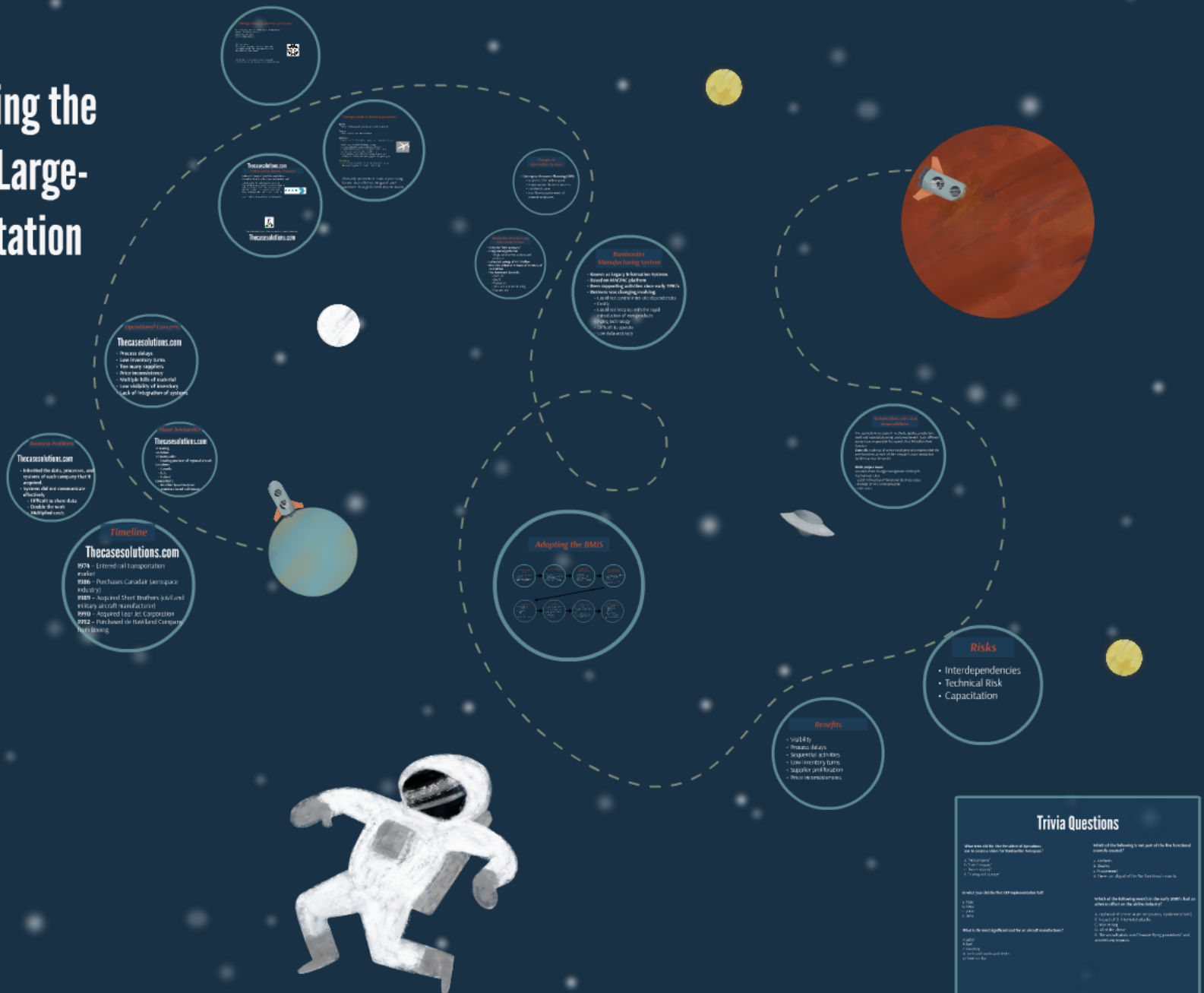


Thecasesolutions.com Successfully Navigating the Turbulent Skies of a Large- Scale ERP Implementation



Trivia Questions

What was the first ERP implementation?

1. SAP
2. Oracle
3. Microsoft
4. PeopleSoft

What was the first ERP implementation?

1. SAP
2. Oracle
3. Microsoft
4. PeopleSoft

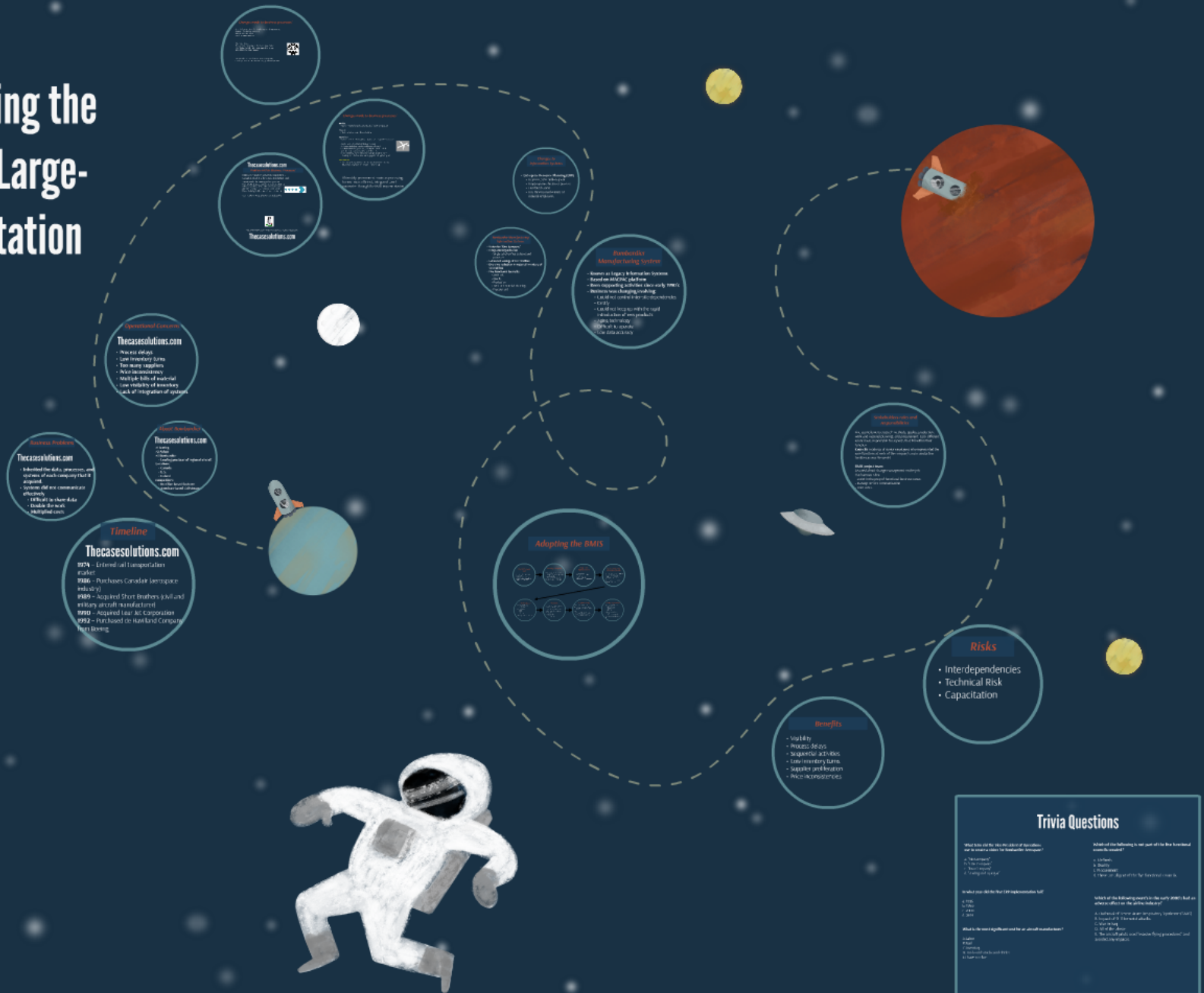
What was the first ERP implementation?

1. SAP
2. Oracle
3. Microsoft
4. PeopleSoft

What was the first ERP implementation?

1. SAP
2. Oracle
3. Microsoft
4. PeopleSoft

Thecasesolutions.com Successfully Navigating the Turbulent Skies of a Large- Scale ERP Implementation



Timeline
Thecasesolutions.com

- 1974 - Entered the transportation market
- 1986 - Purchased Cavalier (transport industry)
- 1989 - Acquired Star Motors (oil and refinery industry)
- 1990 - Acquired IAC Corporation
- 1992 - Purchased the Howland Company (oil refining)

Business Problems
Thecasesolutions.com

- Identified the data, processes, and systems of each company that it acquired
- Systems did not communicate effectively
- Lacked an shared data
- Multiple data feeds

Client Needs
Thecasesolutions.com

- Integration of operational systems
- Integration of data
- Integration of processes
- Integration of infrastructure

Operational Concerns
Thecasesolutions.com

- Process delays
- Cost inefficiency issues
- Too many suppliers
- Access inconsistencies
- Low visibility of inventory
- Lack of integration of systems



Benefits

- Visibility
- Process delays
- Supplier relations
- Lower inventory levels
- Supplier collaboration
- Process efficiencies

Risks

- Interdependencies
- Technical Risk
- Capacitation

Sustainable and Scalable

The goal is to create a BMS that is both sustainable and scalable. This means that the system should be able to handle future growth and changes in the business environment.

Key steps to success:

- 1. Define the scope of the project
- 2. Identify the key stakeholders
- 3. Develop a clear communication plan
- 4. Monitor progress and adjust as needed

Fundamental Migration Strategy

- Assess as Logic 2 & beyond two systems
- Develop an ERP, CRM, HRM
- Re-engineering solution based on ERP, CRM, HRM
- Decisions with changing priorities
- Low risk core for non-ERP/CRM/HRM
- ERP
- Low risk core for non-ERP/CRM/HRM
- ERP
- Low risk core for non-ERP/CRM/HRM
- ERP

Trivia Questions

What was the first ERP implementation?

- 1974
- 1986
- 1989
- 1990

Which of the following is not part of the BMS functional areas?

- Logistics
- Manufacturing
- Customer Service
- Human Resources

Which of the following is not a benefit of the BMS?

- Visibility
- Process delays
- Supplier relations
- Lower inventory levels

Which of the following is not a risk of the BMS?

- Interdependencies
- Technical Risk
- Capacitation
- None of the above

Thecasesolutions.com Successfully Navigating the Turbulent Skies of a Large- Scale ERP Implementation

Operational Concerns

Thecasesolutions.com

- Process delays
- Low inventory turns
- Too many suppliers
- Price inconsistency
- Multiple bills of material

Timeline

Thecasesolutions.com

1974 – Entered rail transportation market

1986 – Purchases Canadair (aerospace industry)

1989 – Acquired Short Brothers (civil and military aircraft manufacturer)

1990 – Acquired Lear Jet Corporation

1992 – Purchased de Havilland Company from Boeing

About Bombardier

Thecasesolutions.com

#1 Boeing

#2 Airbus

#3 Bombardier

- Leading producer of regional aircraft

Locations:

- Canada
- U.S.
- Ireland

Competitors:

- Brazilian based Embraer
- American-based Gulfstream

Business Problems

Thecasesolutions.com

- Inherited the data, processes, and systems of each company that it acquired.
- Systems did not communicate effectively
 - Difficult to share data
 - Double the work
 - Multiplied costs

Operational Concerns

Thecasesolutions.com

- Process delays
- Low inventory turns
- Too many suppliers
- Price inconsistency
- Multiple bills of material
- Low visibility of inventory
- Lack of integration of systems

Thecasesolutions.com

Problem within Business Processes'

Followed strategy of growth by acquisition –
Canadair, Short Brothers, Lear Jet, deHavilland

-Leads to Bombardier becoming a silo organization:
inherited data, processes, systems of acquired companies
inefficiency problems, lack of effective communications
difficulties sharing data with manufacturing facilities
13 manufacturing facilities across Canada, US, Ireland.

-Labor mobility is impacted by non-transferable skills





Biggest problems identified as low visibility of inventory and lack of integration of legacy systems

Thecasesolutions.com