

# ERP IMPLEMENTATION FAILURE: A CASE STUDY

Italo Barker and Mark N. Frolick

While it is true that successful implementation of an enterprise resource planning (ERP) system is a task of Herculean proportions, it is not impossible. If your organization is to reap the benefits of ERP, it must first develop a plan for success. But "prepare to see your organization reengineered, your staff disrupted, and your productivity drop before the payoff is realized."<sup>1</sup> Implementing ERP must be viewed and undertaken as a new business endeavor and a team mission, not just a software installation. Companies must involve all employees, and unconditionally and completely sell them on the concept of ERP for it to be a success.<sup>2</sup> A successful implementation means involving, supervising, recognizing, and retaining those who have worked or will work closely with the system. Without a team attitude and total backing by everyone involved, an ERP implementation will end in less than an ideal situation.<sup>3</sup> This was the situation for a soft drink bottler that tried to cut corners and did not recognize the importance of the people so heavily involved and depended on.

**E**NTERPRISE RESOURCE PLANNING (ERP), created to conquer the shortcomings of MRP II (manufacturing resource planning), is a system that involves the planning and managing of the entire organization's resources in the most efficient, productive, and profitable manner. Unlike an MRP structure, ERP systems are information systems that allow an organization to run a synchronized configuration that strategically connects all aspects of a business. ERP allows an organization to gain competitive advantages by saving resources and responding to the ever-changing business environment.<sup>4</sup> Ideally, ERP eliminates redundant data entry and other inefficiencies that accompany departmentalized transaction processing schemes.<sup>5</sup> Communication between disparate structures, including hardware and software, is made possible in an ERP environment. Systems that were once incompatible can now be connected in order to share data and "tap into hidden information."<sup>6</sup> That hidden information, which is vital to strategic planning and maintaining a competitive edge, is now provided with less effort and in real-time.

Competitive factors, such as an ever-increasing number of mergers, acquisitions, and globally aggressive rivals, have helped ERP gain recognition. With shorter product life cycles and competition presenting itself in innovative ways, the advantages gained through the effective and efficient use of an entity's resources often prove to be an excellent investment. A successfully deployed ERP system can increase customer satisfaction, reduce inefficient spending, strengthen sales and forecasts, reduce inventory turn-around times, and enhance employee productivity and satisfaction.<sup>1-3</sup> Enticing as these benefits might sound, they should be prefaced with a word of caution: the challenges of implementation can cause a beneficial system such as this to be more detrimental than the legacy system it is replacing.

This article examines the ERP endeavor of a major soft drink bottler. This bottler, which implemented a major ERP system, completed the implementation, but not without losing significant personnel and system functionality. After committing millions of dollars to purchase ERP software, the soft drink maker tried cutting corners during implementation. Relying too

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# Erp Implementation Failure A Case Study

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(Jr.),Vernon J. Richardson**

## **Erp Implementation Failure A Case Study:**

**Meta Heuristic Techniques in Software Engineering and Its Applications** Mihir Narayan Mohanty, Swagatam Das, Mitrabinda Ray, Bichitrananda Patra, 2022-10-17 This book discusses an integration of machine learning with metaheuristic techniques that provide more robust and efficient ways to address traditional optimization problems Modern metaheuristic techniques along with their main characteristics and recent applications in artificial intelligence software engineering data mining planning and scheduling logistics and supply chains are discussed in this book and help global leaders in fast decision making by providing quality solutions to important problems in business engineering economics and science Novel ways are also discovered to attack unsolved problems in software testing and machine learning The discussion on foundations of optimization and algorithms leads beginners to apply current approaches to optimization problems The discussed metaheuristic algorithms include genetic algorithms simulated annealing ant algorithms bee algorithms and particle swarm optimization New developments on metaheuristics attract researchers and practitioners to apply hybrid metaheuristics in real scenarios

**Leadership, Innovation and Entrepreneurship as Driving Forces of the Global Economy** Rachid Benlamri, Michael Sparer, 2016-12-01 This volume aims to outline the fundamental principles behind leadership innovation and entrepreneurship and show how the interrelations between them promote business and trade practices in the global economy Derived from the 2016 International Conference on Leadership Innovation and Entrepreneurship ICLIE this volume showcases original papers presenting current research discoveries and innovations across disciplines such as business social sciences engineering health sciences and medicine The pace of globalization is increasing at a rapid rate and is primarily driven by increasing volume of trade accelerating pace of competition among nations freer flows of capital and increased level of cooperation among trading partners Leadership innovation and entrepreneurship are key driving forces in enhancing this phenomenon and are among the major catalysts for contemporary businesses trading in the global economy This conference and the enclosed papers provides a platform in which to disseminate and exchange ideas to promote a better understanding of current issues and solutions to challenges in the globalized economy in relation to the fields of entrepreneurship business and economics technology management and Islamic finance and management Thus the theories research innovations methods and practices presented in this book will be of use to researchers practitioners student and policy makers across the globe

Product-Focused Software Process Improvement Frank Bomarius, Markku Oivo, Päivi Jaring, Pekka Abrahamsson, 2009-06-18 On behalf of the PROFES Organizing Committee we are proud to present the proceedings of the 10 International Conference on Product Focused Software Process Improvement PROFES 2009 held in Oulu Finland Since the first conference in 1999 the conference has established its place in the software engineering community as a respected conference that brings together participants from academia and industry The roots of PROFES are in professional software process improvement motivated by product and service quality needs The

conference addresses both the solutions found in practice as well as relevant research results from academia To ensure that PROFES retains its high quality and focus on the most relevant research issues the conference has actively maintained close collaboration with industry and subsequently widened its scope to the research areas of collaborative and agile software development A special focus for 2009 was placed on software business to bridge research and practice in the economics of software engineering This enabled us to cover software development in a more comprehensive manner and tackle one of the most important current challenges identified by the software industry and software research community namely the shift of focus from products to services The current global economic downturn emphasizes the need for new methods and solutions for fast and business oriented development of products and services in a globally distributed environment

*Proceedings of the 2nd International Conference: Quantitative and Qualitative Methodologies in the Economic and Administrative Sciences*

Christos Frangos,2009 *Accounting Information Systems: Connecting Careers, Systems, and Analytics, 1st Australia and New Zealand Edition* Arline A. Savage,Danielle Brannock,Alicja Arnold,Matt Dyki,2026-01-27

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**Innovative Technologies for Information Resources Management** Khosrow-Pour, D.B.A., Mehdi,2007-12-31 As information resource management becomes increasingly dependent on emerging technologies to combat its challenges and decipher its effective strategies the demand builds for a critical mass of research in this area Innovative Technologies for Information Resource Management brings together compelling content related to the continually emerging technologies in areas of information systems such as Web services electronic commerce distance learning healthcare business process management and software development Focusing on the implications innovative technologies have on the managerial and organizational aspects of information resource management this book provides academicians and practitioners with a requisite and enlightening reference source

**An Assessment to Identify Causes of ERP Implementation Failure and to Predict Its Success** Mohammad Anisur Rahman,Bijeta Saha,2016 Evolving in early 1990s Enterprise Resource Planning ERP has become a global standard for the premier business firms for maintain their operations ERP automates and streamlines business processes reduces the complexity of collaboration optimizes the operations that helps to gain superior control over business However ERP implementation success rate is meager in the world due to its complex nature of implementation and cost This paper shows how to access the success of ERP implementation through a case study of a leading pharmaceutical company of Bangladesh This study identified the causes of preliminary success in pre implementation phase and the causes of delay in the implementation phase of ERP

ECMLG 2022 18th European Conference on Management, Leadership and Governance

Florinda Matos,2022-11-10      **Explaining ERP Failure in Developing Countries** Ala'a Hawari,Richard Heeks,2019

Enterprise resource planning ERP systems are increasingly being adopted by organisations in developing countries As in industrialised countries this adoption seems beset by significant rates of failure leading to a large waste of investment and other resources This paper seeks to understand why ERP failure occurs In doing this it moves beyond the factor lists that have so far dominated analysis Instead it makes use of the design reality gap model This conceptual framework aims to be comprehensive but also contingent sensitive to the specific conditions of any individual client organisation The design reality gap model is applied to a case study of partial ERP failure in a Jordanian manufacturing firm The model analyses the situation both before and during ERP implementation It finds sizeable gaps between the assumptions and requirements built into the ERP system design and the actual realities of the client organisation It is these gaps and the failure to close them during implementation that underlie project failure The paper draws conclusions about good practice in ERP implementation relating to both risk identification and risk mitigation and offers examples of both specific and generic actions that can be undertaken But it also notes challenges existing in some developing country contexts that may continue to constrain the effective use of enterprise resource planning systems      Cost Accounting Margaret H. Christ,D. Kip Holderness (Jr.),Vernon J. Richardson,2024 The role of management accountants is to analyze data to help organizations make effective business decisions Thanks to an ever increasing amount of data generated by companies the opportunities for management accountants to provide data driven insights have never been greater We believe that students can prepare for an accounting career not only by understanding the methods and procedures of cost accounting but also by learning how to examine and analyze data interpret the results and share insight with others in their organizations      **Qualitative Case Studies on Implementation of Enterprise Wide Systems** Liisa von Hellens,Sue Nielsen,Jenine Beekhuyzen,2005-01-01 This book brings together recent qualitative research studies in enterprise wide implementations This collection is useful as a teaching case for academia a student reference and also for academics researchers and IT practitioners who wish to gain a broad view of ERP implementation success and failure This book provides relevant methodologies and recent empirical research findings in the area and includes sufficient background information for an understanding of each case but focuses on providing a rich description of more than a dozen real life cases      **Journal of Database Administration** ,2007      *MEMS, NANO and Smart Systems* Li Yuan,2011-11-29 Selected peer reviewed papers from the 2011 7th International Conference on MEMS NANO and Smart Systems ICMENS 2011 November 4 6 2011 Kuala Lumpur Malaysia      **Information and Communication Technology and Small and Medium Sized Enterprises** Diane Poulin,Sébastien Tran,2010 The arrival of Information and Communication Technology may play a role in restoring competitiveness since these technologies are also a factor in relaxing the constraints specific to SMEs ICT makes a number of services possible in a large range of processes and transactions within and between companies Internally ICT applications can improve knowledge and information management

practices they can also allow more rapid and more reliable transactions between businesses B2B and between businesses and consumers B2C They are equally quite effective in improving external business communications and service quality for both new and existing clients They also appear to be a source of competitive advantage for SMEs under certain conditions Few studies have focused on the ways that SMEs can use ICT to improve and defend their competitive positions This book provides a synthesis of the advantages of ICT for SMEs Seven chapter illustrate the technologies used in such companies Each of these chapters provides a theoretical and or practical view of the way that SMEs can use ICT This book is an indispensable reference for both academics and for practitioners     *Electronic Commerce* ,2008 This collection compiles a critical mass of top research nearly 300 chapters from upwards of 400 of the world s leading experts to provide libraries with a landmark four volume reference to meet research needs in the many disciplines impacted by these far reaching topics This collection covers topics including mobile commerce virtual enterprises business to business applications Web services and enterprise methodologies Provided by publisher     Management Information Systems James A. O'Brien,2004     *Journal of Management Information Systems* ,2002     **Business Periodicals Index** ,2003     **Southern Economist** ,2011  
    Emergence and Consequences of Drift in Organizational Information Systems Harminder Singh,2010

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