

CISCO's ERP Implementation

Questions

Q1: What had they done well?

Q2: What had gone wrong?

Key decisions

- MRP vs. ERP
- Digital debt vs. future oriented
- IT-initiated vs. business-initiated
- A distributed small-scale system vs. a large-scale system
- Phased approach vs. big-bang approach
- Customization vs. standardization

Phase 1: Initiating the project

Q1: What had they done well?

- Top management support
- Sufficient financial resources (not cost avoidance approach)
- Sponsorship from manufacturing
- Elites from business functions
- 9-month planning
- Partnership with KPMG (experienced staff)
- A sound team structure

Q2: What had gone wrong?

- Started too late; band-aid approach
- Initial inclination to avoid an ERP solution

Phase 2: Developing the system

Q1: What had they done well?

- Agile execution and iterative development
- 80% accuracy and learning as it went

Q2: What had gone wrong?

- Customization tasks exceeded expectation

Phase 3: Cutting over phase

Q1: What had they done well?

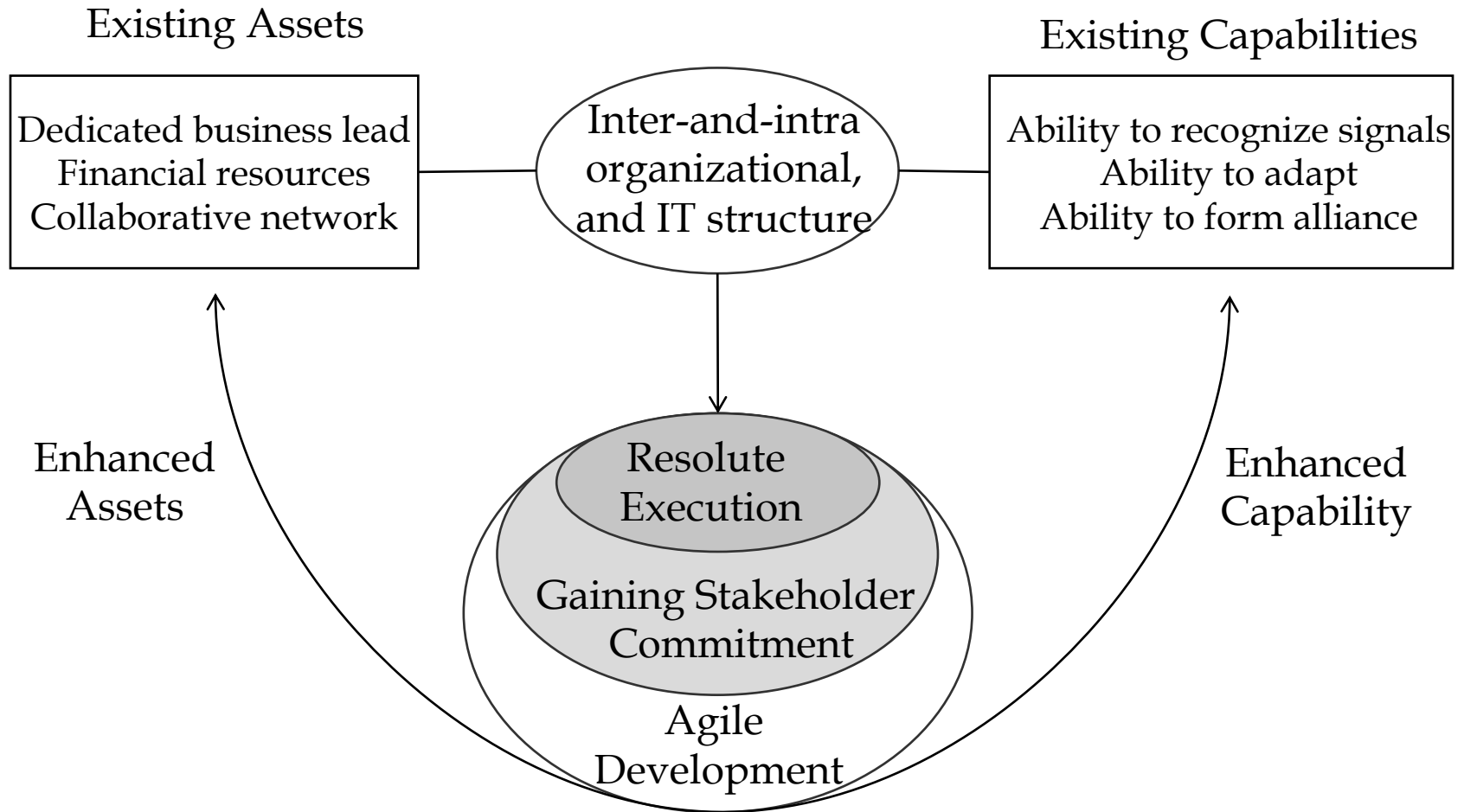
- Commitment from hardware vendor (lucky?)

Q2: What had gone wrong?

- A system-level stress testing was missing
- Failed to make accurate prediction about hardware needs

Many issues could be addressed in the initiating phase via a good planning.

CISCO Implementation: a resource-based view



Resource Deployment towards Agile MIS Implementation