

Impact of Enterprise Resource Planning (E.R.P) System Implementation: A Case Study of FMCG Sector in Pakistan

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Abstract

Today's businesses have very complex information technology & management structure and day by day its complexity is increasing. The combination of IT & Management structure will give us the informative result to run the business effectively. Enterprise Resource Planning systems give ease to businesses to minimize the costs, produce more correct forecasts of demand, speed up manufacture cycles and improve customer service. ERP gives several proficient utilities such as automation and integration of business processes, supports general practices, distributing information among the organization, and gives concurrent approach to the data/information.

This research report will cover the chances, challenges, and effects of the implementation of ERP in the best Fast Moving Consumer Goods (FMCG) sector in Pakistan. This research will give the understanding of the conversion, limitation, and completion of E.R.P in FMCG and also offer strategy from lessons learned in this view to practicing managers and researchers.

Keywords

FMCG, ERP, Customer Services, Information Technology.

Introduction

Enterprise Resource Planning (E.R.P) is an incorporated package of modules that adds the entire surfaces of the company, comprising manufacturing, production and resource planning, Sale Purchase, marketing, and dispatches. Enterprise Resource Planning structures are

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developed to provide the info requirements of manufacturing businesses. Later on, it served further industries, comprising financial facilities, contractor chain management, client good sector and sector of human resource. ERP, first ran on workstations before running to server system or end user, now traveling to the Network and include many modules/applications. Enterprise Resource Planning (E.R.P) is an energetic package that helps organization business processes running automatic by appealing incorporated customer interface.

E.R.P (Enterprise Resource Planning) is a grouping of highly developed technology and most excellent industry observes. this process of a company to get the business objective and boost a aggressive advantage by on condition that a general period to incorporate all segments of the organization business according to Xu and Yeh (2009). still though not a success rate of the E.R.P implementation has been extremely uncovered. lots of organization are not unwilling to invest huge amount of funds on E.R.P system, while recognized that the Enterprise Resource Planning (E.R.P) implementation failure due to lack of E.R.P implementation knowledge and not proper customized as per organization requirement.

An organization wants and need huge investment for acquire the E.R.P for use the best practices and to increase benefits for organization/company though implementing an Enterprise resource planning (E.R.P) system requires a systematic planned opinion that permits companies to increase improved considerate of company business processes. E.R.P system is a mixture of different modules that needs to be customized in some modules as per company business requirement and fulfill to meet with company requirement. We do not need to develop the new software and write the programming code as customized / in house information system. whenever we update, develop, or adopt the new software/technology after then we need to check/follow the change management will happen in the organization, change like happen in change the current process, change of company's structure or even technology can change. these types of changes relevant with the organization existing and future business best practices. how the organization best processes are exaggerated by the Enterprise Resource Planning (E.R.P). Each type of technology when organization implementation will have an impact on the company Cost, Time, importance & performance, and Benefits.

This research focuses on the examination of these impacts on (E.R.P) Enterprise Resource Planning implementation. Correlation between (E.R.P) Enterprise Resource Planning implementation and Cost, Time, performance and Benefits impact on organization and this correlation will predictable using (Spearman rank test (non-parametric). Beginning of the research, 101 (one thousand one respondents) from two major FMCG companies and other

sectors be selected as the objective of the study, this study covering some different FMCG including some textiles industries for example, manufacturing sector, telecom sector, consulting firms and automotive. conclusion is predictable to knowledge improve. in Management Information System, Enterprise structure and check the E.R.P implementation and impact on Cost, Time, performance, and Benefits.

According to the (Gede Rasben Dantes, Zainal Arifin Hasibuan) (2011) study, study listening carefully on the investigation of tactical and strategically impact encouraged by implementation of enterprise resource planning E.R.P and to find out the correlation among enterprise resource planning (E.R.P) implementation success with the cost, Time, Importance, and benefits. E.R.P (Enterprise Resource Planning) carries two main benefits so as to not occur in nonintegrated departmental schemes according to Umble, E. J.; Haft (2003), a combined enterprise examination of the organization business. in that process include the role of work and department. According to Davenport (1998) and business enterprise database where all company business transaction stored in centerline location in organization and after then these transaction data processes recorded and made a report on the data for decision making. Enterprise resource planning (E.R.P) can perform many tasks like as integration of all modules, store data centralize and give compiled information, automate the best practice, professional services and give information and real time access on the business information. Integration of Enterprise Resource Planning (E.R.P) design and system with inheritance systems is complex than the combination of e-business requests and integration of ERP segments and need to implement the Enterprise Resource Planning (E.R.P) needs third party services.

Research Gap

Enterprise resource planning (E.R.P) implementation in the sector of FMCG is very rare area in Pakistan. A structure can be planned by the results of this learning, which can be valuable for this sector. Moreover, application these factors can easily judge the project that it will be beneficial for sector's development or not.

ERP is not usually practice in FMCG sector of Pakistan. ERP plays a very vital role in every mode of business and operations. Even though is significant in existing technology period is very high. Without Presence of ERP consequences in hopeless and very time consuming. In Pakistan, some lessons tell us the importance of ERP in FMCG sector.

Literature Review

Technology is not always the driving force to get optimum results /benefits in any organization and same is true for ERP as well provided followed according to defined set of process &

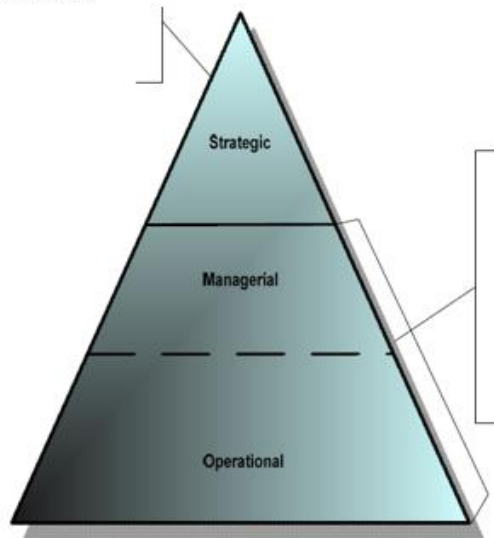
procedures (Changes) equally we can term its success to the positive approach while implementing the ERP in any organization. Software change if linked with Process change can bring out best results for the success of ERP. Going further, if company is successful in implementing ERP in good manner, it will obviously get benefit in term of overall performance and profitability as well. Company Strategy to implement E.R.P is another good factor for positive changes there in . There are several modules available in E.R.P to address different functional requirements in any industry, they may be implemented separately, partially and can be implemented in full and complete project. Resultantly this technological engagement will give boost to the competitive advantages of the company.

May companies try to implement he core or standards module to save the time, and huge cost. these core or standards modules are following.

- Purchase Order
- Manufacturing
- Production Planning
- Order Entry
- General Ledger, Tax, Banks
- Account Payable
- Accounts Receivable
- Inventory Control
- Payroll

Specific Module

- B.I (Business Intelligence)
- Inventory Advisor
- CRM



Standard Modules i-e

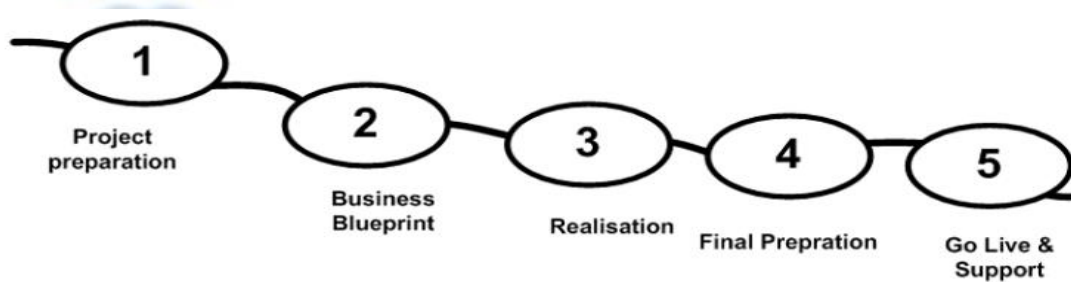
- Purchase Order
- Manufacturing
- Production Planning
- Order Entry
- General Ledger, Tax, Banks
- Account Payable
- Accounts Receivable
- Inventory Control
- Payroll

Figure 2.1. (Sage) E.R.P Module list

These above E.R.P core/standards modules support only the FMCG sector operational only and raise the company overall efficiency and reduce the operational cost as like mentioned in (figure 2.1). this process can be applied in a certain company. none of the organizations implementing E.R.P specific sub modules

2.1.3. Impact of (E.R.P) Enterprise Resource Planning Implementation.

There are touchable and insubstantial outcome of E.R.P implementation, though touchable outcome is always proffered due to its quantification and measure of outcome. There impacts are 4 kinds of impacts namely COST, TIME, Performance and Benefits impacts. Impact of E.R.P can be categorized into Cost, time, performance, and benefits on strategic, managerial, and operational level. They generate manufactured goods differentiation, manufactured goods leading, competitive advantage. It can affect more if mapped with Mc Farlan’s Matrix. In this study the impacts of E.R.P implementation on Cost, Time, Performance and Benefits. as per company chain of command.



Organisational choices (Strategic decisions)

1. Decide on the evaluation team
2. Decide on the evaluation partner(s)
3. Decide on the vendor(s)
4. Decide on key business processes
5. Decide on functionalities or modules
6. Decide on bolt-on applications
7. Decide on IT infrastructure
8. Decide on the implementation team
9. Decide on the implementation partner(s)
10. Decide on implementation strategy (BPR and software customisation)
11. Decide on go-live strategy (phased, plunge, or parallel)
12. Decide on ES variation strategy (similar or different versions of the same ES)
13. Decide on personnel training strategy
14. Decide on reporting needs
15. Decide on maintenance strategy

Figure 2.2: ERP implementation phases and organizational choices

According to the (Gede Rasben Dantes, Zainal Arifin Hasibuan (2011) study, its paying attention on the investigation impact of E.R.P implementation and to discover the correlation between E.R.P implementation with Cost, Time, Performance, and benefits. according to (Sirkin and Dikel) learn the many projects which demonstrate that their stakeholder successful in only 1/3 of the case that tangible cost impact was attained only case of 37%. Markus et al.

suggested the enterprise resource planning (E.R.P) the project sponsor and stakeholder have a various chance in organization to effect of initially decision making of the company enterprise resource planning (E.R.P) system execution, discussion, planning, consulting, development, and implementation and use the enterprise resource planning (E.R.P). in start if all stakeholders positively participate the discussion, then enterprise resource planning (E.R.P) implement more progressive and beneficial for organization.

ERP (Enterprise Resource Planning) carry two main remuneration that do not occur in not integrated departmental schemes: Umble, E. J.; Haftc (2003) a combined enterprise observation of the industry that include roles and its departments. according to Davenport (1998), Business enterprise database in which organization communication are entered, procedure documentation, reported and observed in system. Enterprise Resource Planning (E.R.P) delivers several promising tasks like integration and computerization of professional procedure, encourage general practices, sharing statistics crossways the association, and real time Enterprise Resource Planning (E.R.P) access to the information and numbers to stakeholders according to Shang, Seddon & Fox (2007, 203).

the research of ERP implementation on Pakistan FMCG sector is very rare. A structure can be planned by the results of this learning, which can be valuable for this sector. Moreover, application these factors can easily judge the project that it will be beneficial for sector's development or not.

Main difficulty was faced the organization data flow from various location in various shapes and the issue of combination same to obtain the generally situation and shaping strategies the base of the data. There was technical dissimilarity to manage with therefore, various fundamentals of inventory and purchase synchronization turn into a main obstacle.

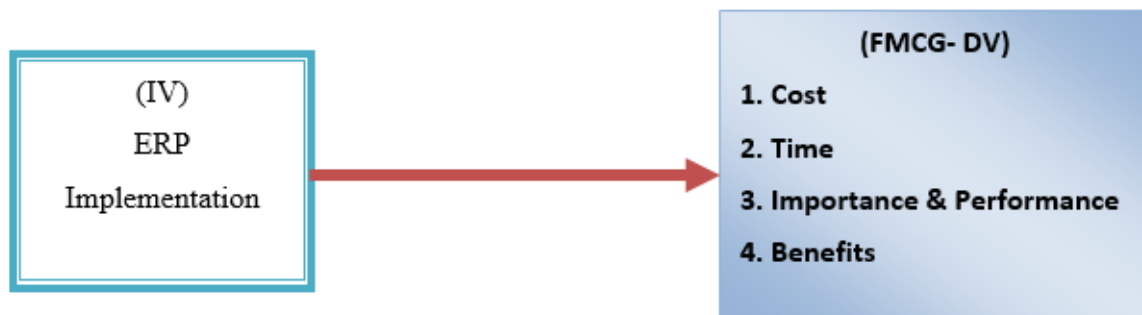
After ERP implemented, it could majorly affect organizations unhelpfully and move organizations toward the back. Not fulfill the gap analysis and lose the transaction and business internal ERP control. In this research is to address this issue which facing the FMCG organization.

the following research question for this topic to identify the gap.

- Is ERP important for FMCG sector of Pakistan?
- What are the benefits of E.R.P implementation in FMCG organization of Pakistan?
- What are the special effects of E.R.P implementation on the FMCG sector production & Cost management?

Research Framework.

The Framework of this research model shows the impact of ERP implementation impact are affecting Cost, Time, Performance and importance and Benefits on FMCG sector. independent variable in FMCG sector is affecting on dependents variable. due to ERP implementation impact can we save the cost, implement ERP in time and after implementation can we reduce the time in information flow. Get benefits after successful implementation and improve the performance of sector and In details, under factor is independent variable expecting the dependent variables which are affected by these independent variable.



Hypotheses

Hypotheses are taken in this research because this research is quantitative research and below mention hypotheses predicts that ERP implementation is influences on Cost. Time, Importance & Performance and Benefits. Cost. Time, Importance & Performance and Benefits and hypotheses are related the relationship of above mention variables and hypotheses are taken as per objective:

- How to implement ERP in FMCG of Pakistan sector
- The timeframe of ERP implementation should not prolong to complete.
- Will ERP helps to reduce the Cost and increase the efficiency in FMCG sector

Hypotheses of the study

ERP Implementation positively impacts on Cost.

ERP Implementation positively impacts on Time.

ERP Implementation positively impacts on FMCG sector Importance & Performance.

ERP Implementation positively impacts FMCG sector Benefits.

Research Methodology

the research shows the way which the objective of this research of topic study can achieved. understanding of this research presents the philosophical assumptions as well as research

strategy introduce in this topic and in this research the technique namely is empirical techniques this study defines, we discuss the scope and limitation of research design and situates the research between existing traditions in information systems.

In first step converting uncooked data into a comprehensible form. key goal of any statistics analysis. In second step study from obtainable branded survey gadget was used which offered dimension of level of approval of impact of E.R.P within the specific organization. The following subject matter are spoken to in the methodology: "Survey Instrument Review, Research Design, Variables of the Study, Measurement Scales".

Statistical Analysis Data Considerations; Confidence Intervals; Population and Sampling. Instrument Reliability, Sampling Adequacy and Validity. The key purpose of this study is to inspect the impact on the Cost, Time, Importance & performance, and Benefits of ERP implementation.

Research Design

after the collecting the survey result, data analyzed on survey result which collected from users. This result bases on percentage. the percentage of customers who responded positively or negatively to survey question.

Meanwhile customer satisfaction statistics can be inspected in several different ways (Allen and Rao, 2000), a general research methodology evaluation was required. Numerous satisfaction research approaches were examined to catch a statistical technique that are applied to get the results of current research. In precisely, multiple regression analysis is suggested to multiple variables.

By checking the predictive consequence of each of the variables and their comparative significance, the results can be converted to guide senior management with tactical choices regarding the capital expenses.

According to Allen and Rao (2000) The Multiple regression is the basis for almost all key driver analysis and the overall purpose of multiple regression is to learn more about the association between several predictor or independent variables and a criterion or dependent variable and Causality is implied but not recognized. The nature of the dependence of the dependent or outcome variable on the independent or predictor variables is of great concern in applied customer satisfaction research. Therefore, multiple regression was the key analysis technique that are used in the study.

previously applying the plan model, the arithmetical tests most suitable for computing data type of scale were determined.

Sample Design

As this study is related to FMCG sector and target persons are professional, employee and businessman so the technique of sampling selected was random sampling. Being myself, a management student, the focus of this research was also technical institutes. Survey questionnaires were sent to two FMCG organizations and different vendor/consultant/employee of firms via online as well as hard copies. Considering the importance of this study, peoples responded pretty quickly. Apart from online submission, around 30 questionnaires were filled by handing over to employees of FMCG United industries limited and United snacks Pvt ltd and other ERP usages and consultants. Total 101 responses were collected and found valid for further analysis.

Results

TABLE 5.2.1 Regression: (Stepwise) Independent Vs Dependent (Cost)

Descriptive Statistics			
	Mean	Std. Deviation	N
DV_1	4.5446	.86631	101
IV	4.0644	.67699	101

Correlations			
		DV_1	IV
Pearson Correlation	DV_1	1.000	.323
	IV	.323	1.000
Sig. (1-tailed)	DV_1	.	.000
	IV	.000	.
N	DV_1	101	101
	IV	101	101

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	IV ^b	.	Enter

a. Dependent Variable: DV_1

b. All requested variables entered.

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.323 ^a	.105	.095	.82392	.105	11.555	1	99	.001

- a. Predictors: (Constant), IV
 b. Dependent Variable: DV_1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.863	.501		5.710	.000	1.868	3.858
	IV	.414	.122	.323	3.399	.001	.172	.655

a. Dependent Variable: DV_1

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.6905	4.9316	4.5446	.28007	101
Residual	-2.93163	1.30946	.00000	.81979	101
Std. Predicted Value	-3.049	1.382	.000	1.000	101
Std. Residual	-3.558	1.589	.000	.995	101

a. Dependent Variable: DV_1

The research applied the stepwise regression to ensure the dependency between the independent variable and dependent variables. The result showed that the regression value is 0.323 which means that the relationship between the dependent and independent values is positive and the increase of one will lead to increase in the other variable.

The R square value is 0.105 (11%) which means that the variability of the data is around its means. The adjusted R square value is .095 (10%) which shows that the error is negligible from R square value, only .82392 (8%) difference found. The significance value is 0.001 (1%) at this stage that showed all data between the independent and dependent values is significant.

TABLE 5.2.2 Regression: (Stepwise) Independent Vs Dependent (Time)

Descriptive Statistics

	Mean	Std. Deviation	N
DV_2	4.4356	.66956	101
IV	4.0644	.67699	101

Correlations

		DV_2	IV
Pearson Correlation	DV_2	1.000	.302
	IV	.302	1.000
Sig. (1-tailed)	DV_2	.	.001
	IV	.001	.

N	DV_2	101	101
	IV	101	101

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.302 ^a	.091	.082	.64162	.091	9.902	1	99	.002

a. Predictors: (Constant), IV

b. Dependent Variable: DV_2

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.076	1	4.076	9.902	.002 ^b
	Residual	40.755	99	.412		
	Total	44.832	100			

a. Dependent Variable: DV_2

b. Predictors: (Constant), IV

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.224	.390		8.256	.000	2.449	3.998
	IV	.298	.095	.302	3.147	.002	.110	.486

a. Dependent Variable: DV_2

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.8200	4.7147	4.4356	.20190	101
Residual	-3.41645	1.18001	.00000	.63840	101
Std. Predicted Value	-3.049	1.382	.000	1.000	101

Std. Residual	-5.325	1.839	.000	.995	101
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a. Dependent Variable: DV_2

TABLE 5.2.3 Regression: (Stepwise) Independent Vs Dependent (Importance & Performance)

Descriptive Statistics

	Mean	Std. Deviation	N
DV_3	4.2426	.62295	101
IV	4.0644	.67699	101

Correlations

		DV_3	IV
Pearson Correlation	DV_3	1.000	.502
	IV	.502	1.000
Sig. (1-tailed)	DV_3	.	.000
	IV	.000	.
N	DV_3	101	101
	IV	101	101

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.502 ^a	.252	.245	.54147	.252	33.363	1	99	.000

a. Predictors: (Constant), IV

b. Dependent Variable: DV_3

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.782	1	9.782	33.363	.000 ^b
	Residual	29.025	99	.293		
	Total	38.807	100			

a. Dependent Variable: DV_3

b. Predictors: (Constant), IV

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta				Lower Bound	Upper Bound
1 (Constant)	2.365	.330			7.177	.000	1.711	3.019
IV	.462	.080	.502		5.776	.000	.303	.621

a. Dependent Variable: DV_3

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.2889	4.6748	4.2426	.31276	101
Residual	-1.71284	1.71111	.00000	.53875	101
Std. Predicted Value	-3.049	1.382	.000	1.000	101
Std. Residual	-3.163	3.160	.000	.995	101

a. Dependent Variable: DV_3

TABLE 5.2.4 Regression: (Stepwise) Independent Vs Dependent (Benefits)

Descriptive Statistics

	Mean	Std. Deviation	N
DV_4	4.4950	.57661	101
IV	4.0644	.67699	101

Correlations

		DV_4	IV
Pearson Correlation	DV_4	1.000	.436
	IV	.436	1.000
Sig. (1-tailed)	DV_4	.	.000
	IV	.000	.
N	DV_4	101	101
	IV	101	101

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.436 ^a	.190	.182	.52144	.190	23.279	1	99	.000

a. Predictors: (Constant), IV

b. Dependent Variable: DV_4

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.330	1	6.330	23.279	.000 ^b
	Residual	26.918	99	.272		
	Total	33.248	100			

a. Dependent Variable: DV_4

b. Predictors: (Constant), IV

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta	t			Lower Bound	Upper Bound
1	(Constant)	2.985	.317			9.406	.000	2.355	3.614
	IV	.372	.077	.436		4.825	.000	.219	.524

a. Dependent Variable: DV_4

Residuals Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.7279	4.8428	4.4950	.25159	101
Residual	-1.47113	1.27212	.00000	.51883	101
Std. Predicted Value	-3.049	1.382	.000	1.000	101
Std. Residual	-2.821	2.440	.000	.995	101

a. Dependent Variable: DV_4

Discussion

This part talk about the impacts of enterprise resource planning (E.R.P) implementation in FMCG sector in Pakistan, namely: COST, TIME, PERFROMACE & IMPORTANCE and BENIFTS impacts. This impact includes Increase efficiency, added value, manufactured goods leading, reduce cost, manufactured goods segregation, entry complexity boost, good buying power adjacent to vendor & distributors and competitiveness sustain. Though, the COST, TIME, PERFROMACE & IMPORTANCE and BENIFTS impacts incorporate sustaining organization foundation business, reducing manufactured goods cost, good resource management, operational efficiency, good time administration, people resistance, increasing efficiency, H.R management development, development of skill and restructuration.

The conclusion is the consequence of the surveys performed in some FMCG companies in Pakistan which have been implementing (E.R.P). The results of the survey relating to the four dependent variables and one in depended on variable in this study involved. impact of E.R.P implementation on COST, TIME, PERFROMACE & IMPORTANCE and BENIFTS impacts. The Cost impact which concentration on in this study contains added value, manufactured goods foremost, entry barrier increase, manufactured goods separation, bargaining power against supplier/customer and competitiveness support. Referring to our survey, it is found that that 85.15% of the respondents are male and 14.85% respondents are female in this research of FMCG sector Pakistan that E.R.P system can create a product separation compared to others competitor.

In order to evaluate the relationship between variables statistics analysis like Descriptive statistics was used, t- test was also performed on collected data. All these statistical analysis tests were performed while keeping significance level less than 0.05.

The findings illustrate that E.R.P implementation in FMCG sector has a more important impact on COST, TIME, PERFROMACE & IMPORTANCE and BENIFTS. Data analysis accomplished using (Spearman Rank Test) nonparametric demonstrate that correlation between impact of E.R.P implementation and on COST, TIME, PERFROMACE & IMPORTANCE and BENIFTS. It replicates that most of Pakistani FMCG sectors implement only the standard module of E.R.P which only supports main business. On the additional hand over, the company did best business process improvement before they implement E.R.P system (Dantes & Hasibuan, 2010). E.R.P system implementation has been driven by technology itself rather than an organization's business need.

Many E.R.P implementations in FMCG sectors cannot generate a aggressive advantage for the organization. Therefore, it needs to do organization (B.P.R) and software change in order to

meet an organization's business requirement. though, this move toward has a risk of being unsuccessful. The implementation of specific modules in the E.R.P system is predictable to be associated with organization standard operating procedure and its strategy, so it can give strategic benefit and sustain future business.

(B.P.R) is also needed to optimize the to the E.R.P implementation (O'Leary, 2000). The company also needs to implement some modules that support the organization's strategic level (i.e. warehouse management system, business intelligence module (B.I), Customer Relationship Management (CRM), etc.).

As already discussed, and mentioned, implementation of E.R.P provides significant impact on dependent variables. E.R.P implementation impact in study on business core support, production reduce the cost, operational efficiency, good resource management, good time management, productivity increase, H.R development, development of skill and employee return.

bottom on this study, found that in research most of respondent the FMCG sector and those firms who they are using ERP. Maximum respondents of FMCG whose users are 54.5 Percent in this study, while 19.8% respondents were of Textiles sector and Other like consultant, other firms are participating 25.7%.

6.2 Conclusion

Impact of ERP implementation on COST, TIME, PERFROMACE & IMPORTANCE and BENIFTS will affect in FMCG sector as well as the organization future business. COST, TIME, PERFROMACE & IMPORTANCE and BENIFTS impact will affect the organization internal associations. The study found out that ERP implementation in FMCG sector provides important impact. The correlation among ERP (Enterprise Resource Planning) implementation, Cost, Time, performance, and Benefits impacts will also be recognized using (Spearman rank test) "non-parametric."

In order to evaluate the relationship between variables statistics analysis like Descriptive statistics was used, t- test was also performed on collected data. All these statistical analysis tests were performed while keeping significance level less than 0.05.

This shows that Enterprise resource planning (E.R.P) implementation in previous research perform as sustain. This study is expected to give holistic view of impacts of E.R.P implementation on COST, TIME, PERFROMACE & IMPORTANCE and BENIFTS.

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