**Questions for the CISCO Case**

1. What is the legacy system problem at Cisco, and how big a problem is it?
2. Once the decision was made to implement the ERP and CISCO organized the team, do you think there were key skills missing? What do you think were they?
3. When the analysis that the team presented to the Board for the go/NoGo decision was made, do you think the Board had a “real choice” here? Please discuss
4. At the end of the case, Pete Solvik has a number of questions, namely:
   1. What factors had made the difference between success and failure of the Cisco ERP project?
   2. Where had the ERP team been “smart?”
   3. Where had the ERP team been just plain lucky?
   4. Do you think that the Cisco team could do such a project again if they had to? Why or why not? (Take a stand here!)
5. How important is the ERP to the overall architecture ? Do you see the ERP component as something that will be undertaken by some, most or all companies as they build their “Information Age IT architectures?”