and after-sales were carried out differently in each country.
- **Slow decision-making:** a lack of real-time insights made it difficult to take strategic decisions.

The complexity of this landscape made scalable growth and efficiency almost impossible.



3 / The goal

The organisation decided to start an ERP implementation with three clear objectives:

Process harmonisation

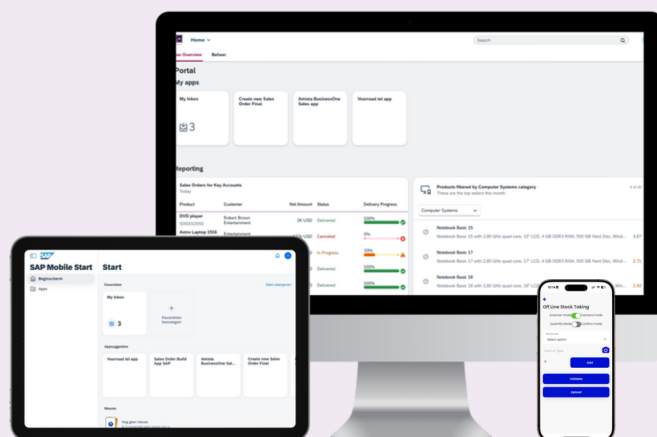
a single core model, with scope for local legislation and taxation.

Data consolidation

from customer and supplier data to materials and vehicles.

Creating agility

Responding more quickly to market changes, improving customer experiences and increasing strategic clout.



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4 / The approach

The programme was set up as **a phased roll-out**:

Step 1 – Core model pilot:

Establishing a core model with standardised processes.

Step 2 – Data migration:

Cleansing and migrating data from legacy systems to SAP.

Step 3 – Phased rollout:

Step-by-step rollout to countries and brands, with tight coordination around cutovers and blackout periods.

Step 4 – Change management:

Focus on user engagement, training, and communication to ensure adoption.

Key challenges along the way

- Local differences: each country had its own processes and culture. Governance and workshops were crucial.
- Data quality: inconsistencies and missing data made migration complex.
- Resistance to change: employees had to say goodbye to their familiar way of working.



5 / The role of Amista

Amista played a key role in this project by:

- Setting up the data migration strategy and governance.
- Organising blueprint workshops to clearly define core processes and requirements.
- Acting as a bridge between business and IT: streamlining communication, aligning expectations and accelerating decisions.
- Coordinating the implementation of SIT and UAT and solving problems hands-on.
- Being present during the go-live to guide users and ensure business continuity.

Our approach ensured transparency, structure and trust in a process that could otherwise have quickly become bogged down in complexity.

**We care, we innovate, we deliver,
and make sure you love it.**

Are you at the beginning of an ERP transformation?

Schedule a meeting with our experts and let us explore together how your company can take the step towards harmonisation and agility.

6 / Lessons learned

1

Governance is crucial:
without clear agreements and a single core model, you can quickly lose control.

2

Data is the foundation:
invest in master data management before and during the project.

3

People make the difference:
technology only works when users are on board. Change management is not an extra, but a core component.

4

A phased approach pays off:
a pilot project and step-by-step rollout reduce risks and create value more quickly.



7 /

The result



One integrated ERP platform with uniform processes.



Better data quality: enabling management to make decisions faster and based on facts.



More efficient operations: duplication of work was eliminated and workflows were streamlined.



Greater agility: the organisation can respond more quickly to a rapidly changing market.



Improved customer experience: streamlined processes for faster service and more reliable information.