

A MULTI-PROJECT MODEL OF KEY FACTORS AFFECTING ORGANIZATIONAL BENEFITS FROM ENTERPRISE SYSTEMS

By: **Peter B. Seddon**
 Department of Information Systems
 University of Melbourne
 Victoria 3010
 AUSTRALIA
 p.seddon@unimelb.edu.au

Song Yang
 Department of Information Systems
 University of Melbourne
 Victoria 3010
 AUSTRALIA
 yanssy1@pgrad.unimelb.edu.au

Cheryl Calvert
 Corporate Business Systems
 Monash University
 Victoria 3800
 AUSTRALIA
 Cheryl.Calvert@adm.monash.edu.au

Appendix A

Full List of Organizations and Speaker Roles

2003	2005	Organization Name	Presenter	Business Manager (see Note for meaning of "1")	CIO	Head, ES or Project Manager	On the podium more than once in 2003 or 2005	On the podium in both 2003 and 2005	Same topic discussed in both sessions?
	1	2Wire	Senior Director, IT		1				
1		Abbot Laboratories	Business Manager	1					
1		Addmore Personnel + Bookham +Tallard	President and VPs	1	1				
1		Adidas	CIO of Adidas Salomon		1				
	1	Advanced Energy	Director of planning	1					

2003	2005	Organization Name	Presenter	Business Manager (see Note for meaning of "1")	CIO	Head, ES or Project Manager	On the podium more than once in 2003 or 2005	On the podium in both 2003 and 2005	Same topic discussed in both sessions?
1		Air Products & Chemicals	Director – SAP HR Project			1			
1		Air Products & Chemicals	Director, Business process ERP program	1		1	1		No
1		Alabama Gas Corp., Energen Corp	Vice President, Vice President & CIO	1	1				
	1	Allied Irish Bank	Group CIO		1				
1		American Army	Project manager, Logistics IS			1			
1		Armstrong World Industries	VP Logistics & IT for Building Products	1					
1		Artisan Entertainment	CFO, CIO and CEO	1					
	1	AstraZeneca	Executive director, SAP project			1			
	1	AT&T bus services	Process controller for revenue	1					
1		AUDI AG	Head of CRM Applications			1			
	1	Auto Industry Action Group	General Motors Loaned Executive			1			
1		Avaya	Senior Manager, Supply Chain Planning	1					
	1	AZ Electronic Materials	CFO	1					
1		B & Q Plc	Director of Commercial Systems		1				
1		Banco Itaú	General Manager	1					
	1	Bank of Canada	HR director + ERP services mgr	1					
1		Barclays Bank	Director, Finance Projects			1			
1		BASF	Project Leader			1			
	1	Blount + Fusion UV + Greenheck	VP, IS + Sales Support + VI, IS		1	1			
	1	Bosch North Corporation	Project Lead			1			
1		Bosch Rexroth Corporation	VP and CIO, Director Business Applications		1			0	No
1		Bristol-Myers Squibb Co.	Program Director Informatics		1				
	1	Brookshire Grocery Co.	Director Financial Accounting	1					
	1	Brother International Corp.	CIO		1				
1		Brother International Corp.	President & CEO, and CIO	1	1			1	Yes
	1	Capita + Cincinnati Insurance	both Project managers			1			
	1	Cardinal Health	Senior Project Leader, SD			1			
	1	Caterpillar	Group President, Caterpillar logistics	1					
	1	Celent	CEO	1					
	1	CHEP	Enterprise Architect			1			
1		ChevronTexaco	Manger, Global SAP Strategy			1			
1		City of Cape Town	Director of ERP Business Transformation			1			
	1	CN Rail	Director of Business Solutions			1			
1		Coca Cola Enterprises Inc.	Manager, e-Procurement	1					
	1	Colgate Palmolive	Director, Global IT		1				
1		Computer Sciences Corp.	Vice President, Bus Development plus Director, Global Outsourcing	2					
	1	Computer Sciences Corp.	VP, Business Development	1				1	Yes
	1	ConAgra Foods Inc.	VP Enterprise System implementation			1			
1		ConAgra Foods Inc.	Director, Business Practices	1				1	Yes
	1	ConocoPhillips	Project manager			1			
	1	Du Pont	Mgr Business Planning	1					

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	1	Energen	VP&CIO		1				
	1	Five North American state and local government orgs	all five are project managers			1			
1		Florida Crystals Corporation	Vice President & CIO		1				
	1	GE Consumer and Industrial	Content mgr leader			1			
	1	Gen-Probe	Senior director, IS		1				
1		Graybar	VP and CIO		1				
	1	Graybar	VP and CIO		1			1	Yes
	1	Great West Life and Annuity	Project mgr			1			
1		GTECH Corp.+ Novo Nordisk + IDC	Director, of Fin. Planning & Analysis	1					
1		GTECH Corporation	Director, Corp financial planning & anal.	1			1		No
1		Halliburton Company	Director, ERP Center of Excellence						
1		Hawaiian Tropic	EVP & CFO,VP, Kentucky Division	1					
1		Hershey Foods	Director of applications			1			
	1	HP	Director Shared Services and SAP COE			1			
	1	Indigo Books	CTO		1				
1		Infineon Technology	Vice President, IT Alignment; plus partner from Accenture			1			
1		International Paper	Director, HR Operations	1					
1		J. Crew	Senior Vice President & CIO		1				
1		Johnson & Johnson	Senior Director, Pharmaceutical Research and Development, J&J Pharmaceuticals	1					
	1	Kaeser + Robotics Inc	Delivery Bus Systems Leader			1			
	1	Kimberley Clark	VP Sen Marketing Office + IT manager	1		1			
	1	KLA-Tencor	Senior Information Technology Director, Applications			1			
	1	KLA-Tencor	Senior Director Sales systems			1	1		No
	1	Lennox + Komatsu	Director of IT + Manager of ERP Development		1	1			
	1	Lions Gate Entertainment	CIO		1				
	1	Lockheed Martin	ERP project mgr			1			
1		Lockheed Martin	Product Manager			1		1	No
	1	L'Oreal	Project leader			1			
	1	LSI logic	Director, SCM	1					
	1	Lyondell Chemical Co	Project mgr			1			
1		Marathon Ashland Petroleum LLC	Project Manager, & Technology Manager			1			
	1	Marathon Oil + Wellogix	President, Global procurement + VP Operations	1				1	No
1		Mar-Mac Wire, Inc.	CIO & CFO	1					
1		MassMutual Financial Group	Vice President, Corporate Services	1					
1		McCormick & Company	CIO & V.P. Global Business Solutions		1				
1		MCI/WorldCom, Inc.+ IBM/Telefonica	Snr Director, Strategic IT Development			1			
1		Millennium Chemicals	Director, eBusiness,			1			

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	1	Morrison homes	VP&CIO		1				
1		Mott + Johnson + Conair + Brown-Forman	Four Directors, Supply Chain	1		1			
	1	Nike	Discussed Netweaver			1			
1		Norske Canada	Project Director & VP Supply Chain & IT			1			
	1	Nortel	SAP Program Mgr			1			
1		North Carolina Dept of Transport	Project Manager & Funct. Team Manager			1			
1		OfficeMax	VP – Direct Marketing, VP – CRM	1					
1		Ondeo Nalco Global	Director, Mfg Volume Strategy	1					
1		Ontario Electricity	Manager, Planning & Perf. Mgt Systems	1					
1		Pacific Coast Feather Company	CIO & Director of Business IS		1				
	1	Phillips + Deloitte	Senior Bus Info Mgr		1				
1		Procter & Gamble	Employee services area,	1					
	1	Procter & Gamble	Global Director, Supply Network Operations	1				1	No
	1	Purdue Pharmaceuticals	Exec Director, Information Officer			1			
1		Rohm & Haas	e-Transformation Director			1			
1		Rohm & Haas Company	eBusiness Technology Manager			1	1		No
1		Royal Dutch Shell Group:	CIO Team		1				
	1	Schenker AG	Head of IT Management Logistics			1			
	1	SI Corporation	Project manager			1			
1		Sony Europe	General Manager, Finance & HR Systems	1					
	1	Tastykake	Director, Enterprise Apps			1			
	1	Tesoro	VP and CIO		1				
1		Tetra Pak SA + Adobe Systems Inc.	Head of Global IM Support & VP IS		1				
	1	Texas Instruments	Lead solution architect			1			
1		Texas Instruments	Director Procurement Systems			1		1	No
	1	Titanium Metals	Mgr Bus Support and Apps			1			
	1	Tom Davenport + Wells Fargo+ Bank One +First Chicago	four project managers			1			
1		Toyota Material Handling, U.S.A.	Vice President	1					
1		Trivirix international	Vice President of Information Technology		1				
	1	Tyson Foods	Project mgr			1			
	1	Ulta	Senior VP Sales+Sen VP IS	1	1				
	1	Uni of Kentucky + Baylor College	Prof and project director and Project Manager			1			
	1	US Army	Project mgrs (one from CSC)			1			
	1	US Customs + Treasury	Business requirements director	1					
	1	US Navy	Project manager			1			
	1	US Pipe	Project manager, technology			1			
1		VF Services, Inc.	VP supply chain	1					
	1	Visteon Corp (Part of Ford till	Global director, Applic. Strategy	1					

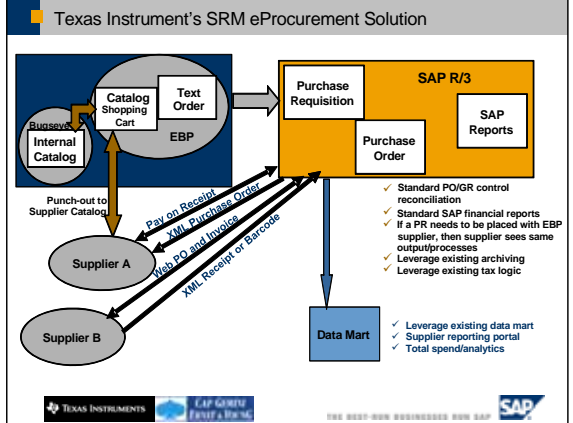
2003	2005	Organization Name	Presenter	Business Manager (see Note for meaning of "1")	CIO	Head, ES or Project Manager	On the podium more than once in 2003 or 2005	On the podium in both 2003 and 2005	Same topic discussed in both sessions?
		2000)							
	1	Washington Post	VP of Operations	1					
1		Waters Corp. + Villeroy & Boch AG	Director of Marketing Services & CIO and Project leader	1	1	1			
1		Waters Corporation	Director of PLM			1	1		No
	1	Wells Fargo Bank + Corp Properties Gp	Project mgr			1			
	1	Whirlpool + Pacific Cycle	Director, eBusiness Nth America + Director, IS			1			
	1	William Wrigley	Mgr Global development SAP			1			
	1	Wolf Inc	CFO	1					
	1	Wolverine	Director, Internet marketing + Senior IT director	1		1			
	1	Wrigley	Project lead			1			
60	70			48	31	64	5	8	4 Yes's
	130					142			
				34%	22%	45%			

Notes:

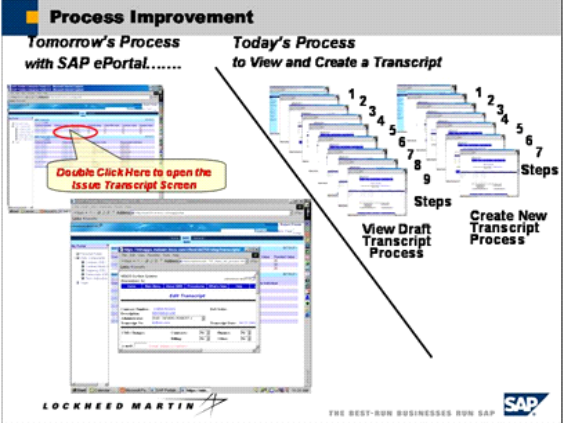
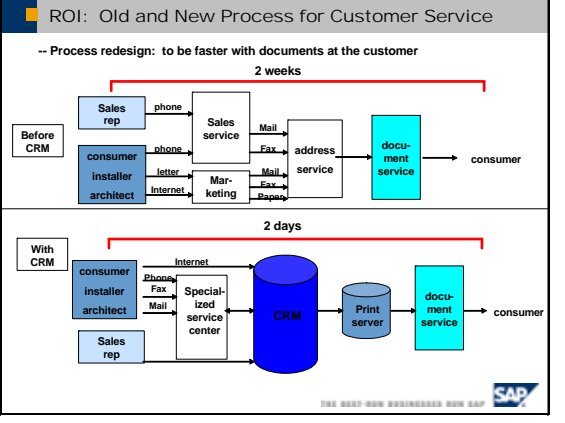
1. A "1" indicates that the characteristic of interest, identified by the column heading, was present or applies in this presentation.
2. A "+" indicates speakers from more than one organization (e.g., a panel discussion).

Appendix B

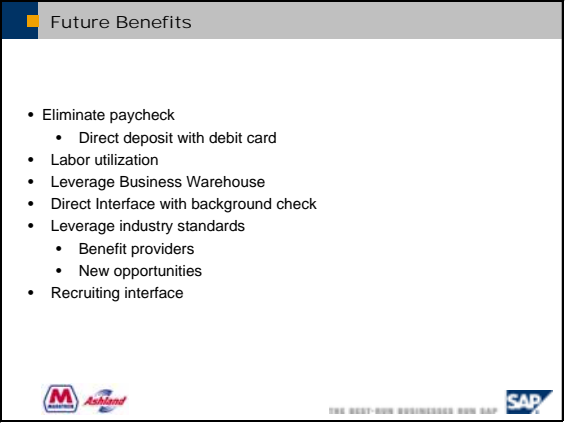
Examples of Strength of Evidence Judgments of Positive Causal Relationships between Benefit Drivers in the OBES Model and Organizational Benefits from ES Use from the Perspective of Senior Management

Factor	SoE	Example	Explanation of SoE Classification
1. Functional fit	1	<p>Texas Instrument's SRM eProcurement Solution</p>  <p>The diagram illustrates the integration of SAP R/3 with an external Buyer Professional (EBP) and suppliers. It shows an Internal Catalog leading to a Catalog Shopping Cart, which connects to an EBP. The EBP interacts with SAP R/3 for Purchase Requisition and Purchase Order. SAP R/3 also feeds into SAP Reports and a Data Mart. Suppliers A and B are connected via Web PO and Invoice, with XML Receipt of Purchase Order and Pay on Receipt. A list of benefits includes: Standard PO/GR control reconciliation, Standard SAP financial reports, Supplier reporting portal, Total spend/analytcs, Leverage existing data mart, and Leverage existing tax logic.</p> <p>(Case 59, slide 10) Copyright © Texas Instruments; used by permission.</p>	<p>In this slide, the speaker from Texas Instruments (TI), a U.S. \$19 billion semiconductor company, explains how TI was using SAP's enterprise buyer professional (EBP) product, interfaced to SAP's R/3 ERP product, to enable over 1,300 users in five countries to use eProcurement. The functionality highlighted EPB's ability to use "punch out" catalogs (e.g., online catalogs maintained by Suppliers A and B, rather than an internal catalog maintained by TI). Since the benefits of this functionality were not clearly spelled out, the strength of this evidence that functional fit leads to benefits was judged to be limited (i.e., 1).</p>
	2	<p>Scope: Clearly Defined Based on Objectives</p> <ul style="list-style-type: none"> • Contact Management • Lead Management • Opportunity Management (including TAS Opportunity Planning Methodology) • Client Data • Client Planning • Sales Cycle Management • Reporting and Analysis • Access via the Internet • Mobile Usage • Work Flow Management • Linkages to Research/Information Repositories • Security • Marketing/Campaign Management <p>(Case 28, slide 10) Copyright © CSC; used by permission.</p>	<p>In this slide, the speaker from Computer Sciences Corporation (CSC), a U.S. \$13.6 billion out-sourcing firm, explains why her firm chose to go for an early release of SAP's CRM product. Presumably, the listed functionality will produce value for CSC. The strength of this evidence that functional fit leads to benefits was judged to be moderate (i.e., 2).</p>
	3	<p>"And any of you guys there in the audience that do apparel or footwear understand that people come in sizes, clothes come in sizes and software doesn't understand sizes. Just does not. Everybody wears clothes, you'd think they'd understand it, but it is very difficult to find a package that is suitable for footwear and apparel....So, after searching, we selected SAP, and I think we made the right decision because—look at them. They are in it for the long haul. They are a major player, and we worked with Reebok, because Reebok at the same time was doing something similar. They were out there searching for a system, they selected SAP about the same time we did. And so we got</p>	<p>In this quotation, the speaker from VF Services Inc, a U.S. \$ 5 billion per annum manufacturer whose brands include Lee, Wrangler, Vanity Fair, and North Face, found that functional fit in SAP's basic retail ERP solution was so poor that they worked with Reebok and SAP to develop an apparel and footwear solution (AFS) version of SAP's ERP software, tailored to the needs of the clothing and apparel industry (which needs to keep track of garments of the same style in many sizes and colors). Presumably, this additional functionality leads to greater benefits. The</p>

Factor	SoE	Example	Explanation of SoE Classification
		together, and between the two of us, we helped design AFS. So if there is a lot of mess in there, I guess you can blame VF and Reebok. But we tried to do our best" (Case 55, transcript p.2).	strength of this evidence that functional fit leads to benefits was judged to be strong (i.e., 3).
2. Overcoming organizational inertia	1	"People must be prepared for change across the organization. They need support to become IAS literate in time. Stakeholder management is key to ensure desired behavior change....Training staff is the most significant challenge in converting to IAS" (Case 9, slide 13).	In this quotation, the director of Finance Projects for Barclays Bank plc, a major UK bank, discusses the bank's planned move to international accounting standards (IAS). These two sentences extracted from slide 13 imply that change management and training are major determinants of organizational benefits from the ES-enabled use of IAS. The strength of this evidence that overcoming organizational inertia leads to benefits was judged to be limited (i.e., 1).
	2	"My experience has shown that one of the number one detriments to any post merger or post acquisition success is change management. And our goal was to completely eliminate that as an issue. And you will see that theme recurring throughout this presentation. So to that end, the first decision that was made was to utilize SAP—mySAP, actually—as the core application solution" (Case 33, transcript, p. 4).	In this quotation, the VP and CIO from Florida Crystals, a U.S. \$1 billion sugar producer and refiner, specifically states that he believes that change management is a major determinant of organizational benefits in this ES project. The strength of this evidence that overcoming organizational inertia leads to benefits was judged to be moderate (i.e., 2).
	3	"So if you look at a couple of the key-success factors... these are actually ranked in order. I have to say, that executive sponsorship and leadership is number one. This thing...could have died a thousand deaths. Every time something happened, a tool didn't work right, forecasting was a little bit too complicated for the makers—"Oh jeez, the data is wrong"—that became a reason to kill the project. That's how tough that was. So by having our executive sponsors there, CFO or CIO, we had our "executive supply chain"! Those guys really helped keep pushing this thing forward" (Case 54, transcript p. 7).	In this quotation, the director of Manufacturing Volume Strategy for Ondeo Nalco, a U.S. \$2.6 billion per annum water-treatment company operating in 126 countries around the world explains mechanisms for overcoming resistance to change. The strength of this evidence that overcoming organizational inertia (achieved through executive support) leads to benefits was judged to be strong (i.e., 3).
	3	"Education: we spent a minimum of 20 hours on face-to-face training with an individual that would be just, let's say, a plant operator, who would enter data from the floor, to 60 or 70 hours for the more complex roles of a customer service representative entering orders and tracking shipments and so forth, to a supply-demand planning individual....We also had e-learning that was put out for our folks, so that they could on their breaks and free time go in and educate themselves at their leisure" (Case 31, transcript, pp. 3-4).	In this quotation, the director of Global e-Transformation for Rohm and Haas, a U.S. \$6 billion manufacturer of coatings and adhesives, explains his firm's efforts with respect to change management and training. Since this expenditure on training presumes that training produces benefits, the strength of this evidence that overcoming organizational inertia (through training) leads to benefits was judged to be strong (i.e., 3).
3. Integration		Please see Table 3 in the body of the paper for examples of strength of evidence where integration was judged to have caused benefits.	

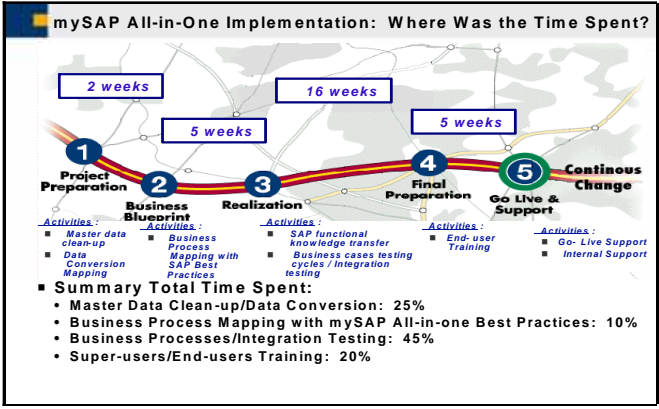
Factor	SoE	Example	Explanation of SoE Classification
4. Process optimization	1	 <p>(Case 42, slide 22) Copyright © Lockheed Martin; used by permission.</p>	<p>In this slide, the speaker from Lockheed Martin, a US\$27B aerospace company, explains plans to improve processes using SAP’s portal product. The nine and seven-screen processes on the right are to be replaced by single portal screens. Since this new process had not yet actually produced any benefits, the strength of this evidence that process improvement leads to benefits was judged to be limited (i.e., 1).</p>
	2	<p>“Streamlining the purchasing organization. What we did was the purchasing organization is now much more focused. We reduced the staff from there and we have now more information from the divisions, as I told you. So we have a smaller staff, doing a better job with better results.... When someone, any place in the bank, asks for something, he goes to the shopping cart; he puts it into the shopping cart. It comes to our headquarters. It runs, it checks if there is a contract for that. If there is a contract, the contract is selected and the purchasing order is put on the supplier immediately and it goes to the branch that is asking for that. The same for services, so we have a more consistent process and it is very quick” (Case 49, transcript p. 5).</p>	<p>In this quotation, the speaker from Banco Itaú, a 43,000- employee Brazilian bank, explains how their purchasing processes have been improved using SAP’s supplier relationship management (SRM) system. Strength of this evidence that process improvement leads to benefits was judged to be moderate (i.e., 2).</p>
	3	 <p>(Case 24, slide 38) Copyright © Villeroy & Boch; used by permission.</p>	<p>In this slide, the speaker from Villeroy & Boch a €1 billion per annum German manufacturer of home interior products, explains how their customer service processes have been improved using SAP’s CRM system. As shown in the diagram, turnaround time dropped from 2 weeks in the upper half of the slide to 2 days in the lower half using the CRM system. The strength of this evidence that ES-based process improvement leads to benefits was judged to be strong (i.e., 3).</p>

Factor	SoE	Example	Explanation of SoE Classification
5. Improved Access to Information	1	<p>"But probably the most interesting thing that happened wasn't necessarily planned, and that was all of a sudden we had visibility. And I think this is probably the key. And what I mean by visibility is, all of a sudden you could see exactly in the order to cash process where something was being held up. So we had metrics now that we couldn't even think up before. We now know that an order is held up because it's in credit lock and you can tell how many days it's been held up there" (Case 52, transcript p. 3).</p>	<p>In this quotation, the speaker from Chevron Texaco, a U.S. \$100 billion plus oil company explains his firm's use of SAP's APO and R/3 IS-Oil solutions to increase visibility of the order-to-cash process. Because the amount of information does not seem to have increased massively, the strength of this evidence that improved access to information (through use of APO and R/3) leads to benefits was judged to be limited (i.e., 1).</p>
	2	<p>"It wasn't easy, we had six months stabilization, particularly in the business warehouse and reporting capabilities, that was probably the most complex piece....It took a lot longer than we anticipated, and we did have performance issues, and with the system, we did have issues with our own people in terms of performance who could not work on the new platform, as much as the training was done in anticipation....The use of BW has been phenomenal for us in terms of having information, different cubes, to do everything from investment analysis. We have about 300 reports that we use in BW right now with all our financial reporting for our entities and the stand of the 80 entities, our balance sheets and income statements, and the kinds of analysis reports are all done very quickly and very easily. We know the data is good—so it's been outrageously beneficial for us" (Case 23, transcript pp. 7-8).</p>	<p>In this quotation, the presenter from MassMutual, a Fortune 100 U.S. insurance company, explains that despite initial problems during stabilization, the use of SAP's data warehouse (called Business Warehouse or BW) has been "outrageously beneficial." Because of the initial problems, the strength of this evidence that improved access to information using an ES leads to benefits was judged to be moderate (i.e., 2). (There were many similar cases where users of SAP's BW product reported much better access to information; see the following example.)</p>
	3	<p>"The base foundation of everything is, in fact, the business warehouse. Business warehouse is the most critical application that we have. The company turns on data, but more, turns on information. Every application we have feeds BW. Purchase-to-pay-to-reporting, that was the scope of effort for the project, from master data all the way through to point of sales....Our decision process comes out of BW. I cannot say enough about it. We are on [version] 3.0....The best application within J.Crew is the business warehouse" (Case 4, transcript p. 2).</p> <p>"The most accurate, timely, actionable data that the company has seen in years. Scott Rosen, CFO" (Case 4, slide 15).</p>	<p>Here, the presenter from J.Crew, a U.S. \$750 million retail fashion chain, explains benefits from SAP's data warehouse. The strength of this evidence that improved access to information using an ES leads to benefits was judged to be strong (i.e., 3).</p> <p>(Incidentally, there is a benefits-from-integration story in this quotation, too, that was coded SoE = 2.)</p>

Factor	SoE	Example	Explanation of SoE Classification
<p>6. On-going improvement projects</p>	1	 <p>(Case 43, slide 15) Copyright © Marathon Ashland; used by permission.</p>	<p>In this slide from Sapphire 2003, the presenter from Marathon Ashland Petroleum, presents his “wish list” of future projects following implementation of SAP’s portal product for 12,000 users. This slide was treated as evidence that on-going improvement programs lead to benefits. The strength of this evidence was judged to be weak (i.e., 1).</p>
	2	<p>“Phase two, internal sales force functional enhancement that is what we’re dealing with as of today. That is covering sales planning and forecasting. That’s based on SAP portals and SAP CRM as well. Order management for mobile sales, so our sales forces are also able to create orders offline at the customer. Later on that will be replicated to our back bone, to our back office ERP system, and also to our BW system.... So we’re integrating all of these three systems into one view to the sales force that they don’t have to deal with different systems. It’s just one approach for them” (Case 45, transcript p. 5).</p>	<p>In this quotation, the speaker from Bosch Rexroth, a €3.6 billion German engineering company, explains his firm’s plans for phased implementation of SAP’s CRM, portals, supply chain management, and data warehouse. Since implementation of these systems is expected to lead to greater benefits the strength of this evidence that on-going improvement programs lead to benefits was judged to be moderate (i.e., 2).</p>
	3	<p>“And now we are going to roll that thing out over the rest of Graybar’s geographic business units at least over next year, rolling it out to each one of these business units. And after all that’s done, we are going to grade up at 4.60 and we will be lucky to going through that upgrade until the turn of 2004/2005. It’s never over. You never will see an end and stand up and say it’s completely finished. Again, and that is one of the reasons why you need to have a viable, healthy partner, because you are never finished. You get to the end of your implementation and you end up in an upgrade stage. You get to the end of your implementation and somebody wants a new functionality...so you are never done. This is an on-going, never finishable, never finished kind of a war that we are living in. And this is a great job to do when you like doing that” (Case 34, transcript, p. 5).</p>	<p>In this quotation, the VP and CIO from Graybar Inc., a U.S. \$4 billion electrical distributor, explains why his firm’s implementation of SAP’s suite of software (ERP, CRM, APO, BW) is not the end of the journey. Presumably, the on-going improvements discussed will lead to more benefits. The strength of this discussion as evidence that on-going improvement programs lead to benefits was judged to be strong (i.e., 3).</p>

Appendix C

Examples of Strength of Evidence Judgments Concerning the Need for Successful Go Live in order to Achieve Organizational Benefits from ES Use from the Perspective of Senior Management

SoE	Example	Explanation of SoE classification										
1	<p><i>Audience:</i> “How frequently would you suggest meeting with executive sponsors during an implementation?”</p> <p><i>Presenter:</i> “I will give you an example of what we’ve done. I don’t have all the expertise in different implementations that people have done. We actually have a very specific project structure...so we have weekly meetings at the lower level of the implementation but we also have weekly meetings with the leadership across all of our projects. And actually we are having, I believe, every other week read outs to the CEO staff on the status of the project and any specific escalations or integration points that we are working—things that we know are the critical success factors of the project. So it actually occurs fairly frequently in our projects right now.” (Case 16, transcript p. 7)</p>	<p>In this transcript extract, the Senior Manager, Supply Chain Planning, Avaya Inc., a U.S. \$5 billion supplier of telecommunications equipment and services, responds to a question after his formal presentation about his organization’s commitment to a project to reduce inventory by 45% using SAP’s APO planning software. He makes no explicit statement that successful go live is necessary to achieve benefits, but the pursuit of that goal is implied by the clear management interest in the project. For comparison with the SoE scores for the six OBES hypotheses, the strength of this example as evidence that Successful go live is necessary to achieve benefits was judged to be limited (i.e., 1).</p>										
2	 <p>The diagram shows a project timeline with five phases: 1. Project Preparation (2 weeks), 2. Business Blueprint (5 weeks), 3. Realization (16 weeks), 4. Final Preparation (5 weeks), and 5. Go Live & Support (Continuous Change). Below the timeline, activities are listed for each phase, and a summary table shows the total time spent on various tasks.</p> <table border="1" data-bbox="261 1220 862 1304"> <thead> <tr> <th colspan="2">Summary Total Time Spent:</th> </tr> </thead> <tbody> <tr> <td>Master Data Clean-up/Data Conversion</td> <td>25%</td> </tr> <tr> <td>Business Process Mapping with mySAP All-in-one Best Practices</td> <td>10%</td> </tr> <tr> <td>Business Processes/Integration Testing</td> <td>45%</td> </tr> <tr> <td>Super-users/End-users Training</td> <td>20%</td> </tr> </tbody> </table> <p>(Case 40, slide 11) Copyright © Eveready; used by permission.</p>	Summary Total Time Spent:		Master Data Clean-up/Data Conversion	25%	Business Process Mapping with mySAP All-in-one Best Practices	10%	Business Processes/Integration Testing	45%	Super-users/End-users Training	20%	<p>In this slide, the VP of the Kentucky Division of Hawaiian Tropic a manufacturer of sun-care creams with a “dominant position in U.S. and Canadian markets” (slide 4), outlines steps in the implementation of SAP’s All-in-One ERP-style system for small businesses. This and adjacent slides 10 and 12 (not reproduced here) provide evidence of Hawaiian Tropic’s interest in having their project deliver a working system. For comparison with the SoE scores for the six OBES hypotheses, the strength of the evidence in these three slides that Successful go live is necessary to achieve benefits was judged to be moderate (i.e., 2).</p> <p>(The diagram in this slide is from SAP’s ASAP project methodology. Many presentations contain ASAP diagrams similar to this one.)</p>
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Business Process Mapping with mySAP All-in-one Best Practices	10%											
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3	<p>“From my personal standpoint it was one of the most challenging years of my professional career. This project was a race, every minute of it. I think the race started for me about the middle of November of 2001 and it was a push. There never was a time when there wasn’t an impending deadline every week or the week later. We were racing every minute. It was tough. The team did absolutely awesome, but it was very, very tough. It was one of the most difficult things I’ve ever done” (Case 22, transcript, p. 5).</p>	<p>In this quotation, the Director of Manufacturing Volume Strategy for Norske Canada, a 3,700-employee Canadian paper manufacturer, explains his team’s commitment to the project. Since this “awesome” effort was presumably undertaken to achieve a successful go live and so achieve benefits—why else would they work so hard?—the strength of this evidence that Successful go live is necessary to achieve benefits was judged to be strong (i.e., 3).</p>										