

Assignment example

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Assignment Quality Issue Associated With ERP Implementation in Nike Nike is a United States based renowned athletic footwear, accessories and apparel manufacturer and distributor (Nike, 2014). The company in the past for ensuring reliable Supply Chain Management (SCM) had implemented a future program, which had not been able to render successful outcome. Consequently, the company decided to implement Enterprise Resource Planning (ERP) system in order to strengthen its SCM. Notably, ERP system is an integrated software solutions and its implementation is often argued to be a long and complex process. Alongside, it is claimed that there exists several success along with critical issues pertaining to ERP implementation that acts as strong determinants for effective operation of the system.

Correspondingly, those organizations willing to implement ERP system within its supply chain are required to combine skills, experience and know-how along with meeting the financial requirements. With respect to ERP system implementation in Nike, it was observed that the system failed to deliver the expected outcome (Nicolo, 2012; Wong et al., 2005)

It was later observed that various factors contributed towards the failure and the degraded quality of the overall ERP system. Among the myriad factors responsible for low quality ERP system, one of the major aspects was particularly due to high rate of project team turnovers. Besides, it was also ascertained that consultant responsible for providing professional level advice to project team members relatively had low experience that resulted in ineffective communication of project goals during all phases of project management. In addition, poor quality training provided to personnel engaged in the project along with inadequate knowledge sharing amid the

project team members, were also ascertained to have an adverse impact on the quality of effectiveness of new ERP system within Nike.

Project managers involved in the project were not able to execute substantial control over the project management and to minimize the level of risks that arose during the course of ERP implementation. The insufficient financial resources provided by the top management within the organization also contributed towards the reduced quality of the ERP system. The project schedules were also extremely tight that forced to conduct the implementation activities in rush and eventually influencing the quality of the project outcome. The users within the organization also reveal certain degree of resistance and its impact was later visible in terms of poor quality of the ERP system (Nicolo, 2012; Wong et al., 2005). Notably, these factors altogether contributed towards low quality of effectiveness of ERP implementation project in Nike. Consequently, the ERP system implemented within the company was not effective enough to provide adequate support to its operations. In order to describe the quality issue pertaining to the implementation of ERP system in Nike, fishbone diagram is being used and illustrated below. The diagram depicted below provides detail explanation of the factors that generated quality issue within the Nike during the course of ERP implementation.

High turnover
Poor consultant effectiveness

Users' resistance to change

Fishbone Diagram

References

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