

# Two ERPs and one ordering process, six months after an acquisition

A transitional architecture that integrated two ERPs and the ordering processes within six months, and gave the business team room to run the real transformation.

**INDUSTRY**

Grocery retail

**TRIGGER**

Acquisition by a larger retail group

**TIMEFRAME**

Six months from the acquisition

**SCOPE**

Two ERPs and the ordering processes

## Context

A retail network was acquired by a larger group. Each company ran its own ERP, and the ordering processes depended on them. A single ERP was the long-term goal, but a full migration could not be done safely in the time the business needed.

## The challenge

The combined business needed working ordering processes across both organizations quickly, without stopping operations and without forcing a rushed migration that would lock in decisions before the new operating model was clear.

## The outcome

Both ERPs and the ordering processes were integrated within six months of the acquisition. With the systems working together, the business team had room to carry out the real transformation and remodelling on its own timeline, instead of under integration pressure.

## The approach: a transitional architecture

- **Coexistence by design.** Both ERPs stayed in place for their own scope; an integration layer connected them instead of replacing either.
- **Clear data ownership.** For each core entity (items, suppliers, stores, prices, orders) one system was the owner, with a mapping between the two coding schemes.
- **One ordering process.** Ordering was harmonized end to end, so users worked with one process regardless of which ERP executed it.
- **Built to be temporary.** Every transitional interface had an owner and a decommissioning path, so the intermediate state would not become permanent legacy.

## What CTOs can take from it

After an acquisition, the target state does not have to be the first step. A deliberate intermediate architecture buys time for the decisions that matter: define data ownership before building interfaces, harmonize the business process before the systems, and plan the exit of every temporary component from day one.

Client name and identifying details are not published. Typical deliverables in an engagement like this: transitional architecture blueprint, data ownership matrix, interface catalogue and decommissioning roadmap.