



Manufacturers
ALLIANCE
FOUNDATION

ERP Migration is Just the Start

How Leading Manufacturers Unlock Real Efficiency

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Today's Speakers



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Agenda

1

Why now

Manufacturing CFO priorities

2

Where complexity hides

Banking, payments, data and controls

3

How to avoid rebuilding it

Before, during and after go-live

4

What future-ready looks like

Scalable architecture and AI readiness

Why This Matters Now

Finance modernization sits at the center of the manufacturing investment agenda

64%

of surveyed
manufacturing CFOs
named data analytics
/ ERP upgrades as a
top-two technology
priority

AI + finance efficiency

Also cited by 64% as a top-two technology priority.

M&A complexity

Integration and consolidation add pressure to already-full transformation agendas.

Capital investment

61% expected capital spending to increase over the next year.

The central question

What must happen around the ERP to realize the promised finance outcomes?

Source: Manufacturers Alliance, Manufacturing CFO Outlook, May 2026

Poll 1: How Complex Is Today's ERP Landscape?

How many ERP systems does your company run today across all business units and regions?

One

2-3

4-6

7+

Not sure

Your ERP Is Only One Part of the Finance Architecture

Value depends on how the surrounding ecosystem works together

Complexity accumulates

Acquisitions, regional requirements, banks, business units and legacy processes.

Migration creates a choice

Carry complexity forward or redesign it deliberately.

The desired outcome

A finance ecosystem that is easier to operate, control and scale.



Where ERP Programs Underestimate Complexity

Four workstreams can determine whether finance actually becomes simpler

Bank Connectivity

- Connecting the future ERP across the existing banking landscape.

Payments

- A chance to standardize execution and approvals rather than reproduce local processes.

Data & Visibility

- Different systems, formats and banks can limit the visibility expected from modernization.

Controls

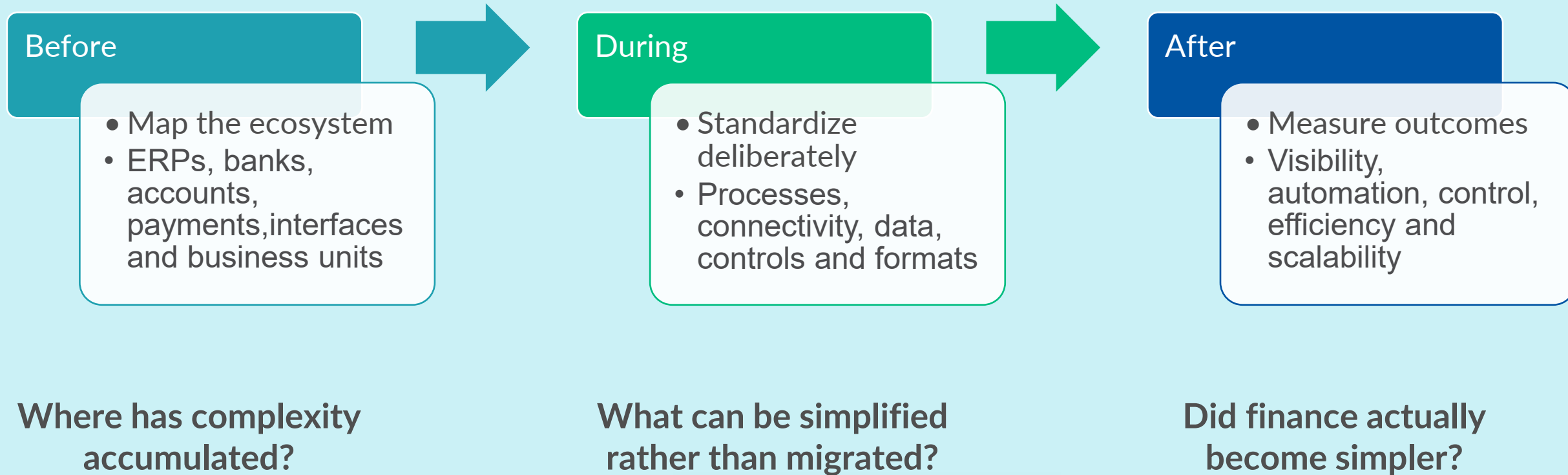
- Fragmented workflows create inconsistent approvals, audit trails and policy enforcement.

Poll 2: What's the biggest challenge your organization faces in ERP modernization?

- A Building the business case / cost
- B Minimizing disruption to operations
- C Untangling systems and process complexity
- D Competing business priorities
- E We are already well underway

Do Not Rebuild Yesterday's Complexity

Use the migration as a design opportunity



Poll 3: What Proved Hardest After Modernization?

When your organization has modernized systems in the past, what proved hardest?

Standardizing processes across business units

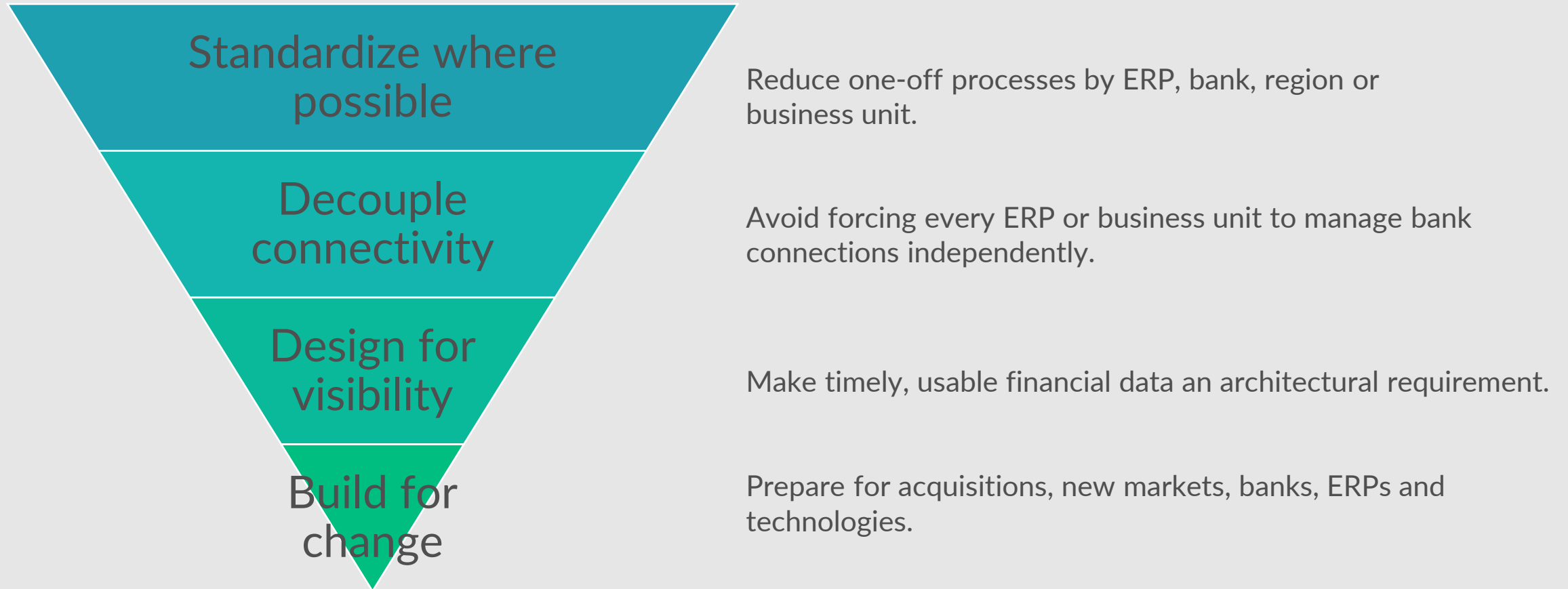
Cleaning and harmonizing data

Maintaining operations during the transition

Realizing expected benefits after go-live

No recent major modernization

Building a Future-Ready Finance Architecture



AI Readiness Starts Below the Application Layer

Modern capabilities depend on trusted, connected and usable financial data

AI PROMISE

- Predictive insight
- Smarter automation
- Faster decisions

DATA REALITY

- Standardized
- Timely
- Accessible

FINANCE OUTCOME

- Visibility
- Control
- Scalability

Modernizing the ERP without modernizing the surrounding financial infrastructure can limit future AI value.

Poll 4: How AI-Ready Is Finance Today?

How prepared is your finance data and infrastructure to support AI?

1

Already supporting AI
use cases

2

Mostly ready, with
some gaps

3

Significant
modernization still
needed

4

Just beginning to
assess readiness

5

Not sure

Five Questions to Take Back to Your Organization

- 1 Are we simplifying processes or simply migrating them?
- 2 How will our banking landscape connect to the future ERP environment?
- 3 Which payment processes can we standardize globally?
- 4 Will finance have better visibility after go-live than it has today?
- 5 Is our architecture prepared for the next acquisition, ERP, bank or technology?

Q&A



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