MBA 662- Bombardier Case Report Assignment

1. What business and informational challenges did Bombardier face before the ERP implementation?
    a. The biggest challenge Bombardier faced from the business and organizational perspective was the compartmentalization of different departments. One of the senior project managers noted that it's a "textbook silo organization", and this resulted in lack of interoperability between its Information Technology systems. As Bombardier acquired a new entity, it also inherited its data management systems as well. The various systems were unable to efficiently communicate with each other and therefore, posed a strategic issue for the company. Bombardier relied on legacy systems which lacked reporting, forecasting, and decision support tools for timely and accurate decision making. The legacy systems created silo systems and incompatible data which didn't interact with other systems and therefore created an information vacuum which resulted in less than accurate business decision making.
2. What were the strong points of the implementation process for the Mirabel roll-out and what points need improvement?
    a. One of the strong points of the implementation process is that the senior project manager conducted vision workshops to establish key performance indicators. This process included all of the different business functions (Methods, Quality, Work and Material Planning, Procurement and Production), where each business function was to report to project sponsor on a monthly basis; ensuring functions were aligned with the overall project vision. However, this was one of the points that needed to be improved as well. The people that were sent weren't decision makers, and they "were constantly having to go back to the business in order to validate". The subject matter experts felt they many issues could have been adjudicated had they been a part of the design phase. Since the design phase ran over by several months, the realization and integration testing activities phase should not have been shortened. The shortening of phases caused a lot of issues because they weren't able to make sure that everything was integrated properly to support the business processes. Although they used an iterative approach, the users were inadequately prepared to perform their day to day functions. For example, Training and documentation focused on the most commonly executed transactions instead of functional roles of the individuals executing transactions. The materials provided by a third-party did not reflect a proper understanding of the business and the users conveyed their displeasure with the training material. The scope of the project was not fully embraced throughout the company and there wasn't total buy-in from managers, as they frequently encouraged their staff to use the Legacy system to bypass the issues regarding the BMIS. Managers at the Mirabel location identified that the data was inaccurate, causing a lot of rework and data cleansing lasted several months into the implementation stage.
3. What were the strong points of the second implementation and what points need improvement?

a. Bombardier's deployment processes improved dramatically in its second implementation. Communication of the vision and the purpose of the project was effectively disseminated throughout the entire organization. When the business process owners realized that they were sponsors of the project, they felt empowered to make meaningful decisions at implementation stage which reduced errors down the road. Vice President's involvement and personal interaction with the different departments showed leadership's commitment to project's success. Through presentations and other forms of communication, employees were able to see how Bombardier was performing compared to its competitors and how the new system will help them achieve the company's vision. The VP, who was the project champion, empowered the staff which resulted in staff taking ownership of the project. Roles and responsibilities were also identified and communicated before the new system rollout. There was also a big focus on data migration and data cleansing during the implementation stages; achieving 97% data accuracy when the system went live. However, they still had a few pain points, primarily in human resources and human redundancy. Saint-Laurent was deployed on a very aggressive time schedule, resulting in very little flexibility of its human resources. Overtime was common, and there wasn't any contingency plan if someone was not able to fulfill their duties. This resulted in information that was restricted to only few individuals, and while that information could have been spread out to the rest of the company, they were under such a tight timeline that they didn't have the ability to prevent single points of failure. As a result, these power users became overwhelmed with support requests because of their knowledge of the system compared to the other users.

4. Which of the four operating models do you think Bombardier is following in the post-implementation era? Justify with evidence from the case or elsewhere.

   a. We believe Bombardier operated under the coordination model. According to bombardier's website, their goal is to "continuously find better ways to bridge distances and bring people together through our diverse portfolio of products and services" (About Bombardier). Their diverse portfolio includes commercial aircraft, business aircraft, and aero structures and engineering services. While these services provide unique functions, they are still tightly integrated with each other, as one part is key to producing another. Bombardier's sustainability report notes that they have created a network of over 3000 suppliers all over the world (Inc., Bombardier). This allows them to adapt to different and economical situations, and it reduces the complexity of manufacturing logistics and delivery, because while each plant may make unique parts, they are still synchronized in creating a full plane. Their vision, also in the 2014 report, states that they are going through a reorganization to ensure that there is accountability across all business segments, reducing project risks and showing how closely integrated the different units are.

Bibliography

"About Bombardier - Board, Management and History." About Bombardier - Board,
        Management and History. N.p., n.d. Web. 10 Feb. 2016.
Inc., Bombardier. Bombardier 2014 Activity Report (n.d.): n. pag. Web. 10 Feb. 2016.