

How to Fix a Failing ERP Project

Doing More With Less

Welcome: Lunch and Learn



- Fun, light and easy
- The recording will be available on our website
- Introductions

Rivervale: UAT Deadlock



During UAT, the Board learned of:

- Multiple change requests
- Time & budget overruns
- Additional resource needs

Playpat: Custom Build Blunder

After 8-Months

■ Original Estimate ■ Phase 1 Revised



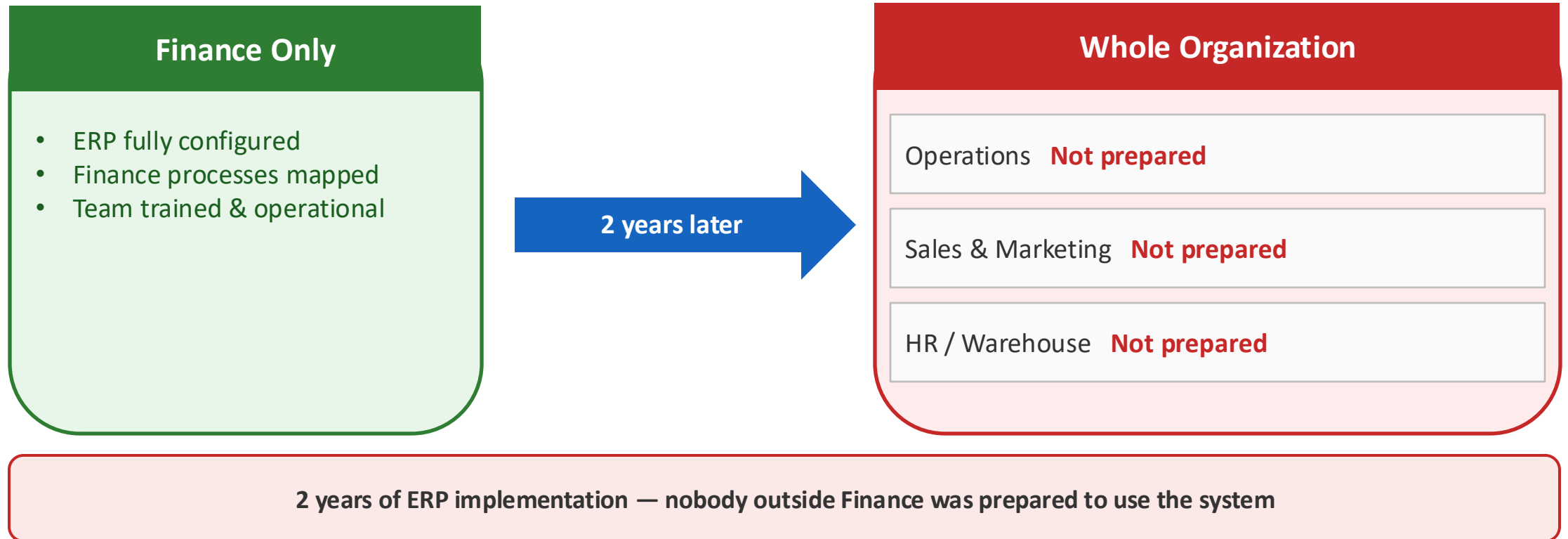
Original Estimate



Phase 1 Revised

Revealed at month 8:
3x budget
required for Phase 1 alone

Jamjin: Siloed Fracture



Failing ERP Project?

1

Investment > Expected Value

Costs far exceed expected returns

2

Bitter Relationships

Trust breaks down across stakeholders

3

Dead Ends

No clear path or recovery option

Failing is non-binary



On the journey: Failure is invisible



— WATERLINE —

WHAT WE DON'T SEE

"The roads we walk are heading to failure — we just can't see it yet"

On the hindsight: Failure is clear

1

Bad Decisions

Choices made on incomplete information

2

No Decisions

Inaction destroys project momentum

3

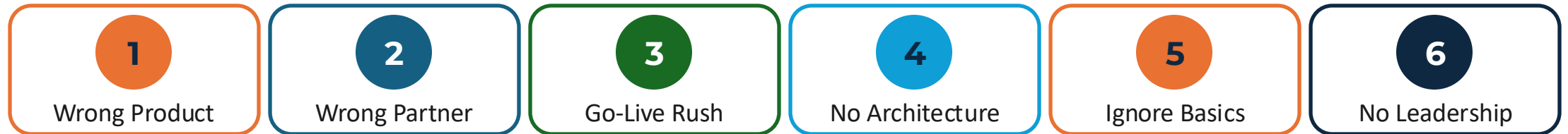
Lack of Governance

No oversight or accountability structures

5 Red Flags



6 Common Reasons



The Core Underlying Reasons!



Why Bad Decisions?



Consider this: Project Execution



Bulletproof Checklist

7 critical questions every ERP project must answer before go-live

TAG	CHECKLIST QUESTION	YES	NO
WHY	Do we know the reason for this ERP implementation?		
WHO	Have we identified all stakeholders and their roles?		
WHAT	Documented Scope, Business Case, Charter & Architecture?		
WHICH	Selected the right ERP product and implementation partner?		
WHO	Have we formed the right internal project team?		
HOW	Engaged leadership and set up proper governance?		
HOW	Agreed a project plan, reporting and acceptance criteria?		

Closing thoughts

- Failure is happening
- Look for red flags
- Work on the root cause

