Value Added Talk

Season 2 Episode 2: Healthy habits for ERP system implementation

Transcript

Part 1

Jacek: Hello, and welcome to yet another fabulous episode of Value Added Talk. My name is Jacek and as usual I am joined by my two favourite people in the world, Sylvia –

Sylvia: Hi Jacek.

Jacek: Hello, and Rob.

Rob: Hi Jacek, and thank you for your kind words.

Jacek: I had to say something basically. But anyway, today we have a very, I wouldn't say action packed episode, but we certainly have some things to talk about, and the main topic will be ERPs. Implementation, making sure everything is running smoothly and, most importantly, what an ERP system is. But before we jump into that, we have to acknowledge the situation currently around the world, the catastrophe that is COVID-19. Let's talk a little bit about how everyone is dealing with the lockdown. With everything and a necessity to stay at home, apart from work obviously, how have the two of you been keeping yourself busy?

Rob: I'm just trying to think of a good way of putting it. Usually, we're more likely to talk about tax audits, but I think I've been having a bit of a life audit that's actually led me to, I think, take positive steps in terms of doing lots more exercise, eating healthily, just generally using the time, hopefully, in positive ways. My apartment is certainly a lot cleaner as well. I've been catching up on a few podcasts, a few boxsets of old American dramas. So, you know, trying to make the best of it. Sylvia, how about you?

Sylvia: I just want to say, for our audience, that Rob is cooking quite a lot as well. He sent me a few recipes, a few quinoa recipes.

Rob: It's been a shared recipe thing going on.

Jacek: Shared between the two of you? OK. [Laughs] I see where this is going. OK. I'm not part of the club. I'll keep this in mind. We'll see what happens.

Sylvia: I will forward you the recipes.

Jacek: No, no. I don't want it anymore now. Now it's not necessary. I don't need it anymore.

Rob: It's a very –

Jacek: No, no –

Rob: It's an open invitation.

Jacek: No, I said I don't want it now. This is a pity invitation. I don't want a pity invitation because I want a real invitation, but I'm not going to get one now, so I don't want the recipes. No. But it's good to see that you are cooking and eating healthily. That is what I care about, because that means you bring high energy to this show and you bring some good knowledge. Now, from a tax perspective, obviously there's been a lot going on in terms of COVID-19 and how governments support businesses around the world. We've obviously been monitoring this quite closely.

I know Sylvia, you've been quite involved putting a list together of some of the schemes and various other measures in which governments tend to support businesses during this tough time. If I was to ask you about the main trends that you see, both you and Rob, what would you say these are?

Sylvia: When it comes to VAT there is not much of a support, even though it sounds a bit bad to say that the governments are not trying to support the businesses but apparently there are much more sensitive tax areas that need to be maintained and touched on during these challenging times. Yes, there are some countries which offered extensions.

Yes, there are quite a few countries which will basically close their eyes if a taxpayer is late with their payment, but what I've seen is that the vast majority of the European member states are trying to first save their own businesses instead of giving a helping hand to non-residents. And, yes, again, it sounds really bad to say so because, yes, we are all part of the single market, but governments are really, really trying. The European Union is also redirecting funds in order to help businesses start, but in terms of indirect taxation help there is not that much going on.

Rob: Sylvia's obviously been focussing on Europe, and I've been taking a bit of a look at the Americas and APAC. Generally you can split things up into two distinct areas. There's been what one could characterise as stimulus measures and on the other hand deferral measures. So, stimulus measures does what it says on the tin so to speak. Countries such as the USA, Canada have both put into practice huge economic stimulus packages while, for example, elsewhere in the Americas in Chile there's been a suspension of provisional payments of corporate income tax for the next three months. There's a number of these schemes all over the Americas.

Meanwhile in APAC, India there's a large deferral scheme regarding filing GST annual returns, and this has been deferred until the last week in June and the government won't be expecting any interest or late fees or penalties. Similarly in Vietnam there's been an extension of VAT payment deadlines for those enterprises who file monthly or quarterly returns. We could do this for loads of different countries, but finally, for now, in Japan there's also a deferment scheme there for the payment of national taxes and social security payments. So, you could throw a dart at a map and every country will have some sort of stimulus or deferral scheme in place.

Jacek: That's very interesting. So, there's definitely a lot going on, a lot of activity, a lot of different schemes, a lot of different opportunities for businesses to, well I wouldn't way to say take advantage of, but really a lot of the time businesses are simply just trying to stay afloat. I think the main point is that if you are a business owner or a finance director or a CFO or anybody else, you should be looking at the opportunities that these different schemes and measures offer to you and the business. And, for that TMF actually has a section on their website that is dedicated to special measures and schemes by governments across the world.

So, make sure to go to www.tmf-group.com and be on the lookout for the COVID-19 section where you'll see details of all of these schemes. And obviously if you're interested to find out more you can either submit a query there about any of the schemes or you can write to us at the podcast@tmf-group.com and we'll make sure to pass your query to the relevant department of people who are dealing with these issues within TMF.

Sylvia: And now a couple of words on what today's episode is all about. The healthy habits for ERP system implementation. We're going to cover what an ERP system is, what you can do to make the implementation process less of a headache with a focus on why the tax element of the implementation is one not to be overlooked. Definitely not to be overlooked. To dive into this subject we have two experts from TMF Group's Consultancy Solutions team. We have Emma and Juraj.

Rob: So, Emma, before we drill down, in a more general sense, what is an ERP system? What is its function?

Emma: Very good question Rob. Thank you. So, basically an ERP system is a piece of software that businesses use to basically automate their processes and streamline those processes in a more efficient manner. It gives them a way to better manage their business, have better access to real time data.

Rob: Is it a system that companies of all sizes would use, or – ?

Emma: It's really how much detail or how much of that you want to put into a piece of technology. Some smaller organisations might just use an ERP system purely for their accounting records, whereas other larger organisations might want to really automate the full end to end processes they have across their business and maybe even their supply chains, manufacturing or distribution parts of their business. So, it's very variable, but it's really just about automating your business as far as possible and automating those business processes across however many or little areas you want to.

Rob: That's great. Thanks Emma. So, in general terms, who within a business would be interested and would need to know about ERP systems and the implementation thereof?

Emma: Well, that would be your CFOs, your finance directors, tax directors, senior accountants, business analysts and also your operational excellence team members. You know, the CFO themselves are obviously interested. A system implementation of any size is usually quite a large investment for any firm to undertake. So, it really does involve a number of stakeholders across the business and buy in. Obviously, there's a cost to that investment as well, so the CFO's definitely heavily involved in that decision-making process as well as ensuring the system that's implemented does meet all the needs and requirements that they see it needing to achieve.

Rob: And, in terms of – what are the headline problems and headline solutions that can both arise and appear?

Juraj: So, these projects they tend to involve a mixture of specialists and people involved in finance, in IT and overall project management. What is important to keep in mind, it always entails a lot of areas and it is important not to overlook any of those. And what is our focus usually when we are involved in this type project, it is subject matter expertise either from the accounting side or from tax side because if these projects cover multiple countries, the implementation always needs to take in account the local requirements and ensure that the businesses are compliant with those requirements.

So, besides the technical aspect of these projects there is always element of subject matter expertise that is needed and in the past we saw that it was overlooked in a few projects. And it was at the end successfully solved, but that created a lot of stress that could be easily avoided if those local requirements were taken into account from the outset. Emma is there anything you would like to add on this?

Emma: I think it's just very important that you really look at what functional capabilities you want the system to handle for you and think about the future benefits that you're looking to get out of the system. And really then build an implementation plan around that focussing on what you want to achieve and how you're going to achieve it and then drill down from there.

Rob: Thank you. That makes perfect sense. So, as with many things we're looking very much at having the right people with the right expertise at the right stage of the process.

Emma: Absolutely. Yes, very, very important. I mean, ERP implementations are complex. So, you just really need to make sure you've got the right people on board to help you through and minimise the impact of those complexities by either overlooking them or not understanding them fully upfront to be able to then implement the system in the best way.

Rob: So, it's very much a team approach and the right team will help to avoid stress and headaches and just general all-round panic. Great. So, Emma at the beginning of the project I guess what you need to do is get some sort of framework in place. Would that be correct?

Emma: Yes, absolutely. That's really, really key to this. So, as part of your implementation process, yes, you're going to really just need to start to gather the requirements, and by that I mean really looking at your data, your processes and your people, splitting those down into those four sections. You know, the requirement gathering. So, really understanding what are you wanting to achieve from the system and gathering enough information to be able to feed into the implementation team or the configuration consultants that you're working with who are actually going to be configuring the system to make sure that all of the requirements are understood and captured.

That's of particular importance if you're looking to implement an ERP system on a global scale across many countries where there's lots of different local requirements, local obligations and tax reporting requirements in each country. So, it's very, very important to make sure that each of those are considered and identified and then clearly captured. The other thing is looking at your data. You're basically transferring a lot of data from possibly an old legacy system into the new ERP, so you'd really need to have a look at that data.

Maybe take the opportunity to cleanse that data, verify it, making sure that what you're bringing into the new ERP system is as good as it can be, making sure that the mapping to systems is completed. You know, just to make your data transfer and also then your subsequent data testing and verification as efficient as possible. Linked to that really is looking at your processes. That's really, really, I think, an important part to make sure you consider upfront. You want to understand what your current processes are as of now and how you want those future processes to look, and map those. Make sure they're clearly documented.

Maybe put them into business process flows so that everybody's very clear as to what the future process looks like. You know, who's doing what, where, when and how? Really important to be clear on that upfront because without being clear on the process upfront it's going to be very difficult to then automate that into an ERP system, and can cause a lot of headaches and issues further down the line if those aren't defined and the roles and responsibilities agreed upfront.

And then linked to that as well, the fourth item, to really make sure you're considering as part of your implementation process is your people, the users. What access do they need? What controls do we need to make sure are built into the system? Who's going to be testing the system? Who's going to be training the users? So, those are really things to really think very clearly through, and build into your implementation process.

Rob: Finally on this introductory section, what would you see as the key reasons, the key issues that the implementation of an ERP system could cause any sort of stress or general tension?

Emma: Yes, there's definitely a lot of opportunity for that. I read an interesting statistic actually. It was 51% of companies consider ERP implementation as being unsuccessful, and that's –

Rob: That's an incredibly high figure actually.

Emma: It is, and I think it's really to be very mindful of that as you're working through. Like I say the implementation process and framework is really critical and key, but other things to just be aware of and make sure you're covering adequately as you're planning the process, and really consideration to see if you can handle it or if you do require any additional support of advisors. Things like poor change management execution. That's a really key area that if that's not handled carefully, you know there's a lot of different people involved, that can be quite a high area for stress and issues.

You also just want to make sure your end product doesn't fail to achieve the benefits that you set out to achieve. So, just having clear check ins throughout the process to make sure you're implementing and configuring a system in line with what you need and what you're trying to achieve. Another key area I think that causes a lot of issues is if you're not clear on your business processes or goals upfront, or that they change throughout the process. That's a really difficult one to keep on top of.

Ultimately, an ERP system implementation is trying to automate business processes effectively, and if there's a lot of change in business process or those businesses processes aren't clearly defined or understood upfront, that's going to cause issues. I've said several times now about the importance of actually planning the implementation process itself, making sure you do dedicate time to that and you've obviously other areas that you've got potentially delays from, you know internal parties, maybe internal resources are stretched. So, you also just need to make sure you've got enough resources and people involved that can help you. If you haven't, then that's where bringing in an external advisors can also help.

Rob: I think Sylvia has a question she's interested to hear about now.

Sylvia: Thanks Rob, Emma, if I have chosen an implementation partner such as TMF Group for example, is it enough for me to just sit back and enjoy the ride? I mean, do I need to consider anything else? Are there any other teeny tiny little details I need to think about?

Emma: The implementation partners bring the project framework and the programming and the configuration knowledge for the ERP system, but that doesn't always guarantee success. I think it's really important to make sure you've got enough and the right subject matter experts really hand holding you through the process and making sure the more technical complexities or local legislations or requirements that come along with global implementations are actually also considered and handled appropriately as well. Having enough internal resource is always necessary anyway.

The internal resources are the ones that know the business in detail, are clear on the vision on how they want that to look in their business going forward, but it's really important to also make sure you've got the right advisors on board with you to help you through the implementation. So, I think you need a combination of both. This is where TMF could come in and really – we've helped many of our clients with system implementations, guiding them through the global regulatory environments, making sure they're aware of the local legislations and the local compliance that needs to be adhered to. And helping them to build solutions or working with their configuration consultants to make sure the system can actually provide what they need to cover off those local requirements.

So, yes, we see that quite a lot. I think that's where TMF can come in. We can help to coordinate like a centralised approach for the management of that project through the duration, providing that subject matter expertise, providing any technical guidance in areas of accounting and tax, and then also leveraging the in-depth knowledge of our local teams across the globe.

Jacek: This is probably a good point where we can end this part of this episode, and in the next part we'll talk more about ERP implementation associated matters. So, join us for that in part two of this episode entitled Healthy Habits for ERP Implementation.

Part 2

Hi, this is Jacek and welcome to the second part of the second episode of the second season of Value Added Talk, a podcast brought to you by TMF Group. In the first part of our episode we talked about healthy habits for ERP implementation, and this part is really more about a deep dive into the topic itself.

Rob: Hello again Juraj and Emma. So, as Jacek said, we're going to drill down into some more specific areas. Both of you, particularly yourself Juraj, are tax specialists. Do you really need a tax specialist to get involved in the implementation of an ERP system? Some might say that tax specialists seem to be invading all areas of business these days.

Juraj: Yes, I agree that these days tax advisors are trying to get their tax mitts on all areas of business, including ERP implementations and technology projects, but this has very good reasons. And it's because these days technology really underpins the data and processes which are forming the basis for compliant tax reporting. And this is further enhanced with the new requirements imposed by multiple jurisdictions where tax authorities are requesting transmission of data even before the tax returns are submitted. So, it also shows that not only tax advisors, but also tax authorities are joining this technology part if not leading it these days.

In terms of ERP implementation projects, the tax forms an important part of that. While it is also element that sometimes can be, not completely overlooked, but we saw instances where not enough attention was paid to this element and some aspects fall through cracks. So, the main thing to clarify at the beginning of the project is who owns the tax element. In many cases in large businesses there are teams focussed on tax, even specific tax technology teams and there are process owners who would make sure that this piece is covered. But when we are working with medium sized businesses or new businesses, this sometimes does not get enough attention.

Sometimes it happens that businesses expect this element to be covered by ERP implementation partner, while ERP implementation partner equally expects the tax information would be fed to them by the client. So, it then ends up in no man's land and once the project is already underway and the work needs to be done, then a lot of issues and bouts of panic can arise if nobody was assigned to own this area. So, that's my case for involvement of tax experts.

Rob: Let's drill down a bit further. What are the actual specifics?

Juraj: They would be talking about various areas, but me coming from indirect tax I would be spending a lot of time talking about indirect tax, which would mean VAT or GST or any other indirect tax applicable in a particular country. And the focus would be to configure the system in line with the local requirements. So, this is the subject matter expertise which Emma was mentioning in episode one where it is necessary to set up the system in line with the local country legislation.

For example, tax rates have to be set up for each country, then appropriate tax codes and tax recovery rules, meaning how much tax can be recovered for a particular transaction. And to provide this information the expertise is needed, and this is even more pressing if you are not implementing the system in one country but in 30 countries. There you need an expert with global knowledge who can provide you this information for all those countries, be it in Europe, Asia, Latin America, Canada.

So, sometimes the business might have this information and they might have their own inhouse experts to provide this, but in many cases they would need support from third party experts and specialists who would be very keen to talk them through. Besides this, there are also other elements which should not be overlooked, and it would be for example as simple as invoicing requirements. Each country might have different requirements for invoicing formats, and also requirements related to the process in accounting. For example, posting rules, which accounts should be used for posting the transactions and the related tax.

So, that would be the bulk of the time related to indirect tax, and that usually takes the largest proportion because indirect tax is a transactional based tax and the data in the ERP system has to be captured for each transaction, and in an ideal case immediately and obviously correctly. So, therefore a lot of those discussions would revolve around indirect tax. However, I have to mention also withholding tax. This is a mechanism how the tax authorities are collecting particular tax be it an indirect tax or direct tax, and in Europe it is not that widespread and European businesses might not be overly familiar with this concept. But in Asia and Latin America, these are widespread, and they have to be also configured in the system.

They could be, sometimes, applied on cross border transactions, but in some cases they might be also applicable for domestic transactions, and they can be either industry specific or they can be targeted just on a particular taxpayer. So, that's also a large area which has to be considered when doing the implementation. What is important to be aware of and to decide on is the process and owner of the process and who is making the tax decisions and if the process is to be automated or if it's to be manual and design it according to those requirements.

Different ERP systems have different functionalities in relation to tax reporting, and that's very important to examine at the beginning of the project rather than a few days before rollout, because that creates bouts of panic and a lot of additional energy spent on trying to fix is and find a mental balance again.

Rob: Thanks for that Juraj. That's given us an excellent insight. So, now, although I'm based in Hove and Sylvia is based almost exactly one mile away I think I sense she has a question for you and Emma?

Sylvia: I do have a question Rob, and I'm really, really impressed by your sixth sense, let's call it.

Rob: Well, you know, I have certain attributes.

Sylvia: You are man of many talents Rob. As we are talking about healthy habits and staying healthy and staying in shape, which is not that difficult taking into consideration that there is no pasta, rice, flour and potatoes out there in the shops, I would like to ask for tiny little tips which we and would listeners can benefit from, like dos and don'ts Cosmopolitan style?
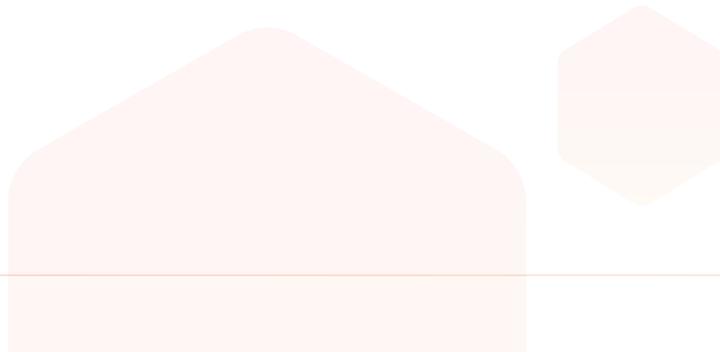
Juraj: Yes, let's do it Cosmopolitan style then. So, the first and most important is, do consider local accounting and tax requirements and the rules. That could start, as I mentioned, from the tax rates and recoverability rules, invoicing requirements. Also it is important to keep in mind storage requirements for the documents and invoices because they vary from country to country, and one should not assume that you can keep your documents wherever you please. And also in relation to storage requirements or any other processes, in some cases the approvals from tax authorities might be needed before taking some action. So, the first do would be, consider local accounting and tax rules.

The second one would be, create a tax policy and once that's created make sure that the ERP system is in line with that and fully supports the policy, including the responsibilities for making changes to the system to tax information or who would be leading the whole process and owning it. And, the last one in terms of recommended steps would be, use this opportunity to look at the data you currently have or the method how you are gathering the data and the whole process, and consider if it can be improved, if the process could be more efficient or if data could be enriched or cleansed.

So, take it as an opportunity to make it better, rather than automatically taking the old process and trying to automate it, although in some cases that might be the best course of action but it's good to double check that. In terms of don'ts, that would be closely linked to my last point. Don't take over the inherited processes without any scrutiny. There are a lot of opportunities to improve things and make it simpler. And very closely related to that would be, don't automate the process without really examining it and thinking about any potential improvements.

So, those would be these more tangible steps or advice I would give you Sylvia, but if you should remember one do and one don't for ERP implementations, don't forget about the tax element and do involve subject matter experts from accounting and tax area, be it internal resources or external advisors and assign ownership for this part. This is crucial because tax element is important piece of ERP implementations, and without that they cannot be successfully concluded but we see in practice that they are often overlooked.

Sylvia: Thank you very much Juraj. So, we are taking into consideration the don'ts. we are doing the dos, and everything seems to happen on paper, in theory. My question is, is that all and are we going to go our separate ways now or there is something else?

Juraj: In this case our ways will get even closer because there is that important step from taking it from paper and bringing it to reality and that happens and is validated through testing. Now, that is a very popular phrase, testing, testing, testing, and I don't want to take away the seriousness of that medical advice, but it is also applicable for ERP system implementations and Emma has a lot of experience in that area. So, maybe she can share some of that with us?

Emma: Yes. Thank you Juraj. You're right, this is really quite a big significant phase of any ERP system implementation. You really need to make sure you assign enough time to fully test the system for all the functionalities, configurations and reporting that you need from the system. It's also very, very important to get acceptance of the system from the users. So, really this is a great time to work through the process of getting users into the system testing common scenarios, booking transactional data and really working through their daily tasks in the system prior to the go live to make sure that it's actually working how they need it and expect it to work.

So, as well as that we go back to the initial phase where we were gathering the requirements and feeding those requirements to the configuration consultants. Now is the time to really test those. Also, making sure that you're building into the test phase any local test scenarios from any of the local compliance requirements that might be quite unique to that individual country. Make sure those are actually working as you'd expect them to be. That's really, really important. I think as well, engagement builds adoption. So, user adoption is key to success. So, getting your users to work through the testing phase then sets them up well for actually using the system in a live environment once we're in a post go live phase.

Sylvia: So, I should not expect that once everything gets set up I can just go live in the next 24, 48 hours?

Emma: No.

Sylvia: It's really crucial for us to do the testing and make sure everything is working properly?

Emma: It is. It's really, really important, and, yes, it's important that you really use that time to test is as it if was a real life situation or real live system to make sure that any issues or additional configuration or any, maybe, security access issues are all ironed out before the system's life.

Sylvia: This is the key message to take, make sure you do everything right and you do allow some time for testing.

Rob: So, the testing's done, everything seems to be as it should be, everyone's happy, to use the old famous phrase, are there any unknown unknowns that may need to be factored in at this stage?

Emma: Always possible, always likely, but you'd hope not. I think that's really why you want to make sure that your user acceptance testing phase is very thorough and as close to a real-life environment as it can be to try and minimise those surprises post go live. Yes, that's really the key.

Rob: All things being equal, the testing mantra and your sort of practise, practise, practise should be enough to have the system up and running in a secure and regular manner?

Emma: Absolutely. Yes, you'd hope so. I mean, there's likely to be some post go live issues, but I think on that front –

Rob: Of course. They're unavoidable, aren't they? I mean, with any new implementation you're always going to have that.

Emma: You are. You are. I think the thing to make sure that you do is just communicate well at that point. You've planned your go live, you've communicated that to your users, you've done your pre-testing, but there's probably going to be an element of post go live testing as well.

Rob: Yes, but presumably they'll only be what one could describe as tweaks. I mean, all the major infrastructure is going to be absolutely fine.

Emma: Yes, and you'd want your users to sign off on that before you get into a live environment for sure.

Jacek: To start wrapping up, this has been a very interesting insight into things related to implementations of ERP systems and processes but, to Juraj and Emma, where do you think are the biggest gaps between expectation and reality?

Juraj: So, one of the areas which will show the gaps is the testing. When the paper is being translated into reality, that will uncover where are the gaps were, but prevention is better than the cure. So, the message would be, think about all areas, and I would be obviously from my angle saying think about the tax element at the beginning of the project and decide who owns that element because with that you will prevent the issues and the gaps coming up later.

So, simply speaking, the specialists can help you with both, with the prevention or with the cure. And in our case we mainly lately were involved in the cure element, but we would strongly recommend to focus on the prevention, meaning taking into account the elements, especially in relation to local accounting and tax requirements at the beginning of the project.

Jacek: That's really a very good place to start. So, I guess to some extent companies that are, let's say, implementing an ERP system for the first time I would say have somewhat of an advantage, simply because they don't have any legacy processes that they need to, let's say, bring on board because they have been such a huge part of their process in their organisation. Would you agree here or am I understanding this wrong?

Juraj: I would agree to a certain degree. So, the businesses that are moving from the legacy system to a new one they might have old processes which they might be tempted to take onto the new environment and new system, and they also might have some tax data. While the business is implementing ERP system for the first time, they might not have the processes set in the legacy system, but they also might not have the tax element covered properly or internally. So, both cases have pros and cons, but it does not diminish the need for the expertise in relation to the local requirements.

Jacek: Another point that I wanted to raise is, in your experience and in Emma's experience, on the implementee and implementor side, who are really the key people that will make sure that this process is moving forward? Because I can tell you a few of the processes that I've been a part of, they've really been challenging on both sides, but I felt that unless there is insight into the client and their organisation, it will be a lot more difficult to get things moving forward.

Juraj: Yes. So, in the projects we were involved, the key people were project managers on the client side and the implementor side. I would think that it is really leading to the actual owner of the process in each area who needs to drive and lead the implementation and be aware of all the things that need to be taken into account. But, Emma, in a few cases, acted as a project manager, so she might have more insightful comments on this.

Emma: Yes. I think some of the larger projects we've worked on, we were the sort of single point of contact for the client to coordinate across all of the global operations. And that would also involve ensuring we understood the full end to end processes of the client as well so that we could really clearly drive and support those configurations and implementation. So, it was a host of different parties involved, but TMF as well have provided that functionality where we're also working very, very closely alongside the implementation

partner for the ERP system, but providing that kind of project management and coordination of the global accounting and tax pieces.

Jacek: I mean, it does seem like this is a relatively lengthy process. We talked about things that can make things better, we talked about things that can make it a bit more forgiving, but in your experience what's the sort of average timeframe that we're looking at when we're implementing an ERP, if there is such a thing as an average timeframe?

Emma: That's – yes, it's very variable. You know, some of the smaller implementations across a smaller number of countries are going to take a lot less, obviously, than the larger ones across many countries with much more detailed functional areas being brought into a system as well. So, it's not always necessarily just the accounting and tax piece, you know, you've got your contract pieces, your project pieces and other functional areas that are built into ERPs as well. So, it really does depend on the scope of the implementation, and I would say it's often a lot longer than what's initially expected to be honest.

Jacek: This has been very insightful, especially for me because I tend to dabble in implementations, but usually from the user side rather than anything else, and this has really given me a good insight. I'm pretty sure it will be a very good insight to some, if not all of our listeners who are interested in this topic. So, I would like to thank our guests, Juraj and Emma from [TMF's Consultancy Solutions](#). Juraj and Emma, I hope you have enjoyed yourselves and you've found it good to be part of the podcast.

Juraj: Thank you very much for the opportunity. It was a pleasure to talk to you guys.

Emma: Yes, thank you for inviting us along.

Jacek: Please feel free to go onto our website and look out for information about our consultancy solutions. Alternatively, you can write to us, to podcast@tmf-group.com, and we will gladly pass any questions you may have to our guests. And finally on a final note, I just wanted to remin everyone, as we said at the very beginning of this podcast, that TMF is taking a very close look at any government schemes, relief funds that are provided for by governments of various jurisdictions across various regions.

You can find details of all of that information on www.tmf-group.com There will be a [subsection of the website dedicated for COVID-19](#) and any of the information that businesses may find useful in these difficult times. So, feel free to head on over there to check out that section. So, with that said, thank you very much and you will hear from us on the next episode of Value Added Talk by TMF Group.

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Global reach
Local knowledge