

## **Introduction ERP 2016 – AP**

### Hershey's ERP failure case

Read the case and answer the questions below. For your convenience, the answers are listed in a chronological order (the answer to the first question can be found in the beginning of the document and so on). You will receive some questions regarding the case on your exam.

#### **General**

1. What were the 2 main reasons (and thus attention points from which we can learn something) for the ERP failure at Hershey's? (Can also be found at the end of the case as the 2 main lessons).

#### **ERP Testing**

2. Should testing be cut short in favor of a release date? (The release date is when you will start using the new ERP software. This is closely related to the cutover, which is the period you stop using the old system and start using the new one).
3. Why is it crucial to have realistic testing scenario's?
4. What is the purpose of the 'Conference Room Pilot Phase'?
5. Are the test cases in the 'Departmental Pilot Phase' more or less realistic than in the previous phase?
6. In the 'Integrated Pilot Phase', why do the users test the system?
7. Next to shortcuts related to testing, what 2 other reasons were a root of failure?

#### **ERP Implementation scheduling (= the project timeline)**

8. What was the first mistake Hershey's made regarding the timeline?
9. What was the second mistake Hershey's made regarding the timeline (and cutover)?
10. What are 2 benefits of planning a cutover in a calm period?