

Integrate ERPs or Not Integrate ERPs, That Is the Question

Consolidating Two NetSuite Instances Into One Operating Backbone After a Cross-Model Acquisition

INDUSTRY

Technology Services
+ Products (\$300M)

SERVICE LINE

Scale Enablement:
Post-Merger Integration

ENGAGEMENT FOCUS

NetSuite consolidation
& F&A rationalization

EXECUTIVE SUMMARY

A \$300M technology services firm acquired a similarly sized technology product company and chose to operate the two businesses on separate NetSuite instances indefinitely. The decision preserved short-term continuity—and quietly created two of everything: two ERPs, two F&A organizations, two close cycles, and no consolidated view of the combined business. SPX led the integration onto a single NetSuite instance, reconfigured the chart of accounts and processes to support both business models, and rationalized the F&A organization. The result: a 60% reduction in ERP licensing cost, a 42% reduction in F&A operating cost, and a financial close that went from 14 days to 5—with zero errors.

-60%

ERP LICENSING COST

-42%

F&A OPERATING COST

-9 days

FINANCIAL CLOSE CYCLE

Background

- The client was a \$300 million technology services company that acquired a similarly sized technology product company with a fundamentally different business model.
- Both companies operated on NetSuite as their ERP of choice.
- Although the combined company was expected to operate as one, executives at the acquirer initially decided not to integrate the acquired business—indefinitely.

The Problem

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- Operating without integration meant maintaining two ERPs to run two business lines.
 - It also meant carrying redundant organizations to support each instance.

Analysis of the Problem

Running two business lines on two separate NetSuite instances created a series of compounding downstream issues:

- Inability to close ledgers, report earnings, and create projections efficiently or accurately
- Lack of process cohesion and oversight across Order-to-Cash, Procure-to-Pay, and Accounting-to-Close
- No single, reliable view into the financial health of the combined business
- Redundant finance and accounting headcount across both organizations
- Redundant ERP licenses and supporting infrastructure
- Insufficient financial oversight across the enterprise as a whole

The SPX Solution

SPX led the consolidation of the two businesses onto a single NetSuite instance—reconfiguring the platform to support both business models, migrating the data, and restructuring the F&A organization to match the new operating reality.

- Updated the parent company's Chart of Accounts in NetSuite to accommodate the acquired business's accounting operations
- Migrated all required data—vendor master, customer master, product/item master, and balances—from the acquired company into the parent's NetSuite instance
- Documented business requirements specifying the updates needed in the parent's NetSuite to support the acquired company's accounting operations
- Built a roadmap of configurations and customizations required to support the acquired company's broader business operations on the parent platform
- Drove the restructuring and rationalization of the combined Accounting and Finance organization
- Trained retained employees from the acquired company and provisioned access to the parent's ERP

Results

Within one quarter following the integration, the combined company unlocked structural cost takeout, dramatic improvements in close performance, and—for the first time—a single view of the business.

Cost & Operating Model

KPI	Before	After (1Q post-impl.)
ERP Licensing Cost	Two NetSuite instances	-60%
Accounting & Finance Operating Cost	Redundant organizations	-42%

Accounting-to-Close

KPI	Before	After (1Q post-impl.)
Financial Close Cycle Time	14 days	5 days
Financial Statement Accuracy (Close)	Errors / revisions	Zero errors
Quality of Financial Projections	Limited visibility	Materially improved

The SPX Takeaway

Deferring integration after an acquisition is rarely free—it is paid for in redundant licenses, redundant headcount, slower closes, and a fragmented view of the combined business. The right question is not whether to integrate, but how quickly the operating backbone can be unified without disrupting either business model. That is where SPX adds value: practitioner-led delivery that ties ERP, process, and organization decisions to measurable shareholder outcomes.

Navigating a post-merger ERP or F&A integration?

SPX delivers practitioner-led integration for mid-market and private-equity-backed businesses.
