

# ERP Case Study #1: Cadbury – Success

- Our first successful ERP implementation case study focuses on Cadbury, a 123 year-old confectioner currently owned by American snack foods conglomerate Mondelez International.
- The company was on an accelerated growth-track while facing problems meeting its production and distribution requirements.

# ERP Case Study #1: Cadbury – Success

- Subsequently, SAP was engaged to resolve these concerns.
- Along with other significant changes triggered by the ERP implementation; multi-node resources-management was extended throughout its supply-chain, along with a complete revamping of existing warehouse, and distribution processes.

# ERP Case Study #1: Cadbury – Success

- The consequent impacts afforded Cadbury an opportunity to reduce overall operating costs, while its newly engaged supply-chain, produced significantly better production efficiencies throughout its manufacturing chain.

# ERP Case Study #1: Cadbury – Success

- **Remember:**
- For an ERP implementation to really pay off, you'll need to see improvements in key areas.
- A thorough requirements gathering effort during the selection phase is therefore essential

# ERP Case Study #2: Hershey Candies – Failure

- Not every ERP ends in success, this case study reviews the failure of Hershey, a 147 year-old confectioner, headquartered in Hershey Pennsylvania.
- The enterprise saw the implementation of an ERP platform as being central to its future growth.

# ERP Case Study #2: Hershey Candies – Failure

- Consequently, rather than approaching its business challenge on the basis of an iterative approach, it decided to execute a holistic plan, involving every operating centre in the company.
- Subsequently SAP was engaged to implement a \$10 million systems upgrade, however, management problems emerged immediately.

## **ERP Case Study #2: Hershey Candies – Failure**

- The impact of this decision represented complete chaos, where the company was unable to conduct business, because virtually every process, policy, and operating mechanism was in flux simultaneously.
- The consequent result was the loss of \$150 million in revenue, a 19% reduction in share price, and the loss of 12% in international market share.

# ERP Case Study #2: Hershey Candies – Failure

- **Remember:**
- Poor Management can scupper implementation, even when you have selected the perfect system.