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Enterprise Modernisation Benchmark

180 enterprise programs analysed across manufacturing, retail, BFSI, healthcare, and public sector.

180	18	47%	2.4x
Programs analysed	Countries	Hit original date	Payback gap

Method

We reviewed 180 enterprise modernisation programs delivered or assessed between 2021 and 2026, spanning ERP replacement, CRM consolidation, data platform builds, and AI enablement. Each program was scored on eleven dimensions and normalised for revenue band and geography.

Headline findings

- 47% of programs delivered within their originally committed date; the median slip was 11 weeks.
- Programs with a standing design authority were 2.4x more likely to reach payback within 24 months.
- Data readiness — not licensing or partner capacity — was the top cited cause of delay.
- Programs staffing a blended onshore/nearshore pod model reported 19% lower total delivery cost.

Performance by dimension

Dimension	Top quartile	Median	Bottom quartile
Time to first go-live	19 weeks	28 weeks	44 weeks
Custom code ratio	6%	17%	34%
Data migration rehearsals	3	1	0
Adoption at 90 days	88%	64%	38%
Run cost vs. legacy	-24%	-6%	+9%

What separates the top quartile

The differentiator is rarely tooling. Top-quartile programs decide faster, decide once, and rehearse the risky work early. They treat data migration as a delivery workstream from week one, and they measure adoption as a business KPI rather than a training completion rate.

“The programs that recovered from trouble all did the same thing: they cut scope to a defensible first release instead of extending the date a second time.”

Sector view

Sector	Median go-live	Primary risk
Manufacturing	31 weeks	Master data quality across plants
Retail & logistics	24 weeks	Peak-season cutover windows
BFSI	38 weeks	Regulatory evidence and audit trail
Healthcare & education	29 weeks	Integration with clinical/SIS estates
Public sector	42 weeks	Procurement and stage-gate cadence

Recommendations

- Fund a data readiness sprint before committing a go-live date.
- Establish a design authority with the authority to say no.
- Rehearse cutover at full volume at least twice.
- Report adoption and run-cost movement to the board alongside milestones.

Request the full benchmark dataset and a peer comparison for your sector — connect@myrmetics.com