1   Q.   **Reference: Justification Report, page 16, line 8 to page 22, line 23**

2   The ERP system as described in the Justification Report includes such disparate

3   components as a project management component, a capital asset management

4   component, a supply chain management component, a customer relationship management

5   component, a human resources component, and a finance component. Did Hydro consider

6   or conduct cost-benefit analyses of approaches to the ERP system other than the adoption

7   of a single integrated solution? If so, please provide further details and any analyses

8   completed. If not, why not?

9

10

11   A.   Newfoundland and Labrador Hydro did not consider or conduct cost-benefit analyses of

12   approaches to the Enterprise Resource Planning ("ERP") system other than the adoption of

13   a single integrated solution. Prior to Nalcor's initiation of the Business Systems

14   Transformation Program, Nalcor and Newfoundland and Labrador Hydro were already

15   using an ERP system with integrated modules. To meet the business requirements, a high

16   level of integration is required between all components. An ERP solution provides

17   integrations and integrity processes pre-built, access to information from a single source,

18   enhanced process controls, and reduction of integration issues caused through use of

19   multiple systems.