ENTERPRISE RESOURCE PLANNING (ERP) AS A CHANGE MANAGEMENT TOOL

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ABSTRACT

Change is not just inevitable it is rapid, frequent and full of complexity. Today's business environment is characterized by something called as VUCA (Volatile, Uncertain, Complex and Ambiguous). Those who don't change perish. Change is required not for growth alone, it is needed even to survive. Those who stay glued to their old, orthodox, traditional and conventional approaches either will stay mediocre or will be thrown out of the race. Resistance to change is an important management topic and has been researched in depth by academicians across the globe. The general observation as it is well known is that people by and large don't like change. ERP is one of the highly popular change management tool that has been used by companies across the globe to integrate and rationalize their processes. The legacy systems suffered from limitations. They were functioning in a stand-alone, silo mode. However, this type of working created serious problems of coordination, duplication, delays and dissatisfaction. Hence ERP emerged as a solution to seamlessly integrate things so as to make the processes smoother, quicker, leaner and robust. The data collection, storage and processing capabilities of ERP are huge and can benefit the organization not only in terms of descriptive and prescriptive analysis but can also provide ground for predictive analysis. This article discusses the concepts of change management, resistance to change and then explores the role of ERP as a catalyst of change.

Key words: Change, Enterprise Resource Planning, Resistance to Change

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1. INTRODUCTION

This article will review the basic concept of Change Management. It will discuss resistance to change. Further it will explore different dimensions of ERP as a CM tool. The concepts and contexts are related to each other and are expected to provide a sound theoretical foundation for the research. The conceptual and contextual discussion is expected to clarify basic nature of things, their interrelationships and differences. It will assist the deconstruction of the broad research topic into logical components and also in the process of formulation of hypotheses. Moreover it will also pave the way for designing the process of testing of the hypotheses.

2. CHANGE AND RESISTANCE TO CHANGE

Change is not just inevitable it is rapid, frequent and full of complexity. Today's business environment is characterized by something called as VUCA (Volatile, Uncertain, Complex and Ambiguous). Those who don't change perish. Change is required not for growth alone, it is needed even to survive. Those who stay glued to their old, orthodox, traditional and conventional approaches either will stay mediocre or will be thrown out of the race.

Torben Rick (2011) has depicted the classic psychological reaction to change as under -

Figure 1 Typical Reactions to Change

He has also mentioned 12 reasons for resistance to change and those are reproduced below –

Top 12 typical reasons for resistance to change

- **Misunderstanding about the need for change/when the reason for the change is unclear** — If staff do not understand the need for change you can expect resistance. Especially from those who strongly believe the current way of doing things works well...and has done for twenty years!
- **Fear of the unknown** — One of the most common reasons for resistance is fear of the unknown. People will only take active steps toward the unknown if they genuinely believe – and perhaps more importantly, feel – that the risks of standing still are greater than those of moving forward in a new direction
- **Lack of competence** — This is a fear people will seldom admit. But sometimes, change in organizations necessitates changes in skills, and some people will feel that they won't be able to make the transition very well
- **Connected to the old way** — If you ask people in an organization to do things in a new way, as rational as that new way may seem to you, you will be setting yourself up against all that hard wiring, all those emotional connections to those who taught your audience the old way – and that's not trivial
- **Low trust** — When people don't believe that they, or the company, can competently manage the change there is likely to be resistance
- **Temporary fad** — When people believe that the change initiative is a temporary fad
- **Not being consulted** — If people are allowed to be part of the change there is less resistance. People like to know what's going on, especially if their jobs may be affected. Informed employees tend to have higher levels of job satisfaction than uninformed employees

- **Poor communication** — It's self-evident isn't it? When it comes to change management there's no such thing as too much communication
- **Changes to routines** — when we talk about comfort zones we're really referring to routines. We love them. They make us secure. So there's bound to be resistance whenever change requires us to do things differently
- **Exhaustion/Saturation** — don't mistake compliance for acceptance. People who are overwhelmed by continuous change resign themselves to it and go along with the flow. You have them in body, but you do not have their hearts. Motivation is low
- **Change in the status quo** — Resistance can also stem from perceptions of the change that people hold. For example, people who feel they'll be worse off at the end of the change are unlikely to give it their full support. Similarly, if people believe the change favours another group/department/person there may be (unspoken) anger and resentment
- **Benefits and rewards** — when the benefits and rewards for making the change are not seen as adequate for the trouble involved.

Resistance to change is an important management topic and has been researched in depth by academicians across the globe. The general observation as it is well known is that people by and large don't like change. They like to stay put in their established comfort zones. Change is perceived as a threat to the existing levels of comfort and hence there is a reluctance and resistance to change.

However, changes are not dependent on the wishes of the employees or the organizations. As is well known, organizations are open systems and are subject to a number of environmental forces that make the organizations to change compulsorily, whether it wants to change or not. For example, if the Government has implemented GST in the country, businesses will have to change their accounting and taxation procedures. There is no question of their liking or disliking it. Competition, legal factors, economic changes, political factors, technological changes, cultural changes etc. are so many factors that drive organizations to change irrespective of their unwillingness to change. Assuming a static business environment is stupidity and foolishness. The bottom line is "change and flourish or stay constant and perish."

3. CHANGE MANAGEMENT

Change requires management for the simple reason that there is a general tendency to resist change that is seen in people. Changes are difficult to conceive, plan and implement. Moreover changes come at costs and huge investments. Hence professional management to change is a must. It is not just important to be willing to change. It is equally important that the change is planned and executed meticulously with due diligence.

Another important dimension of change management is managing the results of change. Not all the results of change management are positive. For example, automation may render thousands of existing employees jobless. It may save money for the organization, but at a personal level, it would be a tough call for the individual person to accept such a change. Hence change management is required to ensure that changes are well accepted by all the stakeholders involved and are executed with due fairness and reasonableness. Changes that are implemented in a haphazard and adhoc manner often suffer from great resistance and failures. Further many changes are implemented over a longer period of time which increases the uncertainty with the process of change management. Also there are some changes that demand a dramatic change in the culture, attitude and psychology of people. Such changes are major and are difficult to digest and implement. Hence, professional approach to change management is a must. Finally implementing change is not a one time job. Changes that are implemented need to be sustained as well. All this calls for a systemic and holistic approach to change management.

4. CHANGE MANAGEMENT MODELS

There are quite a few change management models. These models prescribe the steps of process of change management in order to make the change a smooth and a successful experience. A couple of popular models are discussed below on the basis of the work of Mulder, P. (2012). –

4.1. Lewin's Change Management Model

One of the first of its kind, a model for change management was created and designed by Kurt Lewin in the 1950s and is still hailed as a highly popular and effective approach to initiate and succeed with change management in organizations. A physicist and social scientist by profession, Kurt Lewin explained the structure of organizational change through the changing states of an ice block. His model comprises of 3 main stages: unfreeze, change and refreeze.

Unfreeze: This is the first stage in the process of change management and it lays the foundation by way of preparation for the change. This implies that at this step, the organization must get geared up for the change and also accept the fact that change is needed and is crucial as well. This phase is vital because most people generally try and resist change, and are more comfortable in maintain the status quo. The key here is to convince people about the need for the change by highlighting the benefits that it may bring about. This step involves the organization examining and re-examining its core. We can call this as the planning stage.

Change: This is the action stage where the real change or transition takes place. The change process may take some time to happen as people generally spend time to embrace changes, new happenings and developments. An important requirement at this stage is of good leadership. Also those involved in the change process should be convinced that they are going in the right direction and the change will be beneficial for them. The keys to this stage are communication and time.

Refreeze: After the change gets embraced, accepted and implemented by people, the organization or the company begins to become stable again. That is why the stage is called as refreeze. This is the time when the processes and staff and begin to consolidate, and things start falling back to normal routine and their normal pace. Help from people is required at this step to ensure that changes are used all the time and implemented even after the achievement of the objective. With a sense of stability and consolidation, employees feel comfortable and confident of the acquired changes at this stage.

4.2. McKinsey 7 S Model

Consultants working at McKinsey and Company developed the 7-S framework or model in the 1980s and it has persisted even when other models came in and went out of trend. It has seven steps or stages and they are explained below -

- **Strategy** – This is the blueprint created to get ahead of the competition and achieve the goals. According to McKinsey's 7-S framework it is the first stage of change and involves the development of a sequential future plan or procedure.
- **Structure** – This is the attribute or stage of the model that involves the way in which the organization is structured or divided.
- **Systems** – The manner in which the day-to-day activities are performed in order to get a task done is what this stage involves.
- **Shared values** – These refer to the main or core values of an organization according to which it works or runs.
- **Style** – The manner in which the leadership and the changes are implemented or adopted is called as 'style'.

- **Staff** – This refers to the people who are involved in the process.
- **Skills** – It refers to the skills and competencies possessed by the employees working in the organization.

Advantages of this model

- A deeper insight of the organization and the way it works is offered by this model.
- This model amalgamates both the practical and emotional components of change which is something that is vital to create ways to easily deal with the change for the employees.
- This model is quite robust and comprehensive and it addresses all major dimensions of the change and the organization.
- Directional factor to organizational change is also offered by this model.

Disadvantages of this model

- As all the factors are interdependent and interrelated to each other, the failing of one part can mean failing of all and this is the biggest problem with this model.
- Complexity is one problem with this model as compared to other models that are relatively easier to understand and implement.
- In practice the organizations that have used this model have failed quite often, and hence this too can be considered as one practical limitation of this model.

The models can be used depending on the size of the organization, the nature of the change that is required and the period over which the change is to be implemented. Short-term changes can be implemented with models that may not necessarily be the same which are more appropriate for long-term changes.

Evaluation of success or failure of the model depends on the achievement of the objectives set for the change. If these have been achieved then the model can be called as effective. On the other hand if these are not achieved then the model would be labeled as a failure.

5. ERP AS A CM TOOL

ERP is one of the highly popular change management tool that has been used by companies across the globe to integrate and rationalize their processes. The legacy systems suffered from limitations. They were functioning in a stand-alone, silo mode. However, this type of working created serious problems of coordination, duplication, delays and dissatisfaction. Hence ERP emerged as a solution to seamlessly integrate things so as to make the processes smoother, quicker, leaner and robust. The data collection, storage and processing capabilities of ERP are huge and can benefit the organization not only in terms of descriptive and prescriptive analysis but can also provide ground for predictive analysis.

Based on the literature reviewed, and the conceptual and contextual discussion, this research looks at ERP as a change management tool with following dimensions under its consideration

Figure 2 Dimensions of the study

6. SAP AS AN ERP

SAP has been one of the leading ERP systems. Developed in Germany, SAP has been implemented by number of organizations across the world. The ERP system is well known for its integrated approach, robustness and data processing ability. To get some practical insights of what SAP ERP looks like the researcher endeavored to produce some of the screen shots of actual SAP working with reference to its procurement module as studied by Yogita Ambade (2017). The intention of this is to get an idea of the kind of depth at which the SAP works.

6.1. Planning schedule

Figure 3 Excel download of SAP planning schedule

6.2. Requirement

Requirement	Sr.No	Cat.no	Description	Vendor	Planned By	MNX 9	MNX 12	MNX 18	MNX 25	MCX 04	MCX 03	MCX 04
0	10	CS53107	FRONT MNX9/18	IKON/Starion	L&T	1	1	1	1	1		
2543	12	CS93500F	FIXED TERMINAL ASSEMBLY: MNX 9	Modison	L&T	6	6				6	
5058	13	CS93939F	FIXED CONTACT ASSY- MAIN-MNX18	Modison	L&T		6	6	6	6		8
11498	17	ST01906R	MNX22 FIXED CONTACT REVIT	Modison	L&T					6	6	
11498	19	ST01904R	MNX22 MOVING CONTACT REVIT	Modison	L&T					6	6	
600	20	ST27904	MNX9/22 AUX-CONTACT REVIT	Modison	L&T	4	4	4	4	4		
390	21	SB03283	AUX-NC REVIT	Modison	L&T		4	4	4	4		
5749	26	CS73096F	MNX9/22 AUX-FIX TERMINAL	Interplex	L&T	2	2	2	2	2	2	
11498	27	CS73280	MOVING TERMINAL MNX22	Interplex	L&T					3	3	
0	28	CS73281	FIXED TERMINAL MNX22	Interplex	L&T					6	6	
3306	30	CS53109	BRIDGE - MNX9/12/18	L&T	L&T	1	1	1	1	1	1	1
195	31	CS53914	MCX04 Bridge	L&T	L&T						1	1
37457	32	CS50270	Bridge M16-22	L&T	L&T							
37457	34	SS93075U	Fixed Magnet	L&T	L&T	1	1	1	1	1	1	1
4755	35	SS93076U	Moving Magnet	L&T	L&T	1	1	1	1	1	1	1
28911	36	SS93673	Moving Contact Mnx9/22	Modison	L&T	3	3	3	3	3	4	4
3306	37	XB01010	Return Spring	Vikson	L&T	1	1	1	1	1	1	1
585	38	XB02045	Return Spring	Vikson	L&T						1	1
195	39	XB00461	MN16 MAIN CONTACT SPRING	Vikson	L&T	3	3	3	3	3		
0	40	XB00462	MN16 AUX CONTACT SPRING	Vikson	L&T	1	1	1	1	1	1	1
13225	41	XB00897	MN16 MAIN CONTACT SPRING	Vikson	L&T					3	3	
148	42	XB00670	MCX contact spring	Vikson	L&T						4	4
0	43	XB01262	MNX9-18 2 pole	Vikson	L&T							
0	44	XB01383	MNX25-40 2 Pole	Vikson	L&T							
0	69	CS93359	Arc-Shield FOR MNX22NO.	IKON/Advance	L&T	1	1	1	1			
0	70	CS93360	Arc-Shield FOR MNX22 NC	IKON/Advance	L&T		1	1	1	1	1	1
0	74	CS53196	Bottom Shroud	IKON	L&T	1	1	1	1	1	1	1

Figure 4 Excel download of SAP requirement schedule

FileHomeInsertPage LayoutFormulasDataReviewView

CutCopyFormat PainterClipboard

Wrap TextMerge & Center

GeneralConditional FormattingFormat as TableCell StylesInsertDeleteFormatClearAutoSumFillSort & FilterFind & Select

B2

SCHEDULE FOR JUNE - 17

A	B	C	D	E	F	G	H	I	J	K	L	M	
1	SCHEDULE FOR JUNE - 17											DAYS	27
2													
3													
4													
5													
6	FAMILY	SR.NO.	MATERIAL	DESCRIPTION	FAMILY	TOTAL M1	TOTAL M2						
7	cont	1	CS94106A000	MNX 9 CONTR.1NO 110V,50Hz	MNX9/18 cont	0	0						
8		2	CS94106B000	MNX 9 CONTR.1NO 240V,50Hz	MNX9/18 cont	0	0						
9		3	CS94106D000	MNX 9 CONTR.1NO 415V,50Hz	MNX9/18 cont	0	0						
10		4	CS94106G000	MNX 9 CONTACTOR (3 MAIN+ 1 N/O) - 24 V	MNX9/18 cont	0	0						
11		5	CS94106I000	MNX 9 CONTACTOR (3 MAIN+ 1 N/O) - 48 V	MNX9/18 cont	0	0						
12		6	CS94106H000	MNX 9 CONTACTOR (3 MAIN+ 1 N	MNX9/18 cont	0	0						
13		7	CS94106K000	MNX 9 CONTR.1NO 220V,50Hz	MNX9/18 cont	0	0						
14		8	CS94106M000	MNX 9 CONTACTOR (3 MAIN+ 1 N	MNX9/18 cont	0	0						
15		9	CS94106N000	MNX 9 CONTACTOR (NO) -220V, 50/60 Hz.	MNX9/18 cont	0	0						
16		10	CS94106P000	MNX 9 CONTACTOR , 415 V 50 / 60 Hz	MNX9/18 cont	0	0						
17		11	CS94106V000	MNX 9 CONT (3 MAIN+ 1 N/O) - 220 V,60Hz	MNX9/18 cont	0	0						
18		12	CS94106V000	MNX 9 CONT (3 MAIN+ 1 N/O) - 110 V,60Hz	MNX9/18 cont	0	0						
19		13	CS94106Z000	MNX 9 CONTR.1NO 24V,60Hz	MNX9/18 cont	0	0						
20		14	CS94107A000	MNX 9 CONTR.1NC 110V,50Hz	MNX9/18 cont	0	0						
21		15	CS94107B000	MNX 9 CONTR.1NC 240V,50Hz	MNX9/18 cont	0	0						
22		16	CS94107D000	MNX 9 CONTR.1NC 415V,50Hz	MNX9/18 cont	0	0						
23		17	CS94107G000	MNX 9 CONTACTOR (3 MAIN+ 1 N/C) - 24 V	MNX9/18 cont	0	0						
24		18	CS94107K000	MNX 9 CONTR.1NC 220V,50Hz	MNX9/18 cont	0	0						
25		19	CS94107V000	MNX 9 CONT.(3 MAIN+1 N/C) - 220 V,60 Hz	MNX9/18 cont	0	0						
26		20	CS94107Z000	MNX 9 CONTR.1NC 24V,60Hz	MNX9/18 cont	0	0						
27		21	ST940890000	MNX 9 (COIL: 24V 50/60 Hz.)	MNX9/18 cont	0	0						
28		22	CS90232A000	MNX9-2P, 1NO, 110V,50Hz	MNX9/18 cont	0	0						
29		23	CS90232B000	MNX9-2P, 1NO, 240V,50Hz	MNX9/18 cont	0	0						
30		24	CS94108A000	MNX 12 CONTR.1NO 110V,50Hz	MNX9/18 cont	0	0						
31		25	CS94108B000	MNX 12 CONTR.1NO 240V,50Hz	MNX9/18 cont	0	0						
32		26	CS94108D000	MNX 12 CONTR.1NO 415V,50Hz	MNX9/18 cont	0	0						
33		27	CS94108G000	MNX 12 CONTACTOR (3 MAIN+ 1 N/O) - 24 V	MNX9/18 cont	0	0						
34		28	CS94108H000	MNX 12 CONTACTOR (3 MAIN+ 1 N/O) - 42 V	MNX9/18 cont	0	0						
		29	CS94108I000	MNX 12 CONTACTOR (3 MAIN+ 1 N/O) - 48 V	MNX9/18 cont	0	0						

Ready

IKON SCHEDULE KPRI-SCHEDULE MNX9-22 MNX25-40 MCK01-04 MI 6-40 SPARE KIT & COIL BOH

100%

Figure 5 Excel download of SAP requirement schedule for June 17

6.3. Sales Order

Change Free of charge Order 2096660236: Overview

Free of charge Ord.: 2096660236 Net value: 0.00 INR

Sold-To Party: 1003754 RETCO CABLE CORPORATION / S.NO. 516/2, SAVITRI HEIGH

Ship-To Party: 1003754 RETCO CABLE CORPORATION / S.NO. 516/2, SAVITRI HEIGH

PO Number: CIC-180289920 PO date: 10.07.2017

Req. deliv.date: 12.07.2017 Deliver.Plant:

Item	Material	Description	Order ...	Del...	Plnt	Net price	Net value	Delivery blo...	Billing block ...	Material group 5	Custo
1010	CX46300800E	Motor Operator Kit 240V AC (400/630A)	2D	1541		0.00	0.00	Not blocked	Not blocked	MFSD.AI ASW	
2010	CXS1000800E	Motor Operator Kit 240VAC(630/800/1000A)	2D	1502		0.00	0.00	Not blocked	Not blocked	MFSD.AI ASW	
2110	CM9161200H00G	MCB DNO-100C 63A 3P TM 40 deg	2D	1541		0.00	0.00	Not blocked	Not blocked	MANUFACTURED OT...	
2210	CM9789300J20G	MCB dsine DNO-100D 80A 3P TM 40 deg	1D	1506		0.00	0.00	Not blocked	Not blocked	MANUFACTURED OT...	
2310	WL1310100000	3P Ammeter CI 1	1D	1541		0.00	0.00	Not blocked	Not blocked	TRADED GOODS	
2410	WL4030100000	3Ph 4W 240V /5A with seal (Acrux)	1D	1541		0.00	0.00	Not blocked	Not blocked	VENDORED OTHER ...	
2510	CS941398000	X 185 CONTR.2NO+2NC 240V AC	1D	1541		0.00	0.00	Not blocked	Not blocked	MFSD.AI ASW	

Figure 6 Sales Order in SAP

3. Delivery Note

Outbound Delivery 8015161209 Change: Overview

Outbound delv.: 8015161209 Document Date: 30.05.2017

Ship-to party: 1045477 SREE RAMA SALES INDIA PRIVATE LTD. / #5-2-106, GROUND FLOOR, R. P. ROAD / 500003

Planned GI: 31.05.2017 12:2 Total Weight: 480 KG

Actual GI date: 30.05.2017 No. of packages: 0

Item	Material	Deliv. Qty	Un	Description	B.. ItCa	P/V Batch	Val. Type	Open Qty	Un	Stag. Date
10	FBB20160C	300	EA	A SET OF 6 N OF MCB 16A DP C CURVE	ITAN	C	FM	300	EA	30.05.2017
110	FBB20320C	50	EA	A SET OF 6 N OF MCB 32A DP C CURVE	ITAN	C	FM	50	EA	30.05.2017
210	FBB20630C	50	EA	A SET OF 6 N OF MCB 63A DP C CURVE	ITAN	C	FM	50	EA	30.05.2017

Figure 7 Delivery Note in SAP

6.5. Display: Overview of billing item

Item	Description	Billed Quantity	Net value	Material	Cost	Tax amount
300	MCB 10KA SP C-curve 32A	2,004	191,672.95	BB10320C	196,312.00	3,833.33
400	MCB 10KA SP C-curve 63A	2,004	325,195.49	BB10630C	178,356.00	6,503.69
10100	MCB 10KA SP C-curve 6A	1,080	103,296.80	BB10060C	74,520.00	2,065.87
20200	MCB 10KA SP C-curve 16A	8,772	838,999.57	BB10160C	578,952.00	16,779.43

Figure 8 Overview of billing item in SAP

6.6. List of sales order details

Document	Purchase order number	Doc. Date	Item	Material	SL	Description	Order	ConfirmQty	Plant	ShPt	Net Value	DBI	Purchase order no.	SaTy	Bat
3084703456	AU Recall	26.06.2017	10	AUF3C204003	1	AU-O RCBO Standard 30° AC 2P C40 30mA	1	1	1541	541N	2,300.98		AU Recall	ZRE	
3140169290	Claim Number 1008369	12.06.2017	10	BG204003	1	RCCB 40A, 2P, 0.03A - Finished	18	0	1541	1541	0.00	01	Claim Number 100...	ZFCW	
3140169289	Claim Number 1008372	12.06.2017	10	BG406303	1	RCCB 63A, 4P, 0.03A - Finished	6	0	1541	1541	0.00	01	Claim Number 100...	ZFCW	
3140169289	Claim Number 1008372	12.06.2017	20	BG410003	1	RCCB 100A, 4P, 0.03A, FINISHED	2	0	1541	1541	0.00	01	Claim Number 100...	ZFCW	
3140169289	Claim Number 1008372	12.06.2017	30	BF204000	1	Isolator 2P 40A (switch-disconnector)	5	0	1541	1541	0.00	01	Claim Number 100...	ZFCW	
3140169289	Claim Number 1008372	12.06.2017	50	BB10060C	1	MCB 10KA SP C-curve 6A	7	0	1541	1541	0.00	01	Claim Number 100...	ZFCW	
3140169288	Claim Number 1008371	12.06.2017	10	BG204003	1	RCCB 40A, 2P, 0.03A - Finished	7	0	1541	1541	0.00	01	Claim Number 100...	ZFCW	
3140169288	Claim Number 1008371	12.06.2017	20	BG404003	1	RCCB 40A, 4P, 0.03A - Finished	8	0	1541	1541	0.00	01	Claim Number 100...	ZFCW	

Figure 9 List of sales order details in SAP

6.7. Plant level stock

Display Warehouse Stocks of Material

Material	Material Description	Plant	SLOC	Unrestricted	In Quality Insp.	Stock in Transit	Blocked
CS94139B000	MDX 185 CONTR.2HO+2NC 240V AC	1502	AFGS	17	0	0	0
CS94139B000	MDX 185 CONTR.2HO+2NC 240V AC	1536	MMFG	1	0	0	0
CS94139B000	MDX 185 CONTR.2HO+2NC 240V AC	1541		0	0	90	0
CS94139B000	MDX 185 CONTR.2HO+2NC 240V AC	1541	MMFG	0	0	0	0
CS94139B000	MDX 185 CONTR.2HO+2NC 240V AC	1541	MMFG	2	0	0	0
CS94139B000	MDX 185 CONTR.2HO+2NC 240V AC	1592	MMMD	2	0	0	0

Figure 10 Plant level stock display in SAP

6.8. Pending sales order status

Pending Sales Order Report

Selection Parameters

Sales Order Type		to	
Distribution Channel		to	
Division		to	
Sales Office		to	
Order Date	01.04.2016	to	31.01.2017
Material group 1	S01	to	
Sales Organisation	1511	to	

Radio Buttons

☐ Summary
☒ Detail

Figure 11 Pending sales order display in SAP

The above screen shots give us an idea of the kind of sophistication and finer level data tracking that happens in a SAP environment. Each and every aspect of transaction including planning is finely interlinked with each other and stored with the updates on actual transactions. This highly facilitates controlling and future planning.

7. CONCLUSIONS

Following important points are deduced from the literature review, the research gap and the conceptual and contextual discussion -

- Change is a must and is beyond someone's liking or disliking,
- Changes are resisted in organizations by people,

- Changes are therefore difficult to put in place,
- They are complex, long-term and involve significant commitment of resources,
- All this calls for a professional approach to change management
- ERP is one such major change that has been implemented by number of organizations in the world,
- Therefore a study of ERP as a change management tool is expected to provide valuable insights to the change management process,
- The study in fact, will try and identify the CSFs for change management and those are expected to provide valuable guidance for those who want to implement change.

In the backdrop of the above conclusion the scope and direction of this study was designed. Further with the intention of unfolding the change management dimension ten CSFs were identified and were assessed in relation to implementation of ERP as a change management tool. These factors were –

- Clear understanding of strategic goals
- Commitment by top management
- Excellent project management
- Organizational change management
- A great implementation team
- Data accuracy
- Extensive education and training
- Focused performance measures
- Multi-site issues
- Timely upgradation

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