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| Course Project |
| September 2015 Session |
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| **10/18/2015** |

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| DeVry University  Course: SAI 460  Organizational Process Analysis |

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# Executive Summary

SAI Toys is one of the leading manufacturers of products for Gifted Electrical Engineering Kids (GEEKs). SAI Toys is a business-to-business (B2B) company. Toys are manufactured in-house. Inventory is shipped to brick-and-mortar retailers, such as Best Buy and Target, as well as e-Commerce-only sites, such as ThinkGeek.com and Buy.com. SAI Toys has no direct interaction with the final purchasers (individuals) of their products other than through warranty service.

SAI Toys has four distinct IT systems consisting of the Public Website, Manufacturing Support System (MSS), Human Resources System (HRS), and the Sales and Marketing System (SMS) supported by 25 individuals that make up the IT staff. Physically, the company has two buildings. The manufacturing building and warehouse are located on the east side of the city near the docks and the expressway. The executive and business offices, as well as the IT staff, are located in a separate building on the west side of the city.

The board of directors and the CEO has decided that they want to stay on the forefront of “geekiness”, and therefore, the company should integrate all of their IT systems. In addition, they want to develop a more robust web presence and sell their products directly to individual customers while maintaining current sales partnerships with traditional retailers.

The achievement of this goal, which seeks to continue our current partnerships and expand our customer access, will depend heavily on a successful ERP implementation that can integrate all the IT systems to pool data to drive the business. Choosing the right ERP system that can suit all the company needs; be implemented on time; and be implemented within budget will be critical to our success. In an effort to drive a successful implementation with adequate planning we will analyze our current situation and provide support for this integration project.

# Current IT Situation

## SWOT Analysis

|  |  |
| --- | --- |
| Strengths | * Leading manufacturer of products for Gifted Electrical Engineering Kids (GEEKs). * Products are manufactured in-house. * Supplier of major retail stores and e-commerce-only sites with toys. * Public website provides a substantial amount information:   + Products   + Purchase Locations   + Warranty support information * Manufacturing Support System (MSS) maintains the supply chain information to manufacture products:   + Raw materials   + Vendors   + Prices * Human Resources System (HRS) maintains and tracks personnel and benefits information. * Sales and Marketing System (SMS) tracks sales and marketing efforts of company’s entire sales force. * Highly organized IT Staff (25) |
| Weaknesses | * Company has multiple buildings on different sides of city which may cause unnecessary delays due to communication issues. * No direct interaction with consumers. * Anecdotal warranty information and stories from staff members; no proper system in place. * SMS manually prints and send orders daily to the MSS to be filled. * No means to sell directly to the consumer |
| Opportunities | * Direct interaction with consumers through warranty service. This is an opportunity because the company could establish and provide a higher level of customer service. * Tracking warranty service details and defect rates is an opportunity for the company to highlight a quality product or focus on improving quality. * Automate SMS order information so there is less labor/time involved in fulfilling orders. * MSS maintains the supply chain information. This is an opportunity because the data can be used to justify how a “direct to consumers” service can maximize profits by cutting out the “middle man”. * Integrate all IT systems to improve access to data by all personnel and thereby improve collaboration and teamwork. * Expanding customer access to inventory through direct-to-consumer sales will increase inventory turnover. |
| Threats | * Not selling directly to consumers may allow competitors to establish secure/loyal customer base. * Website does not track warranty support details or defect rates. This is a threat because people want to know if the product is reliable. |

## AS-IS Process



## Competitive Strategy



# Overview of Recommended System

In order for SAI Toys to remain a leader in the industry and to continue to grow requires the integration of the four separate and distinct IT systems. The new ERP system will integrate the existing four distinct IT systems to make it more efficient and streamline the business processes. The integration of these distinct areas of the company will allow access to data from any physical location by any member of the SAI Toys staff.

The current Manufacturing Support System (MSS) maintains the supply chain information necessary for manufacturing the company’s products, such as raw materials, vendors, and prices. An ERP Supply Chain Management (SCM) module can provide better support than the current MSS system by managing the inventory more efficiently. “ERP SCM modules typically include components for forecasting, demand management, procurement and planning; delivery modules such as logistics; and components for after-market issues like returns, installations and contracts” (TechTarget, 2015). The SCM module would allow the tracking of data leading up to the manufacturing of products that would include inventory data so that the company can plan accordingly to manage manufacturing inventory levels. A key function of the SCM module will be procurement component to track the raw materials, vendors, and the prices. This will allow the executive and business office personnel to review data from their offices.

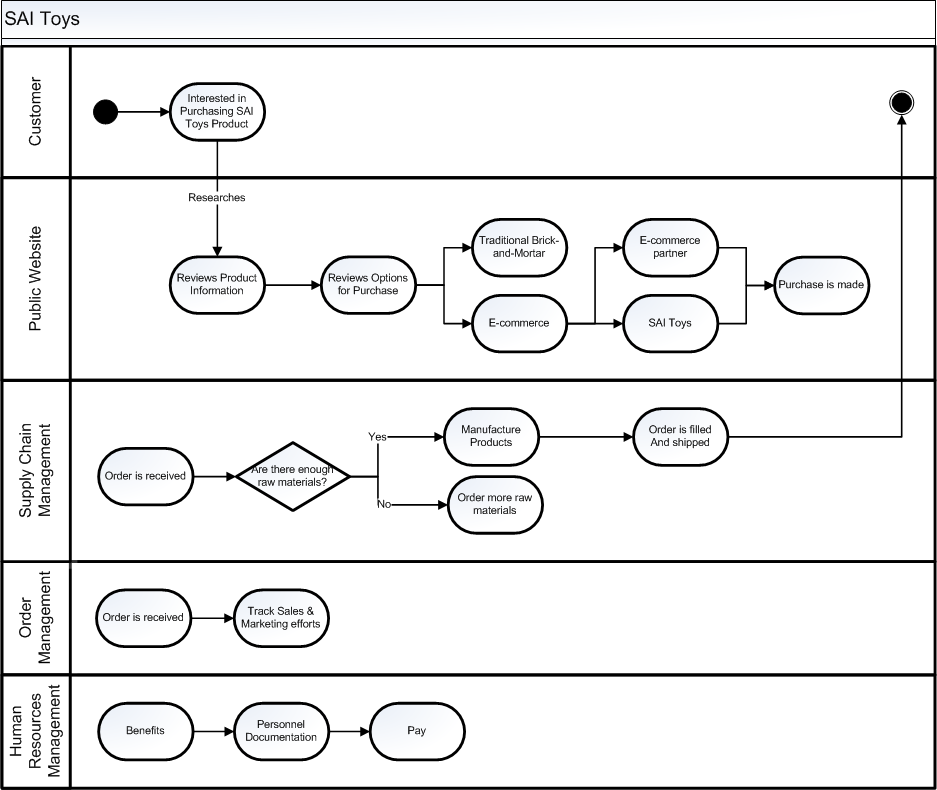
The Sales and Marketing System (SMS) track the sales and marketing efforts of the company’s sales force. Orders from this system are printed and sent daily to the MSS to be filled. An ERP Order Management system module would be an invaluable resource because it would automate the process that is currently in place. “These modules are equipped to handle functions such as automated order entry, viewing and tracking; order status; canceled transactions; order and credit limit validation and checking for duplicate orders” (TechTarget, 2015). With this functionality staff located in the manufacturing building or warehouse would no longer need to wait for orders to be printed, they can review the order information in the system.

The Human Resources System (HRS) maintains and tracks personnel and benefits information. An ERP Human Resources or Human Capital Management (HCM) module would provide the best support for all data related to employees. “ERP HCM modules function as the core employee record, which details personnel actions, benefits administration and payroll, position management and compliance with government regulations” (TechTarget, 2015). Essentially this module will provide the employee history from the moment they of hire to the moment they are fired, quit, or retire. With all the employee information in one location then it would facilitate employee evaluations because you could also store such information as attendance history, salaries, or past performance reviews.

Public Website—provides information about each of the products, locations where someone can purchase them, and information about how to get warranty support. Details of warranty support and defect rates are not tracked, but the staff has anecdotal stories. The public website will expand to support the e-commerce business, which will allow current and prospective customers to not only search through our inventory of GEEKs products but also directly purchase from us. A customer will be able to order from the site any time of day, from anywhere in the world.

Service Oriented Architecture (SOA) is another solution to consider for SAI Toys. It takes all the type of services SAI Toys has and allows it to communicate with each other. SOA is an evolution of distributed computing based on the supply and demand design paradigm for synchronous and asynchronous applications. An application's business logic or individual functions are modularized and presented as services for consumer/client applications. What's key to these services is their loosely coupled nature; i.e., the service interface is independent of the implementation. Application developers or system integrators can build applications by composing one or more services without knowing the services' underlying implementations. With SOA, SAI Toy’s will be able to manage the entire processes that require online transaction. This will greatly improve the purchasing process from customer. We can use the web servers to manage it and host it.

## TO-BE Diagram



# In-House Versus Outsourcing Development

In an effort to stay on the forefront of “geekness” and to integrate all IT systems, as approved by the board of directors and the CEO, SAI Toys has essentially embarked on an Enterprise Resource Planning (ERP) system implementation. The right ERP system will not only allow all IT systems to be integrated but will also support the development of a more robust web presence so SAI Toys can sell products directly to consumers and continue our partnerships with existing traditional retailers.

The software will allow SAI Toys to manage their business processes and resources from a central hub. The software will integrate the following existing and distinct IT systems:

* Public Website
* Manufacturing Support System (MSS)
* Human Resources System (HRS)
* Sales and Marketing System (SMS)

We need to analyze our current situation so we can best decide how we can implement an ERP system. We have three options to fulfill this directive, which is to either build it in-house, buy a system, or outsource the development. Each option has its pros and cons.

The current IT staff consists of 25 people. Staff assignments are broken down as follows:

* 5- Maintain and operate each of the current IT systems. Of those five, only four maintain and operate the HRS system.
* 4- Manage the internal Help Desk, provide network support, and workstation support for the company.

In-house development by our IT staff would be beneficial because we are using people experienced and well versed in our business processes, practices, and goals. They would be in the best position to address the specific needs of SAI Toys and how to address those needs for future success. The IT staff has successfully maintained the current systems so they can also customize our new system to integrate our current business practices. Due to their long working relationships with the current users, they can also leverage those contacts to gain a better understanding through open and honest communication of the functionality the users would like to see in the new system. In-house development gives SAI Toys complete control, full ownership, and a proprietary right of the finished software system that means is fully customizable to fit the needs of the users and the company business requirements.

While it seems we have enough IT staff members that could potentially work on this project we would also have to consider some of the drawbacks. Does the current IT staff have enough experienced programmers to complete the project; experience in developing a software program such as this; project management experience to lead a project of this depth and breadth; and the capability to support future upgrades, enhancements, and business growth? “A manufacturing IT project manager must coordinate server purchases, server installations, network device purchases, network device installation, user access plans, networking routing and firewall rule planning, database updates, ERP changes (if integrating with the corporate ERP system), automation changes (if integrating with automation equipment), and, finally, the project's software purchase and installation or development and deployment” (Brandl, 2013).

Initially we will see some cost savings because we are using our own IT staff. However, we will see an increase in costs in the future based on the number of full time employees (FTEs) needed just to maintain and upgrade the system as the company grows to meet the changing business needs. We will also have to factor in the cost related to changes in technology occurring in the community to be able to compete with rivals or continue with our current partnerships. Although an in-house development may seem that it would be less costly to leverage the experience of our IT staff, in the long run as technology changes, the business processes change, and experience is lost it would actually be more expensive to support and maintain such a system in a manner that would allow further business growth. “Costing anywhere from hundreds of thousands of dollars to millions of dollars, and requiring hundreds of man hours to implement, enterprise resource planning (ERP) systems are huge investments of money, resources and time” (Schiff, 2012). For these reasons, there is no support for in-house development.

The best recommendation to prevent current system maintenance and support disruptions, revenue loss in the future, and the current resources efficiently would be to pursue purchasing an ERP from a vendor. We have enough staff that can support this effort because they understand the business processes, are well aware of the current system functionality, and can devote time to analyzing any software systems and vendors so we can choose the best ERP to fit our needs. This in turn will also be a cost savings in terms of labor, development time, and money. No off the shelf ERP system will completely meet our needs or incorporate our business processes without some level of customization.

While a purchased ERP system may seem inflexible as it relates to our business processes there are some benefits to such a purchase. We can negotiate with the vendor to provide implementation support, training of all users, maintenance support, and updates or upgrades. We will save development time when we purchase an ERP system so as soon as installation is completed it is ready to function for the company.

A key to ERP implementation success will be gathering the right team and resources to do the software analysis and actual implementation. We need to gather, “key participants from across the organization, from finance, operations, manufacturing, purchasing, and the warehouse, in addition to IT. (Schiff, 2012)”. Engagement of the right people at the start of the project will ensure that the vendors and their systems can go through vigorous scrutiny. This will entail reviewing their history, potentially speaking to other customer to verify a proven record of accomplishment, and we can investigate whether the software implements industry best practices. We are the leading manufacturer of products for GEEKS. We would like to grow the business to sell directly to the consumer. For the reasons I have discussed, we support purchasing an ERP system that will help SAI Toys achieve its goal without much disruption to our current IT maintenance and support system by implementing a system that can be used right away.

The main purpose of the Capability Maturity Model Integration (CMMI) and the International Organization for Standardization (ISO) quality management standards is to compare a company’s software development systems by benchmarking against best industry practices. The main different between the two is that CMMI relates to a process model and ISO is a standards audit. Essentially, CMMI provides a framework of best practices that have been developed from industry leaders in product engineering and software development. Rating range from Level 1 to Level 5 and simply signify the level at which the company has complied to performance measures. ISO certification is vastly different from CMMI because ISO simply certifies that company adheres to the processes as specified in the standards so that quality is the same from all areas, whereas CMMI will focus on a process improvement. For the reasons discussed, I would recommend we look at CMMI certified software development companies since our primary business goal is to improve on our current business processes.

# Stakeholder Buy-In and Internal Politics

SAI Toys has a number of supportive internal stakeholders that include the board of directors and the CEO. While we have full support from the executive leadership and the key stakeholders we also need to garner buy-in from key individuals at the supervisory and managerial levels of the company. These are your key frontline personnel that will be expected to work with the system to perform day-to-day functions. Failure to include these personnel in discussions or through other communication channels will result in disruption at all product access points. Both upstream and downstream communication will be integral to internal stakeholder buy-in from all employees. This will lead to employee support of the project; engagement will result in an open discussion about company business processes and whether they will need to be changed to support or work with the new ERP system; and will prevent employees from feeling neglected, frustrated, or angry because they were not aware of this project.

Educational programs will be key for the ERP implementation. Essentially, all employees will need education so they will learn any new business process that are required for the ERP modules to help them perform their tasks more efficiently. Since the goal is more automation, then this educational effort will be key in maintaining the company’s current standing in the community and a leading manufacturer of GEEKs products.

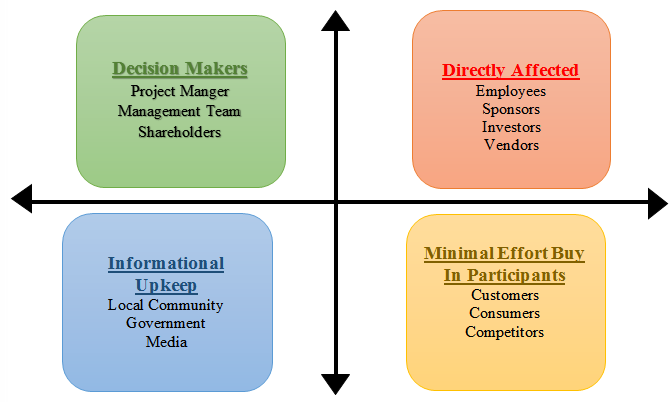
The main goal of SAI Toys is to increase sales by providing more customer access points to our product, namely SAI Toys selling directly to the consumer. Any resistance to change that we encounter could be related to a misunderstanding of the new ERP system. Employees could then spread dissent, disrupt manufacturing efforts, or leave the company. In an effort to mitigate these events we can make sure communication is sent out to all employees so everyone is aware of the project. Information should include dates, impressions, and project status updates. Employee communications to the project team should also be encouraged and could be sought out by meeting with departments regularly.

Traditional brick-and-mortar retailers such as Best Buy and Target and e-commerce-only sites such as ThinkGeek.com and Buy.com, that sell these products to the public. However, the consumers should be taken in to the same consideration as the stakeholders. And through these constructive principles on engaging our shareholders, having an effective strategy will provide:

* Satisfaction amongst the organization stakeholders.
* Understanding of concepts and projects that will prove profitable amongst stakeholders and the organization.
* Secure resources for the organization’s future concepts.

However, the identification of the stakeholders using this method consists on focusing on the individuals whose efforts result in the production of the product. The consumer is placed in the center of the concentric circles. The next outward circle represented by the product. Working its way back, identify each of the individuals that had a contribution in the final consumer purchase.

Yet, often many system development projects have issues due to lack of communication, lack of interest within the project, and a feeling that their ideas that are dismissed. It is recommended that SAI Toys evaluate each step concerning impacts to the stakeholders that will then prevent the chances of having a negative result of the project.



This stakeholder system is broken up into four parts:

* Decision Makers: These are the people who develop the plans and who have juridical, financial or operative interest in this project. Buy-in at this level is a must in order for this project to be developed. It would involve research, analysis, and the meeting of the minds.
* Directly Affected: The people in these groups are the individuals whose daily workload is directly affected by the changes being made. This group is an essential part of the project because they are the ones who are doing the implementation. They would be the ones that we need to keep satisfied in the change implementation. This would include the training aspects as well as their involvement in what’s needed to make this change successful. Buy-in at this level would be encouraged through roundtable sessions, listening tours, employee surveys, focus groups, newsletters.
* Information Upkeep: These people are the ones who are influenced by the work processes. They would either need to be kept informed or they would need to be watched and analyzed. Buy-In at this level would include community engagement programs facility tours, flyer distribution and coupon distribution and informational press releases.
* Minimal Effort Buy-In: This group are those who we service or engage in our company either directly or indirectly. Buy-In at this level would include dedicated customer management teams, consumer research, satisfaction surveys and competitor analysis.

# ERP Project Failures and Lessons Learned

As we move forward with this project, we should review a past failure and learn from that company’s mistake. I would like to discuss the Nestlé USA ERP implementation. This is a great case study because not only can we learn from their mistakes but we can also learn from their success. The failures occurred because of planning issues. The success occurred because they regrouped and fully implemented their ERP and they are saving money because of the software.

The right people need to be at the table from the very beginning and during all planning discussions. This was a hard lesson for Nestlé USA to learn because it halted the project and ultimately set them back to step one of project planning. While they had executive and key stakeholder support and buy-in they never sought the support of front line employees. Discussions occurred about redesigning business processes, workflows and creating a new system but it never involved individuals familiar with the current system or those groups of employees directly impacted by the changes.

You need to provide in-depth education to all employees who will be using the system. This was yet another hard lesson to learn because it ultimately caused a disruption for Nestlé USA. It is imperative that employees who are expected to use a new system be trained in that system well in advance of that system moving to production. A lack of training can disrupt a company by impacting finance because orders may not be received or processed; manufacturing of products could be halted because of the impact to orders; or raw material deliveries could be prevented and subsequently preventing the manufacture of products. As you can see, one system’s disruption will disrupt another system, essentially causing a ripple effect.

| **Failure:** | **Cause:** | **Result:** |
| --- | --- | --- |
| Resource failures | Insufficient personnel assigned to the ERP implementation; conflicts of people, time priorities, and project scope. | A poorly designed and implemented system, difficulty maintaining the system, dissatisfied users. |
| Requirement failures | A failure to describe specific and appropriate requirements for the ERP system | Purchase of the wrong system, leading to excessive customizations, ROI less likely to be achieved. |
| Goal failures | A failure to describe specific and achievable goals for the ERP system during planning | Purchase of an ERP system that does not meet the needs of the organization. |
| User contact failures | A failure to communicate effectively with the system users including training; poor change management | Low user acceptance. |
| Governance failure | Lack of top management support; lack of key process owner support | Project not given credibility. Could fail as a result. Low user acceptance |
| Technology failures | Failure of hardware to meet specifications, failure of vendor to deliver on time, or delivery of an unreliable product. | Schedule delays, low performance throughput, lack of scalability, maintenance problems |
| Size failures | An ERP project that is too large given an organization’s abilities. | Never ending project; potential failure. Scope creep issues. |
| People management failures | Lack of effort, antagonistic attitudes; poor change management | Time delays, budget overruns, poor project specifications, difficulty maintaining the ERP system. |
| Methodology failures | Failure to perform the necessary activities while performing unnecessary activities instead including testing etc. | Budget and time overruns etc. |
| Planning and control failures | Vague assignments, inadequate project management, project manager not in control | Overlapping work assignments, poorly defined deliverables, poor communication. |
| Personality failures | People clashes | Bad attitudes, passive aggressive, covert resistance, acts of vengeance. |

# Return on Investment and Total Cost of Ownership

A couple of the many things to consider when making any changes to a company are how much will this change cost and will it be worth the money. When looking at the Total Cost of Ownership (TCO) and Return on Investment (ROI) of a new ERP system, the points to look at to determine whether it is worth the costs are the following:

* would you cut down on software while maintaining productivity,
* does the company have easy access to its information,
* are the customers and sales suffering,
* how easily can your IT team maintain, repair and update your systems.

A new ERP can offer many different benefits to the company from increased productivity to greater reliability.

The worth of implementing a new ERP can vary depending on many factors, but as opposed to focusing solely on the physical or numerical benefits you immediately see keep in mind there are many you do not notice right away. For instance, the improved ability to have company information shared across the board, or even the added luxury of being able to access company information and operations from your tablet or smart phone as well as your computer. Other areas of improved productivity would include having better security and control and having access to timely, relevant, accurate, thorough data with which to **make business decisions.** The time saved from having to be in a specific place on a specific type of device in order to preform business functions alone would not only allow you to be conducting business while heading to a meeting with stakeholders or tending to a sick child, but it saves you thousands in expenses for equipment and travel. The fact that tasks can be handled with minimal human interaction and delay would help to increase speed of delivery, bolster the order accuracy, and reduce the pressure on employees. This allows management to focus more on ways to increase revenue and efficiency and employees to become even more proficient at their jobs, which in turn would result in greater productivity and turnover rate.

The Cost of Implementing a new ERP (as you might expect) varies depending on a few things: The number of users, the level of intricacy and complexity of the ERP being implemented, the size, and structure of the implementation, and whether or not it is needed to buy and install hardware along with the software. ERP costs are roughly 30% for the software, 20% for the actual hardware required, and 50% for the actual implementation, set up, data conversion, consulting, and training. With today’s market, it is expected that it is around $4,000 per existing user with full access and control for a manufacturing or distribution company, and for additional non-essential users around a few hundred per user. The implementation costs fluctuate depending on the company’s industry, the size of the company, the anticipated transaction volume, scope, and complexity of the implementation, and the number of third-party integrations. The success of this ERP implementation will be measured in accordance to a Predictive Metrics Tree. A Predictive Metrics Tree is a tree diagram, which provides a direct line of sight between the project goal and the 3-5 key metrics that will best calculate the likelihood of achieving a desired goal. Predictive metrics measure results by the organization measures a process or behavior and how they stack up to achieve the desired outcome.

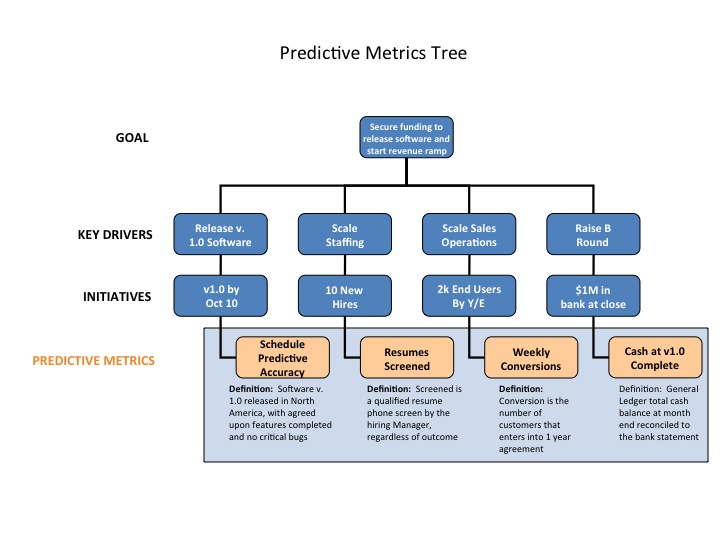


Figure 1 Predictive Metrics Tree (TCGen, 2011).

# Conclusion

The board of directors and the CEO has approved an Enterprise Resource Planning (ERP) Implementation project. In an effort to maintain our standing as the leading manufacturer of products for Gifted Electrical Engineering Kids (GEEKs) we performed a SWOT analysis to analyze our current strengths, weaknesses, opportunities, and threats to clearly document the mission and vision of the company and the objectives we wish to achieve with this undertaking. The SWOT analysis will influence our ERP implementation as we work through the obstacles to success while using the strengths to support the company during the implementation process.

The overview of the recommended system describes the new system at a high-level. We describe how the new The ERP for SAI Toys would be a software package that fully integrates the following four existing SAI Toys systems:

* Public Website
* Manufacturing Support System (MSS)
* Human Resources System (HRS)
* Sales and Marketing System (SMS)

The purpose of the new ERP system is to integrate all resources that SAI Toys has available. This integration will result in cost reductions because data can be analyzed across all physical locations; increase in productivity because all personnel will have access to needed data and can work collaboratively; and business growth because inventory will have a higher turnover through e-commerce business growth. The public website will allow customer access to inventory resulting in increased sales, quicker order processing, and warranty data collection.

An ERP system will enhance the business performance operations and capabilities of SAI Toys. We performed an evaluation of the current state of SAI Toys and considering our business goals, to focus on growth of the e-commerce business and maintaining current traditional partnerships, we have decided that the project will be successful if we purchase an ERP system. While the initial purchase of an ERP system will be high, the benefits to the company far outweigh this initial cost as long as we plan judiciously so that the implementation is successful.

The involvement of the IT staff in this project will be paramount because they completely understand our current operating systems because they are experts in maintaining and supporting those systems. This cannot be successful if only IT staff are involved, so we highly recommend gathering all the right people from both the managerial and supervisory levels of support throughout the company that includes representatives from such areas as finance, purchasing, and manufacturing as well as representation from the four IT systems currently in place. This team can work to vet software systems and their vendors to find an ERP that best aligns with our business processes and goals. We are confident that process of vendor selection will performed with attention to our SWOT analysis so that vendor commitment can be obtained from the start of this implementation project.

The team can meet with key stakeholders to gather support and buy-in for the project. The best way to accomplish this task will be through concerted communication efforts so all levels of company can have input into the project with regards to required functionality versus “nice to have” functionality. This open communication method will help ensure everyone in the company is aware of and ultimately supports the success of the project. Failure to ensure a clear communication plan or pathways exist could result in lack of stakeholder buy-in and employee resentment.

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# Responsibilities

|  |  |  |  |
| --- | --- | --- | --- |
| Category | Points | % | Responsible Team Members |
| Cover Page and Table of Content | 5 | 3 | Maria Perez  Michelle Norcross |
| Executive Summary | 5 | 3 | Maria Perez |
| Current IT Situation | 25 | 14 | Anthony Meunier |
| Overview of Recommended System | 30 | 16 | Michelle Norcross  Nhan Pham |
| In-House Versus Outsourcing | 30 | 16 | Maria Perez |
| Stakeholder and Internal Politics | 25 | 14 | Valerie Pittman  Aaron Raby |
| ERP Failures and Lessons Learned | 25 | 14 | Joseph Olgado |
| Return on Investment and Total Cost of Ownership | 25 | 14 | Daniel Nurse |
| Conclusion | 5 | 3 | Maria Perez |
| Individual Team Member Journal/  Time Sheet Table Log | 5 | 3 | Individual Team  Members |
| Total | **180** | 100% |  |

# Individual Team Member Journals/Time Sheet Table Logs

## Maria Perez - Team Lead

| **Individual Team Member Name:** | Maria Perez (Team Leader) | | |
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| **Task description (Detail contribution to each project deliverables)** | | **Date** | **Hours** |
| **Week 1 Contribution:** | |  |  |
| Started Introduction discussions | | 8/31/15 | 0.5 |
| Volunteered to be responsible for In-House Versus Outsourcing | | 9/1/15 | 0.5 |
| Inquired about direction of Current IT Situation (project recommendations) | | 9/3/15 | 0.5 |
| Discussed the need for active teamwork versus silo work until week 6 | | 9/4/15 | 0.5 |
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| **Week 2 Contribution:** | |  |  |
| Created and uploaded SWOT analysis for Current IT Situation | | 9/9/15 | 1.5 |
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| **Week 3 Contribution:** | |  |  |
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| **Week 4 Contribution:** | |  |  |
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| **Week 5 Contribution:** | |  |  |
| Created In\_house versus outsourcing section | | 9/28/15 | 3.0 |
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| **Week 6 Contribution:** | |  |  |
| Requested updates from team members regarding their sections | | 10/5/15 | 0.5 |
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| **Week 7 Contribution:** | |  |  |
| Downloaded all available sections contained in the Team Doc sharing area (Cover page, TOC, Current IT, Overview of recommended system) and compiled them into a single document. I started editing for presentation and grammar. | | 10/12/15 | 3.0 |
| Downloaded newly available section edits (Overview of recommended system), integrated changes into the document, and continued editing. | | 10/13/15 | 3.0 |
| Downloaded newly available sections (Stakeholders, ERP Project failures), integrated the new sections into the document, and continued editing for presentation and grammar. | | 10/14/15 | 3.0 |
| I completed the Executive Summary and conclusion after reviewing all sections. | | 10/15/15 | 3.0 |
| Uploaded complete document to the Team Doc Sharing area requesting revisions and input.  Started doing my own revisions to sections lacking information to complete the deliverable, specifically the following:   * Overview of the Recommended System: We did not discuss (1) how the various systems would be replaced or integrated, (2) new features, (3) what information would be available to management. The AS-IS diagram is keeping HRS separate, why when we have to integrate all 4 systems? * Stakeholder Buy-In and Internal Politics: We did not discuss (1) who the stakeholders are for the system, I do not think customers really count since we do not need their buy-in to implement ERP, (2) how to get buy-in from staff, (3) possible internal politics among the staff we should be aware of that could prevent success, (4) what needs to be done to reduce risk of failure from all these issues.  ALSO- there is the one section that seems to be nothing more than definitions, should we keep it or not? I don't see the value of keeping it since we don't specify who at SAI Toys would fit those categories. * ERP Project Failures and Lessons learned: Nice table of failures but the deliverable was to "Present at least one ERP project that is similar to the one we are undertaking that failed. Discuss what went wrong with this implementation and what we can do to avoid the same failure.” We should discuss the Nestle failure and how we can avoid it. * Return on investment and total cost of ownership- we did not discuss (1) metrics to measure the success of the project, (2) how to measure those metrics, (3) what the baseline will be, (4) figures quoted do not mention specifically what they are, where are the references for all these numbers?, (5) we do not have guidelines created for measuring and computing the ROI or TCO. | | 10/16/15 | 5.0 |
| Checked Team Doc Sharing area for logs to be added. Only found (N.Pham, M. Norcross, V. Pittman). Sent an email request for the rest of the team members to submit those logs.  Continued to edit document for content as requested on 10/16/15 and not received for the following sections:   * Overview of recommended system   + I edited the section to include an in-depth description of ERP modules that can replace and provide more functionality versus current systems and created new TO BE diagram. * Stakeholder and Internal Politics   + I added a few more details (2 paragraphs) related to internal stakeholders and internal politics. * ERP Failures and Lessons learned.   + I added brief summary of the lessons learned from the Nestle failure/success.   Daniel provided edit for the Return on Investment section and I incorporated those edits into final document. | | 10/17/15 into 10/18/15 | 9.0 |
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| **Total Hours** | |  | 26.00 |

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| Aaron Raby |  |
| **Individual Team Member Name: Aaron Raby** | | |  |  |
| **Task description (Detail contribution to each project deliverables)** | | | **Date** | **Hours** |
| **Week 1 Contribution:** | | | Aug 30 – Sept 6 | ~4 |
| Brainstorm with Team members on starting the course project. Assisted Team Lead with who will be assigned to each section of Course Project. Begun to start section: **Current IT Situation** through Devry e-Library | | |  |  |
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| **Week 2 Contribution:** | | | Sept 6 – Sept 13 | ~4 |
| Continued to research different concepts of how Information Technology is implemented in different businesses and organizations. Participated in Team Discussion and requested to work with **Anthony Meunier** on the Course Project sections. | | |  |  |
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| **Week 3 Contribution:** | | | Sept 13 – Sept 20 | ~2 |
| Provided a Rough Draft of the section I was assigned to work on with **Anthony Meunier.** Received feedback on Swimlane Diagram for corrections. Continued to research for Course Project requirements through Devry e-Library for further completion of assigned sections. | | |  |  |
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| **Week 4 Contribution:** | | | Sept 20 – Sept 27 | ~4 |
| Begun to work on ‘Stakeholder Buy-in and Internal Politics', ‘ERP Project Failures’, ‘Lessons Learned’, 'Return on Investment’ and ‘Total Cost of Ownership’ section of Course Project. Submitted ‘Stakeholder Buy-in and Internal Politics’ in team discussion for review. | | |  |  |
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| **Week 5 Contribution:** | | | Sept 27 – Oct 4 | ~3 |
| Continued to work on ‘ERP Project Failures’, ‘Lessons Learned’, ‘Return on Investment’ and ‘Total Cost of Ownership’ section of Course Project. Continued communications with Team Lead on uncompleted sections & reviewed what we have so far as a Team | | |  |  |
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| **Week 6 Contribution:** | | | Oct 4 – Oct 11 | ~2 |
| Continued to work on ‘ERP Project Failures’, ‘Lessons Learned’, ‘Return on Investment’ and ‘Total Cost of Ownership’ section of Course Project. Communicated with Team Lead on submission deadline for turn-in of course project | | |  |  |
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| **Week 7 Contribution:** | | | Oct 11 – Oct 18 | ~4 |
| Submitted ‘ERP Project Failures’, ‘Lessons Learned’, ‘Return on Investment’ and ‘Total Cost of Ownership’ section of Course Project. Communicated with Team Lead on reviewing final draft submission of Course Project. | | |  |  |
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| **Total Hours** | | |  | ~23 |

## Anthony Meunier

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| **Individual Team Member Name: Anthony Meunier** | | |
| **Task description (Detail contribution to each project deliverables)** | **Date** | **Hours** |
| **Week 1 Contribution:** | Aug 30 – Sept 6 | ~2 |
| Gave input on organizing project approach and suggested methods for divvying of project sections as well as establish general tone/direction for project. Acclimated myself to full requirements of project. Began researching and understanding basics of analysis techniques (charts and diagrams). |  |  |
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| **Week 2 Contribution:** | Sept 6 – Sept 13 | ~1 |
| Checked-in with team to evaluate approach to project and verify sections each individual would be directly contributing to. Reviewed concepts of TCOs 1, 2, and 3 and studied how they would directly apply to my section as well as correlation between practicing them in case study and how they would apply to project sections. |  |  |
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| **Week 3 Contribution:** | Sept 13 – Sept 20 | ~2 |
| Provided feedback on diagrams relating to my project section (submitted by Aaron) and dictated more concise direction in terms of what the diagrams should or should not be which assisted in narrowing down selection and structure for AS-IS process diagram. |  |  |
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| **Week 4 Contribution:** | Sept 20 – Sept 27 | ~4 |
| Constructed AS-IS process diagram which aimed to encapsulate a key process issue that would be changed in proposed system; this highlighted the need for the new system to establish a more direct interaction between the company and end-user. Began research to set points for performing SWOT analysis. |  |  |
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| **Week 5 Contribution:** | Sept 27 – Oct 4 | ~3 |
| Refined and completed SWOT analysis diagram and spent considerable time constructing and completing competitive strategy analysis, being careful to stay concise and on-point as well as present equal balance in information and analysis between all diagrams (AS-IS, SWOT, Competitive Strategy). |  |  |
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| **Week 6 Contribution:** | Oct 4 – Oct 11 | ~2 |
| Helped encourage other members to provide updates on progress as well as establish time table for final submissions. Made final revisions and edits to my diagrams and submitted final project section to doc sharing area for team review in coming week. |  |  |
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| **Week 7 Contribution:** | Oct 11 – Oct 18 | ~1 |
| Reviewed complete project package document uploaded by team leader and gave feedback on project as a whole. Recommended minor edits to project formatting in some sections. Finalized and submitted journal/time sheet table log. |  |  |
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| **Total Hours** |  | ~14 |

## Daniel Nurse

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| **Individual Team Member Name: \_Daniel Nurse \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** | | |
| **Task description (Detail contribution to each project deliverables)** | **Date** | **Hours** |
| **Week 1 Contribution:** |  |  |
| Research | 9/02/15 | 2 |
|  |  |  |
| **Week 2 Contribution:** |  |  |
| Research | 09/08/15 | 2 |
| Compilation | 09/10/15 | 1 |
|  |  |  |
| **Week 3 Contribution:** |  |  |
| Compilation | 09/15/15 | 1 |
| Started First draft | 09/17/15 | 1 |
|  |  |  |
| **Week 4 Contribution:** |  |  |
| First Draft | 09/25/15 | 1 |
|  |  |  |
| **Week 5 Contribution:** |  |  |
| First Draft | 10/3/15 | 1 |
|  |  |  |
| **Week 6 Contribution:** |  |  |
| Completed First draft | 10/11/15 | 1 |
| Feed back |  |  |
|  |  |  |
| **Week 7 Contribution:** |  |  |
| Revised Draft in accordance to team leader | 10/17/15 | 2 |
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| **Total Hours** |  | 12 |

## Joseph Olgado

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| **Individual Team Member Name: \_\_\_\_Joseph Olgado\_\_\_\_** | | |
| **Task description (Detail contribution to each project deliverables)** | **Date** | **Hours** |
| **Week 1 Contribution:** |  |  |
| Introduction |  | .5 |
| Volunteer on Project |  | .5 |
|  |  |  |
| **Week 2 Contribution:** |  |  |
| Read updates |  | 1 |
|  |  |  |
| **Week 3 Contribution:** |  |  |
| Read updates |  | 1 |
|  |  |  |
| **Week 4 Contribution:** |  |  |
| Read updates |  | 1 |
|  |  |  |
| **Week 5 Contribution:** |  |  |
| Read updates |  | 1 |
|  |  |  |
| **Week 6 Contribution:** |  |  |
| Work on draft (not submitted) |  | 2 |
|  |  |  |
| **Week 7 Contribution:** |  |  |
| Finished work. (not sure if it is right or wrong) |  | 3 |
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| **Total Hours** |  | 10 |

## Michelle Norcross

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| **Individual Team Member Name: \_\_Michelle Norcross\_\_\_** | | |
| **Task description (Detail contribution to each project deliverables)** | **Date** | **Hours** |
| **Week 1 Contribution:** |  |  |
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| **Week 2 Contribution:** |  |  |
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| **Week 3 Contribution:** |  |  |
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| **Week 4 Contribution:** |  |  |
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| **Week 5 Contribution:** |  |  |
| Course Project: | 9/28/2015 | 2.00 |
| Edited Nhan’s First Draft of Section 4 Writing |  |  |
|  |  |  |
| **Week 6 Contribution:** |  |  |
| Course Project: | 10/8/2015 | 1.50 |
| Created an AS-IS Diagram initially…. |  |  |
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| **Week 7 Contribution:** |  |  |
| Course Project: | 10/14, 10/17 | 10.00 |
| Wrote a different version of Section 4 Writing, and created the TO-BE Diagram. |  |  |
| The HR system was kept separate because it has nothing to do with the site and how the site operates. It mainly deals with the administrative processes of the employees, with their pay and benefits. |  |  |
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| **Total Hours** |  | 13.50 |

## Nhan Pham

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| **Individual Team Member Name: -=Nhan Pham=-** | | |
| **Task description (Detail contribution to each project deliverables)** | **Date** | **Hours** |
| **Week 1 Contribution:** |  |  |
| Research on Team Course Project For SAI Toy’s | 9/1 - 9/3/2015 | 2.5 |
|  |  |  |
| **Week 2 Contribution:** |  |  |
| Did some research about different type of ERP | 9/8 - 9/12/2015 | 2.5 |
|  |  |  |
| **Week 3 Contribution:** |  |  |
| Research on different type of SOA | 9/15-9/17/2015 | 3.5 |
|  |  |  |
| **Week 4 Contribution:** |  |  |
| Start research on project and make list of source | 9/22, 9/23, 9/25 | 3.5 |
| Talk with teammate on what to do with the project part |  | 1 |
|  |  |  |
| **Week 5 Contribution:** |  |  |
| Start gathering facts and list outline | 9/29, 9/30, 10/3 | 2 |
| Create a rough draft and post for teammate to review |  | 2 |
|  |  |  |
| **Week 6 Contribution:** |  |  |
| Received paper back from teammate with things to change | 10/6-10/8/2015 | 2.5 |
| Review it and makes changes to sound more clearer |  |  |
|  |  |  |
| **Week 7 Contribution:** |  |  |
| Edit paper and submit for teammate to do final draft | 10/13-10/15/2015 | 1 |
|  |  |  |
| **Total Hours** |  | 20.5 |

## Valerie Pittman

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| **Individual Team Member Name: Valerie Pittman** |  |  |
| **Task description** | **Date** | **Hours** |
| **Week 1 Contribution:** | | |
| Discussed Group Leader | 9/2/2015 | .25 |
| Agreed on Section of Course Project | 9/6/2015 | .25 |
|  |  |  |
| **Week 2 Contribution:** | | |
| Chapter 1 Reading in text – Business Process Change | 9/11/15 | 1.5 |
| Chapter 2 Reading in text –Business Process Change | 9/12/15 | 1 |
|  |  |  |
| **Week 3 Contribution:** | | |
| Chapter 7 Reading in text – Business Process Change | 9/17/15 | 1.5 |
|  |  |  |
| **Week 4 Contribution:** | | |
| Chapter 8 Reading in text – Business Process Change | 9/25/15 | 1.5 |
|  |  |  |
| **Week 5 Contribution:** | | |
| Researched the internet on Stakeholder Analysis | 10/3/15 | 1 |
| Created Identification list of stakeholders | 10/3/15 | .5 |
|  |  |  |
| **Week 6 Contribution:** | | |
| Reviewed Teammates Submission – No feedback.changes | 10/10/15 | .75 |
| Updated and Created the stakeholder report | 10/11/15 | 1.5 |
|  |  |  |
| **Week 7 Contribution:** | | |
| Completed Stakeholder and Buy-in Summary | 10/15/15 | 2.5 |
|  |  |  |
| **Total Hours** |  | 11.25 |

## Wade Passow

{no contribution}