Chapter XII

Conclusions

Learning Outcomes

- Summarize the SAP R/3 implementation experience of Robert Bosch GmbH and Robert Bosch US
- Review the inventory of skills that you improved by analyzing the case study
- Identify skills that IT personnel will need to possess in future business environments
- List lessons in implementing ERP systems that could be applicable to your future career
- Acquire an in-depth understanding of ERP implementation by analyzing the implementation of SAP R/3 systems at Robert Bosch RB GmbH during 1992-2004
Benefits of Using This Book

Robert Bosch GmbH is one of the many companies that are moving toward global forms of organization that transcend national boundaries. However, it was not able to make this move until it had reorganized its information systems, changed the manner in which its factories were being run, standardized its business processes, and chose a divisional form of operation so that the same systems could be used worldwide. Robert Bosch GmbH expects to spend approximately a billion dollars in order to implement the SAP R/3 systems throughout Europe and the world between 2002 through 2008. There are many valuable lessons that can be learned by analyzing the Robert Bosch case study, which we will discuss in this chapter. In addition, we believe you will have enhanced your inventory of skills as you engaged in individual preparation, small group discussions, and large class discussions while analyzing the case study. We will also review these skills in this chapter.

Summary

Chapter I set the stage for analyzing the Robert Bosch case study. Chapter II provided an overview of the structure of a multinational corporation, using the example of Robert Bosch GmbH’s corporate structure. Chapters III, IV, and V provided the theoretical foundations of ERP, change management, and database management systems.

We met the heads of the IT division at QI, Robert Bosch GmbH’s headquarters, and the heads of the IT division at Robert Bosch US during 1999. Based on these interviews, we developed Chapters VI and VII. Chapter VI discusses the numerous information systems used by Robert Bosch US in order to manage its operations, and examines the pressure to standardize to a corporate-wide information system. Chapter VII highlights the steps taken by QI (Robert Bosch GmbH’s corporate IT division), led by Dr. Eggensperger and assisted by Mrs. Bauer, to standardize on the use of SAP R/3 throughout the company. By July 1999, in a period of just over four years, the number of R/3 users in the Bosch group had risen from almost none to 20,000. Don Chauncey, the CIO of Robert Bosch US, came up with a proposal that included a range of architecture options in order to standardize on the use of SAP R/3 through North America. He outlined the SAP direction to the North American Operating Committee during August 1999. They stated that the direction was acceptable, but wanted more specifics, such as costs of “must do items,” “a corporate standard,” and “need to improve processes.” We analyzed the materials provided in Chapters VI and VII and came up with possible responses to the questions raised in those
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