

DECISION BRIEF

Replace the group ERP platform

In execution

internal

DECISION REQUIRED

Should the group replace its current ERP platform with NorthBridge cloud ERP, at a total cost of R18.4m over three years, before standard vendor support ends in March 2028?

NOT BEING DECIDED

Not being decided: changes to the finance operating model, headcount, or the choice of payroll provider.

EXPECTED AUTHORITY

Board of directors

DEADLINE

2026-12-15

Brief quality

Framing

adequate

Decision required and exclusions are recorded.

Evidence

material evidence gap

1 claims explicitly have no evidence.

Assumptions

decision-critical uncertainty

1 high-impact assumptions remain untested or unsupported.

Alternatives

adequate

Status quo and at least one other course are recorded.

Risks

adequate

Recorded high-impact risks include mitigation.

Challenge

adequate

No recorded challenge question remains open.

Recommendation

decision-critical uncertainty

The latest recommendation records residual uncertainty; assess its decision impact.

Authority

adequate

Expected authority or a documented override is recorded; this is not an approval.

Proposed resolution

Approve replacement of the group ERP with NorthBridge cloud ERP at a total cost of R18.4m over three years, subject to conditions.

Standard support ends in March 2028 and extended support costs 2.5 times the current fee. The business case shows payback within four years, and within five even if savings are delayed a year.

Conditions: An independent data-migration assessment is presented to the Audit and Risk Committee before the contract is signed.

Contrary case: Upgrading the current ERP has a similar three-year cost and less delivery risk now, but brings support risk back within five years.

Uncertainty: Data-migration effort is not yet assessed. Availability of two internal specialists is untested.

Approval record

approved with conditions

Naledi Dlamini · 20 Oct 2026, 19:53

The board accepts the case: the do-nothing option costs more each year after March 2028, and the payback holds under a one-year delay in savings. The missing data-migration assessment is made a condition, not assumed.

Conditions: An independent data-migration assessment is presented to the Audit and Risk Committee before the contract is signed.

Evidence and provenance

Total implementation cost is R18.4m over three years

fact source

NorthBridge Systems proposal · v2 · Page 14, pricing schedule

Fixed implementation fee R11.2m; subscription R2.4m per year for three years; total R18.4m including contingency.

Payback within four years from licence and support savings

forecast calculated

ERP replacement business case · v3 · Section 5.2

Annual licence and support savings of R4.9m from year two. Simple payback within four years.

Standard support for the current ERP ends on 31 March 2028

fact external

Current ERP vendor support notice · v1 · Page 1

Standard support for version 8 ends on 31 March 2028.

Cut-over during financial year-end is a key delivery risk

fact source

IT risk assessment · v1 · Key risks, item 1

Cut-over during financial year-end; dependency on two internal finance-system specialists.

Data-migration effort and risk

missing none

No document citation

No data-migration assessment was included in the papers. Recorded as an evidence gap, not assumed.

Key assumptions

Licence and support savings of R4.9m a year are achieved from year two

high supported

Data can be migrated without extending the timeline

high no evidence

The two finance-system specialists remain available until go-live

medium untested

Extended support on the current ERP would cost 2.5 times the current fee

medium supported

Alternatives

Do nothing – buy extended support Status quo

Keep the current ERP after March 2028 on extended support at 2.5 times the current fee.

Upgrade the current ERP

Move to the vendor's latest on-premise version; similar cost, no cloud benefits.

Replace with NorthBridge cloud ERP

Three-year programme, fixed implementation fee and subscription.

Highest-impact risks

Cut-over coincides with financial year-end close

high

Schedule cut-over for the second quarter; freeze changes during close

Loss of one of two finance-system specialists

high

Retention agreements and vendor knowledge-transfer plan

Data migration takes longer than planned

high

Independent migration assessment before contract signature

Unresolved questions

No recorded open questions.

Conflicts and recusals

No conflicts declared.

Actions

Commission independent data-migration assessment · 2026-11-30 · done

Sign NorthBridge implementation contract · 2026-12-15 · open

Agree retention terms with finance-system specialists · 2026-12-31 · open