

## **Change Management in the Context of ERP System Implementations**

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Today's business organizations invest vast sums of money in Information Technology (IT) implementation projects in order to gain competitive advantage. The current organizational context indicates a wide spread adoption of Enterprise Resource Planning (ERP) systems in spite of their increasing cost. However large number of ERP system implementation projects fail and poor change management practices associated have been identified as one of the major factors behind ERP project failures.

This research focuses on exploring the role of change management in the context of ERP implementation projects in Sri Lankan business organizations. The primary objective of this research is to identify and fill the significant knowledge gap between change management and ERP implementation processes. The specific objectives of this research are threefold: to study the level of influence of change management in the process of ERP implementation, to identify how change management process influences ERP implementation process and to identify relationships between ERP implementation process and change management process.

The case study methodology was adopted in this research since the focus of this study is on a contemporary phenomenon within its real life context.

The findings of this study reveal that the ERP implementation process and change management process employed by the case study organizations notably deviate from theoretical framework due to contextual differences. The change management process is a continuous process as the enterprise systems are implemented in a modular basis and continue to improve in current turbulent business environment.

The outcomes of this research would provide a guide in identifying the relationship between phases of change management and ERP system implementation processes and lead to increase the success rate of ERP implementation projects through effective change management practices.

Key words: Enterprise Resource Planning (ERP) systems, Change management