

### **CASE STUDY Opening Case: Of men and mice: an ERP case**

Using ERP Implementation Stage, tell us what you found out from the situation given by filling up the following stages or how you will do from the stages at your own knowledge.

a. Discovery and Planning

The first stage is called the discovery and planning stage. This is where the organization identifies its needs, defines the project scope, and allocate resources. In the case of Jackson Laboratory, their organization set a budget of \$5 million and planned to complete the project within a year. During this stage, they discovered the issues on the integration of unique mouse-development processes with Oracle's ERP system. They solved this problem by having a fixed-fee contact with Oracle and purchasing a surety bond to manage the risks effectively.

b. Design

The second stage is the design phase. This is where the ERP system is customized to meet the organization's needs. Jackson Laboratory encountered problems in modifying the Oracle's Process Manufacturing Module (OPM), which was designed for industries like baking and brewing, not for the operations of a genetic lab. In this phase, it is important to have a thorough documentation of the lab's, to ensure that they align with the ERP functionalities. There should be proper employee involvement during this phase.

c. Development

The third phase is the development phase, where the ERP solution is created based on the design phase. In the case of Jackson's Laboratory, they prioritized incremental adjustments to fit their other specific laboratory processes like raising and distributing mice. However, they faced challenges because the project relied on the skills of employees, which led to staff shortages. During this phase, employee expertise and availability are crucial in ensuring the success of the development process.

d. Deployment

The fourth stage is the deployment, where the ERP system is rolled out to the organization. Jackson Laboratory utilized a phased-implementation approach. This approach allowed them to integrate functionalities step by step. First phase implemented important modules like account receivable and production capacity, while the second phase handled human resources and payroll. Deploying the core functionalities early gave employees a better chance to adapt to the system. Breaking the process into phases also made it easier to manage and address any issues along the way.

e. Testing

The fifth stage is testing where ERP system functions are checked to ensure they are working as expected. At Jackson Laboratory, they tested each module during the phased

implementation, fixing bugs and addressing gaps. This is important for aligning the ERP modules to the organization's needs. Testing also helps reduce operational risks. It is also important to include some users in the testing so they can provide feedback.

f. Support

The last stage is the support stage. This ensures that the ERP system stays functional and is able to adapt to the changing needs of an organization. In the case of Jackson's Laboratory, they provided ongoing training that addressed the staffs' lack of experience with the ERP system. Continuous support is important in this phase to ensure the system runs smoothly and effectively.