

Storyline

The client is a 100% Export Oriented Unit engaged in the manufacture of egg products. The client has a state of the art processing plant, processing around 1.2 million eggs daily. The client has established a name for itself in the international market for the quality of its products.

NCRCL[®] conducted an ERP Evaluation Study on behalf of the Management to identify key bottlenecks and suggest future course of action. The study findings and recommendations enabled the client to initiate corrective action.

Once upon a time

The client undertook implementation of an ERP solution in 2005. A lot of investment and effort was put in by the client as well as the ERP provider in the implementation. However, even after 3 years, the ERP had not fully stabilised. The Management felt that it had not derived returns on the ERP investment in terms of increased productivity or process efficiency. NCRCL[®] was asked to study and analyse the reasons for the failed implementation and suggest corrective measures.

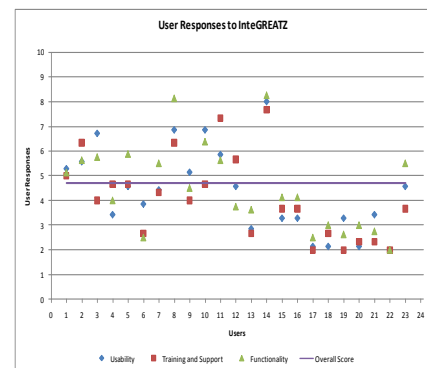
Moving on

The team first developed a framework for the study. The parameters were finalised and templates designed for recording observations. A simple mathematical model was developed to translate the findings under each parameter into a score. The parameters included documentation availability and adequacy, functionality of the ERP both in terms of the business needs and the actual SRS, usability of the ERP and technical aspects.

The methodology consisted of documentation review, interviews with the users, actual walkthroughs with live transactions and questionnaires depending on the parameter being evaluated.

In addition to this, the ERP was benchmarked with best practices in ERP implementation to understand the adequacy of approach to ERP implementation.

The evaluation was not prone to subjectivity in analysis as weighted average scoring model was used. The evaluation covered project management aspects to highlight lacunae in the approach and the actual implementation process.



As an output of the evaluation, the team submitted a detailed study report to the client which presented three alternative courses of action, their cost implications, the likely timelines involved and the financial impact of each alternative, thus providing the Management with necessary inputs for decision making.

Finally

The ERP evaluation laid down all the issues threadbare before the client. The evaluation was supported by sufficient data to substantiate the findings. This gave the necessary backing to the management to take quick decisions and introduce course corrections. The Management was able to take an informed decision considering the implications, timelines and the financial impact of its decision. The client is well on its way to implement an alternative ERP.

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