ERP programme review

Record the business condition alongside the implementation budget.

Programme / scope		Review date	
Reporting period		Prepared by	

Pale yellow fields are blank inputs. Enter your own figures, units and dates. Blank means not supplied; zero needs evidence.

Review area	Baseline / definition	Unit / currency	Current reading	Observed or estimated	Owner	Next review
Implementation spending						
Operational service						
Incremental recovery expenses						
Estimated commercial effect						
Recovery criterion						

For each row, complete the method and evidence on page 2. Use the same reporting period, scope and measurement definition when comparing readings.

Decision / next action			
Action owner		Due date	

Method, evidence and recovery

Keep the evidence inspectable. Agree who accepts that the business has recovered.

Review area	Method / assumptions	Evidence reference
Implementation spending		
Operational service		
Incremental recovery expenses		
Estimated commercial effect		
Recovery criterion		

Use a document, ledger entry, query or report reference and its observation date. For estimates, state the counterfactual and assumptions. For the recovery criterion, define the business threshold and the period it must hold.

Historical context: Revlon, FY2018

Revlon Consumer Products Corporation's FY2018 filing estimated approximately $64 million in lower net sales and reported $53.6 million in incremental charges after its U.S. ERP launch. These are separate measures, not a combined project cost. A sales shortfall is not lost profit.

At 31 December 2018, the Oxford, North Carolina factory was operating at pre-SAP levels. Retailer inventory replenishment was still continuing, particularly internationally. This historical case does not describe current operations or establish supplier liability or the cause of later bankruptcy.

Source: Revlon Consumer Products Corporation, FY2018 Form 10-K, Item 1A (pp. 24-25) and Item 7. Checked 26 October 2026.

https://www.sec.gov/Archives/edgar/data/890547/000089054719000003/rcpc201810-k.htm