

LESSONS LEARNED BEFORE, DURING, AND POST ERP IMPLEMENTATION: CASE STUDY OF A MANUFACTURING FIRM

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ABSTRACT

ERP implementations involve significant investments that extend over long-term horizons (SAP SE, 2014 Annual Report). A given ERP project usually encompasses most key business functions and, therefore, requires a significant effort in terms of coordination and collaboration on the part of project managers, technical teams and end-users. By examining implementations at companies, researchers are able to determine critical success factors that allow future implementations to be successful. This investigation is a case study that focuses on an ERP implementation involving Oracle software at a privately held US firm that manufactures heavy machinery. Oracle is a leading producer of ERP software serving domestic and international. The study firm employs 1,000 – 5,000 employees with a yearly revenue of \$100 – 500 million. The firm has established a strong domestic base and it is currently expanding abroad.

The primary objective of this investigation is to identify lessons learned in the ERP implementation and post-implementation process. A questionnaire was constructed based on meetings with 12 managers from 6 different companies. Two key managers (procurement and IT) were interviewed from our study firm using the questionnaire. The timeframe covered in the case study is from 2000 to present day. The processes used and lessons learned during the phases from selection of ERP system, data conversion, implementation, and post-implementation to the present-day focus on Business Intelligence will be presented at the conference. The firm's philosophies regarding consultants, risk management and change management during the timeframe will be included. The data has been collected and will be presented at the conference.

REFERENCES

SAP SE. (2015). *2014 Annual Report*. Retrieved from SAP web site:
http://www.sap.com/bin/sapcom/en_us/downloadasset.2015-03-mar-20-01.sap-2014-annual-report-pdf.html