

# ERP IMPLEMENTATION FAILURE: A CASE STUDY

Traci 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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