Team 1 Report – Enterprise Resource Planning (ERP) system within the context of a hazardous fluid waste processing operation

Executive Summary

This report investigates the strategic management and implementation of an Enterprise Resource Planning (ERP) system within the context of a hazardous fluid waste processing operation. Fielding Chemical Technologies Inc., a company located in Mississauga, Ontario (Canada), was surveyed and studied, serving as a benchmark for the investigation. Several high level recommendations and considerations for execution of an ERP project at Fielding or any other similar operation are synthesized out through this study. A key guiding question for the study was "how could the existing operations benefit from ERP?"

The foremost insight reported is that the cooperation between an externally experienced ERP 'programmer' and an internally experienced ERP 'project implementation manager' is tremendously valuable in this process. It is recommended that when a company decides to implement ERP they designate ERP stakeholders in each functional group who are charged with responsibility for determining how their subsystem will operate. The company's senior management needs heavy investment on training and fostering an environment of change during this process. A critical action is assigning leaders and responsibilities within functional groups and creating a reward plan to motivate employees and gain buy-in. Accessing government programs can help to offset costs and are available in many jurisdictions. Insight into Fielding's business logic was determined, and data and material flows were mapped. This led to recommended focus areas for developing the ERP, namely supply chain, laboratory, maintenance management and sales. Then several specific recommendations and suggested solutions are provided in the following areas; customer profiles; raw material tracking; sampling issues in the lab; level 4 ERP system integration with levels 2 and 3. The report concludes with various options for project implementation including the pros and cons of a phased vs. an agile approach.