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Rich-Con Case

1. **Performance**
   1. Rich-Con’s decision to choose a software package designed for the metal industry was well-founded. The chosen system addressed several unique requirements, such as tracking multiple units of measure and managing remnants, which were crucial for a steel service center. The move to replace outdated IBM System Three computers with a more modern Unix-based system demonstrates a proactive approach to modernizing the company’s IT infrastructure, which was essential for keeping up with industry standards. The choice of a vendor that offered a solution close to Rich-Con’s needs, even though it did not fully meet all requirements, was a strategic decision. The vendor’s willingness to sell without a maintenance contract and to accommodate modifications was a positive aspect of the selection process.
   2. Rich-Con’s implementation process lacked a structured methodology. The absence of a standard approach from the vendor and insufficient training led to significant operational disruptions. The training provided by the vendor was inadequate, leaving employees unprepared to handle the new system effectively. This lack of preparation contributed to confusion and errors during the system's rollout. The new system's functionality did not align well with Rich-Con’s operational needs, particularly in handling inventory and order processing. The system’s rigid logic did not accommodate the company’s distribution model, leading to operational inefficiencies
2. **Approach in Design**
   1. Rich-Con’s approach to designing and implementing the new system had both strengths and weaknesses. While selecting an industry-specific solution was wise, the implementation process was flawed. The lack of a structured implementation methodology and inadequate training resources hindered the successful adoption of the new system. Greater emphasis on preparing the organization for change and ensuring alignment between the system's capabilities and business processes would have been beneficial.
3. **Chaos**
   1. The new system caused chaos by failing to integrate effectively with existing business processes. The key issues were operational disruptions, lack of visibility, and employee overwhelment. The system’s inability to handle inventory and order processing properly led to errors such as double shipping, incorrect invoicing, and loss of back-orders. Problems with generating accurate paperwork and reconciling records resulted in poor visibility into the company’s operations, aggravating the confusion and inefficiencies.
4. **Marty Sawyer’s Performance**
   1. Marty Sawyer’s performance as president was commendable in her efforts to drive the system implementation and modernize the company’s IT infrastructure. However, the execution of the project highlighted gaps in planning and support. Her extensive involvement in the project, while necessary, also diverted her focus from other critical areas of the business, revealing the challenges of managing a major IT overhaul alongside broader company responsibilities.
5. **Resolving Crisis**

To address the crisis, a comprehensive strategy should be adopted, including: engaging an external consultant, implementing training programs, introducing short-term measures, and reevaluating the system. Begin by conducting a thorough review of the system and its implementation to identify and address the root causes of the issues. Invest in comprehensive training for employees to ensure they are proficient in using the new system effectively. In the short term, consider using temporary manual processes to minimize immediate disruptions while working on long-term improvements. Assess the suitability of the current system for the company's needs and explore alternative solutions if necessary.