

An Exploratory Study on ERP Implementation in FMCG Sector-(Hindustan Unilever Limited)

Siddharth Jadhav^{1*}, Meera Suresh²

Abstract

As India moves towards Industrial revolution 4.0, the FMCG sector has optimized its operations to peak. But due to Pandemic-19, the entire supply chain has undergone disruptions. It has been forecasted that manufacturing sector will undergo a loss of \$15 trillion till end of 2020. In this current situation, enterprise resource planning (ERP) has supported companies to overcome the disruption and losses. In this research, we have stated about the ERP implementation risks and benefits. A primary research will be conducted to understand the major focused risks faced during disruptions from industry experts and targeted population. The research is also supported by a realistic case scenario of HUL, a leading FMCG company and intends to identify how it has used various business innovation techniques to overcome the disruptions faced and optimized their operations. This study will facilitate the understanding of various ERP aspects related to business activities.

Keywords: ERP, FMCG, industry, marketing, risks

INTRODUCTION

Enterprise resource planning (ERP) means the techniques and concepts for integrated management of businesses as a whole with an objective of effective and efficient use of management resources and to improve the efficiency of enterprise management. ERP implementation is a difficult job. The transformation from a conventional method to manual processing to ERP is challenging and new skills must be learned, as well as new protocols and processes. ERP predicts and balances demand and supply. It helps in forecasting, planning, and scheduling tools which links customers and suppliers into a complete supply chain. The global enterprise resource planning industry was worth USD 39.65 billion in 2019 and is projected to hit USD 65.20 billion by 2025, growing at an annual rate of 8.66 percent (2020–2025). One of the main reasons for the ERP software market's rise is the growing demand for ERP software from SMEs. ERP technology has been indispensable for businesses in all markets as it aids in the improvement of activities and business processes. According to Technavio's

new market research study, ERP software market is projected to develop at a CAGR of over 9% from 2019 to 2023.

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FMCG Sector of India

The Indian FMCG industry is on the verge of a massive expansion, with its contribution to global trade growing year after year. Because of its enormous potential for value addition, the food sector in India has emerged as a high-growth and high-profit sector, especially in the food processing industry. The Government of India which controls about 32% of the country's overall food market, has played a key role in the growth and development of the food processing industry. The Ministry of Food Processing Industries (MOFPI)

of the government is working hard to promote investment in the industry. It has authorized joint ventures (JVs), international partnerships, manufacturing licenses, and 100% export-oriented units. The Indian FMCG market is the sixth largest in the country, with retail accounting for 70% of total revenue. One of India's largest sectors is food processing, which accounts for 32 percent of the country's overall food market and ranks fifth in terms of production, consumption, export, and expected growth [1].

LITERATURE REVIEW

Business processes are at the heart of how companies and people communicate with one another. The top three priorities for business organizations in the future are dealing with the impact of globalization, the pressure to release new goods and services quickly, and enhancing operations. The main enablers in coping with these problems are technology and business processes. ERP, CRM, and supply chain management (SCM) solutions are examples of digitized business process technologies that assist companies in developing and delivering this crucial capability. Enterprise resource planning systems (ERP systems) are large-scale, real-time automated technology bundled services that facilitate enterprise operations, data flows, analysis, and business analytics. The bulk of company transactions depend on organizational skills, Well-supported structure, automation, workflow, and monitoring. They are now supported by corporate capital planning programs are regarded as the new IT infrastructure's backbone [2]. ERP programs are transforming the entire essence of enterprise by gathering more and different forms of internal records, applying business processes and policies, restricting, and tracking employee activities, and promoting compliance controls to a larger degree than ever before.

A core advantage of introducing an ERP structure is process optimization, which relates to standardizing and optimizing procedures. Standardization of procedures, documents, formats, and applications, as well as a common user interface, can help organizations minimize inconsistency and variety in vocabulary, meanings, and information/data formats, as well as gain efficiencies and continuity in implementation across different business units [3].

Basic business software is used by the majority of small to medium-sized businesses to run their everyday activities. They are considering switching to an ERP system in the future. However, effectively incorporating an ERP scheme is expensive and difficult, and it often results in high levels of dissatisfaction if the ERP system does not easily comply with the company's market needs or social climate. ERP programs are a way to improve the efficiency and effectiveness of different business processes in an organization. ERP systems assist several private companies and many practice fields in a coordinated fashion, attempting to simplify billing, administration, record-keeping, user relationship questions, monetary and supply tracking, HR, and other beneficial areas in an organization [4].

An organization may meet its objectives, but unreliable data compromises the ERP application's reliability. When an ERP scheme is introduced, transaction incidentals are large for all ERP users (decreasing the organization's stability and dynamic change). Accounting, corporate services, and staff support will also be hampered by organizational limits. Some businesses can have several divisions including isolated, autonomous resources, assignments, management hierarchies, and so on. Decentralized organizations with a wide range of business processes and systems need ERP systems as well. ERP systems bring all the data together in one place [5]. In the event of a security breach, this will increase the likelihood of losing important records. Costs are large for any organization after a structure is built, limiting stability and power at the corporate level [6].

ERP implementation can be accomplished in various approaches. This practically depends upon the organization requirement and existing process:

1. Big Bang approach: Implementation is done in one go across all departments and units
2. Phased approach: Implementation is done in predetermined steps
3. Parallel approach: Implementation is done with the existing process parallelly

4. Process line approach: Implementation strategy to handle similar business processflows or product line
5. Hybrid approach: Implementation is done by using a mix approach of all types [7].

Risks Faced

There are various issues which any organization faces when it options for ERP implementation. These issues are being classified into three categories (Table 1).

Table 1. ERP implementation.

People issues	Process issues	Technological issues
• Change management (jobprofile) • Internal staff adequacy • Project team • Employee relocation andretraining • Training, staffing (skilled staff, attractivecompensation) • Top management support • Role of consultant • Resistance to change	• Program management (transaction based multi-modular, different for program and process industry) • BPR • Stage transition (who is responsible after going live) • Benefit realization (plan operational phase)	• Software functionality (Features needed in company) • Obsolescence • Application portfolio management (Upgrades costly, duplication, complexity), • Enhancement and upgrade (In contact withvendor)

ERP Implementation

The implementation is a complex and lengthy project that requires a vast number of resources (assets, hardware, software, communications, and network) and that should result in huge losses if failed. The main aspects to be performed when optioned for implementation are:

- ERP selection: This step is requirement gathering stage where organization analyses the need for ERP and defines the business goals. Decide on ERP vendor based on features that match best to the organization goals.
- Planning: Plan for the team, change management plans, resource planning, budget planning
- Data migration: It includes data cleansing and transformation too.
- Training: End user training
- Testing: Check functionalities, interface and conduct a system test
- Go live implementation strategies include Big bang, phased, parallel.
- Post implementation: Check customer satisfaction, check ROI, employee productivity [8].

Benefits of ERP Implementation

After implementation, the organization experiences various benefits in terms of financial and operational benefits. These benefits can be direct or indirect. The most important benefits have been listed here.

Better CRM

ERP provides for better customer database management. It maintains data about customer buying patterns and this data can be used to provide personalized services [9].

Improved Inventory Management

Keeping track of inventory is an important aspect in FMCG companies. It helps to meet the expected order keeping track of stock of goods efficiently. ERP monitors data about all the goods in stock and this gives the users a clear picture of goods in stock and what needs to be replenished. In addition, it helps to forecast demand and gives an idea about customer purchasepattern [10].

Improved Supply Chain Management

To procure raw materials and other resources, an organization needs to interact with multiple vendors and partners. ERP provides for integration multiple subsystems resulting in seamless flow of information and improved communication which eradicates all the possible hindrances in supply chain [11].

Better Quality Management

Customers look for quality products. ERP provides with quality testing tools which give complete information about the quality of the product; the info of the quality before it reaches the customer or market [12].

Enhanced Workflow

In an FMCG sector, data is gathered from many subsystems like customer, inventory, finance, and other subdivisions and processes. Relevant and accurate data helps in making quick and informed decisions. ERP systems maintain single database which gathers data from number of divisions in a coordinated manner. This helps in better planning and accommodate changes.

Implementation Issues

ERP implementations will take years and cost tens of millions of dollars for small businesses and more than \$100 million for major corporations. The implementation of an ERP scheme is a significant undertaking. Although the advantages of a well-implemented ERP system are substantial, the cost of a badly implemented ERP system is also substantial. Around 90% of ERP system implementations are late or over budget, and only around 33% of ERP system implementations are successful.

By reviewing various articles and journals, we have listed few issues which have a direct impact during ERP implementation. Hence, the Table 2 shows the direct and indirect variables for this research.

Table 2. Issues that have impact during ERP implementation.

Impact factors (Dependent variables) Ys		Independent Variables Xs > effecting these Ys	
Y1	ERP Implementation	X1	Project size
		X2	Lengthy implementation time
		X3	High initial investment
		X4	Unreasonable deadlines
		X5	Insufficient funding
		X6	Employee resistance
		X7	Inadequate resources
		X8	Interface
		X9	Organizational politics
		X10	Scope creep
		X11	Unexpected gaps
		X12	Configuration difficulties
		X13	Extensive customization
		X14	Poor ERP package selection

RESEARCH METHODOLOGY

Problem Statement

Organizations are optimizing their operations to obtain higher financial output. Hence, ERP implementation is optioned but due to various constraints and issues the succession rate of implementation has decreased.

Objectives

- To identify the issues/challenges faced by organizations to implement ERP in FMCG sector.
- To identify solutions for successful implementation of ERP using innovative business strategies.

Relevance and Importance of this Research

This research will give an overall perspective of ERP implementation in FMCG sector. This research intends to identify the vital issues which may cause for the failure of implementation. A primary survey which helps to identify the major focused issues faced by companies during implementation is obtained and subjected to factor analysis and further benchmarked for SME and MSMEs to be referred when they option for implementation. The research is further supported by HUL ERP Implementation and states how the company has used business strategies and prioritized the issues and resolved them (Figure 1).

Experimental Design—Extensive Research

Stage 1

- This stage involves data collection from secondary sources such as journals, articles, government publications, and company literature. This would help in understanding the current scenario of ERP market, ERP Implementation and issues faced. Secondary sources help in analysing various works that are already carried out and analysing existing crucial factors affecting the profitability of the business.

Stage 2

- A questionnaire is framed which consists of 14 questions validated by domain experts (CHRIST University Alumni and LinkedIn contacts).
- The questionnaire largely consists of Likert-scale-based questions in order to quantitatively capture the respondent's data.
- The targeted audience includes supply chain executives, purchase department executives, operation excellence executives.
- The survey is conducted through google forms (Online mode).
- This gives the major focused variables which are to be benchmarked for SME and MSMEs to be adhered/referred when option for implementation.

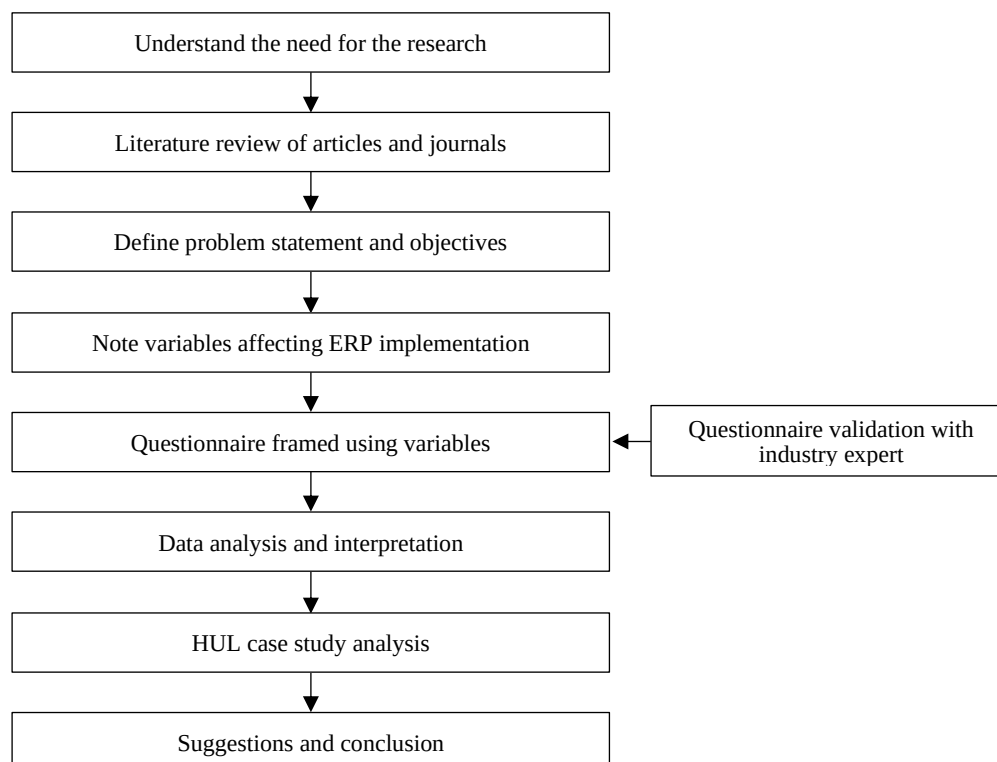


Figure 1. Research design.

- Finally, the research is supported by a real-time case study of Hindustan Unilever Limited and analysed how the company has undergone implementation phase and how the company has overcome the issues by using various business strategies.

DATA ANALYSIS AND INTERPRETATION

Data Analysis

The data obtained from the primary survey is subjected to SPSS software and following results are obtained.

Reliability Test

Reliability Statistics: From Table 3, we can see Cronbach's Alpha which indicated whether the data is consistent or not. The best considerable value is anything more than 70%. But here in Table 3, we can see that the Cronbach's alpha value is 65.1% which indicated that there is a consistency in the data, and we can further go with the analysis.

Table 3. Reliability statistics.

Cronbach's Alpha	No. of items
.651	14

Factor Analysis

Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)

It indicates sample adequacy. In this, the value should be greater than .50 or 50%, which indicates that the sample is adequate and the value less than .50 indicates sample is inadequate. KMO with value close to or between .70 to .80 is considered to be ideal. In this analysis, we got KMO value .698 which indicates that the sample is adequate for the analysis (Table 4).

Table 4. KMO and Bartlett's test.

Kaiser-Meyer-Olkin measure of sampling adequacy		.698
	Approx. chi-square	377.601
Bartlett's test of sphericity	df	91
	Sig.	.000

Bartlett's Test of Sphericity

It indicates the strength of the relationship among the data. P-value (Sig value) more than .05 indicates that there is an identity matrix in the data which implies that the variables are related to only themselves whereas P-value (Sig value) less than .05 indicates that the variables are not related to themselves; they are related to other variables which is required for the analysis. Here hypothesis will be:

Ho: Variables is an identity matrix

Ha: Variables are not an identity matrix

We will accept Ho when P-value is more than .05

Here P-value is .000, so we will reject Ho and accept Ha, which implies that the variables are not in an identity matrix.

Communalities

In Table 5, we observe the extraction values which tells which all variables will go for further analysis. The variable whose extraction value is more than .6 will be consider for the analysis.

Total variance: In Tables 6 and 7, we will get to know which all variables are extracted. In this, we will observe the Eigenvalues which is a measure of how much of the variance of the observed variables a factor explains. Variables whose Eigenvalues are more than 1 will be extracted. Here, first 4 variables are extracted as its Eigenvalue is more than 1 and these variables explains a total of 63.205% of variance in the dependent variables.

Table 5. Extraction method: Principal component analysis.

	Initial	Extraction
Project size	1.000	.770
Lengthy implementation time	1.000	.557
Unreasonable deadlines	1.000	.584
Insufficient funding	1.000	.515
Employee resistance	1.000	.750
Inadequate resources	1.000	.636
Interface	1.000	.612
Organizational politics	1.000	.523
Scope creep	1.000	.679
Unexpected gaps	1.000	.650
Configuration difficulties	1.000	.633
Extensive customization	1.000	.800
Poor ERP package selection	1.000	.523
High initial investment	1.000	.618

Table 6. The variables clearing the threshold.

S.N.	Variables	Extraction value
1	Project Size	.770
2	Employee resistance	.750
3	Inadequate resources	.636
4	Interface	.612
5	Scope creep	.679
6	Unexpected gaps	.650
7	Configuration difficulties	.633
8	Extensive customization	.800
9	High initial investment	.618

Table 7. Total variance.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	3.748	26.775	26.775	3.748	26.775	26.775	2.741	19.580	19.580
2	2.652	18.946	45.721	2.652	18.946	45.721	2.540	18.144	37.724
3	1.372	9.799	55.520	1.372	9.799	55.520	2.416	17.259	54.983
4	1.076	7.686	63.205	1.076	7.686	63.205	1.151	8.223	63.205
5	.902	6.441	69.646						
6	.840	6.000	75.646						
7	.681	4.864	80.510						
8	.584	4.173	84.684						
9	.532	3.802	88.486						
10	.527	3.762	92.248						
11	.382	2.728	94.976						
12	.285	2.032	97.009						
13	.226	1.611	98.620						
14	.193	1.380	100.000						

Extraction method: Principal component analysis.

Component Matrix: This in Table 8 will tell which all factors are important for ERP implementation. It will state, based on the criteria of .60 which all factors are qualified. In the table, we can see that 9 variables are qualified based on the criteria of .60. All these variables are important in taking decisions for ERP implementation.

Rotated Component Matrix: It defines the relationship among the variables. It tells the overall value of the variables (Table 9).

Table 8. Component matrix.

	Component			
	1	2	3	4
Employee resistance	.842			
Inadequate resources	.731			
Interface	.723			
Poor ERP package selection	.639			
Lengthy implementation time	-.623			
Unreasonable deadlines				
Organizational politics				
Scope creep				
Unexpected gaps		.789		
Configuration difficulties		.785		
Extensive customization		.774		
High initial investment				
Insufficient funding				
Project size				.693

Extraction method: Principal component analysis.

a. 4 components extracted.

Table 9. Rotated component matrix.

	Component			
	1	2	3	4
Scope creep	.752			
Employee resistance	.748			
Interface	.686			
Inadequate resources	.661			
Organizational politics	.629			
Extensive customization		.869		
Configuration difficulties		.772		
Unexpected gaps		.725		
High initial investment		.609		
Insufficient funding			.707	
Lengthy implementation time			-.689	
Unreasonable deadlines			.665	
Poor ERP package selection				
Project size				.850

Extraction method: Principal component analysis.

Rotation method: Varimax with Kaiser Normalization.

a. Rotation converged in 10 iterations.

There is a positive relation of 75.2% between first item and first factor. There is a positive relation of 74.8% between second item and first factor. There is a positive relation of 68.6% between third item and first factor.

There is a positive relation of 66.1% between fourth item and first factor. There is a positive relation of 62.9% between fifth item and first factor. There is a positive relation of 86.9% between sixth item and second factor. There is a positive relation of 77.2% between seventh item and second factor. There is a positive relation of 72.5% between eighth item and second factor. There is a positive relation of 60.9% between ninth item and second factor.

There is a positive relation of 70.7% between tenth item and third factor. There is a negative relation of -68.9% between eleventh item and third factor. There is a positive relation of 66.5% between twelfth item and third factor. There is a positive relation of 85.0% between fourteenth item and fourth factor.

CASE ANALYSIS

About the Company

HUL is a subsidiary of Unilever with about 61.9% holding. It is one of India's largest FMCG company. They have about 44 brands in 14 different categories of toiletries (soaps, shampoos, cosmetics), beverages (tea, coffee), and other household items like toothpastes, deodorants, water purifiers, packaged foods. Some of the popular brands include Lux, Dove, Sunsilk, Bru, Close-up, Pepsodent, Rin, Wheel. The brands are most popular in most households in India. The company believes in creating great brands which make people feel and look good and services that create a social impact.

HUL has been ranked in 8th position globally as most innovative company in India. It has sales of INR 38,273 crores (the financial year 2019–20).

HUL values include working with integrity, partnering responsibly (they tie up with suppliers who follow the same standards of business ethics towards employees, environment, and consumers), living by code (everyone follows the same conduct of corporate Governance and responsibility). They believe in conducting business with integrity and this is believed to be their asset like people and their brands. For successful business they give priority to consumers, shareholders, employees.

Problem Faced

The growth in business leads to more transaction processing and tie up with more number of suppliers. The existing business infrastructure and legacy systems were unable to handle processing the large volume of modern trade and transaction. HUL with legacy systems was unable to streamline its operations, there were issues with stock replenishment cycle, unable to optimise business as per changing market conditions. They required a system which would provide for a seamless flow of information and resolves the issues faced.

Need for Implementation

- Provide integration with business partners, suppliers, and other entities
- Improve information sharing
- Integration of IT systems and subsystems
- Enhance supply chain efficiency
- Bring a value to existing legacy systems
- Improved cash to order cycle
- Optimisation of business processes
- Consolidation of processes across entire value chain
- Integrate itself with this back-office application

The company initially used an in-house E-business system. This was able to manage order fulfilment and replenishment but there was lack of smooth flow of information as different customers had different systems with multiple platforms and integrating with the e-business system was a challenge.

ERP Implementation Process at HUL

HUL introduced SAP. HUL used SAP NetWeaver Process Integration which helped in improving collaboration in the value chain. Helped to streamline and standardise business processes in all its operations. Improved communication flow between various systems and applications. SAP NetWeaver PI facilitated communication and a transfer of info between different applications together or multiple applications irrespective of whether it is a SAP or non-SAP solution.

Implementation Process

Phase 01: Implemented SAP NetWeaver platform. Provided for data exchange and data consolidation between external and internal entities including partners, suppliers, etc. Suppliers and different partners to integrate legacy systems order to cash subsystem and inventory subsystems integrate HULs IT systems with their distributors IT systems.

Phase 02: Implemented SAP CRM, SAP transportation planning and vehicle scheduling, SAP advanced planning and optimization production planning and detailed scheduling.

CRM tracks the processes involved in contacting existing and potential customers. HUL managed operational CRM, frontend, and backend operations.

Use of Manufacturing/Production Software

MFG/PRO distribution: Helped in areas like inventory, sales analysis, sales quotations, purchase

MFG/PRO financial services includes cash management, cost management, fixed assets, tax management.

1. *Get orders:* Orders obtained are collected from website and consolidated in an Excel sheet. This is mailed to the operations department. In MFG/PRO material planning is done. Checking is done on stock available and inventory to be procured.
2. *Raw material management:* Supplier is informed about raw material requirements. And once it is received, a GRR (goods received report) is prepared in MFG/PRO.
3. *Quality control materials are sent to QC department:* They check and accept/reject. Rejected materials are sent back to suppliers and accepted materials are sent to the warehouse.
4. *Production:* Raw materials are sent to production unit and daily reports are generated.
5. *Dispatch:* Amount required is dispatched and rest are stored in the warehouse.
6. *Payment:* A week after receiving the material, payment is done centrally. After 3 weeks, the central department will send a message through MFG/PRO to ask for payment from the customer. Entry will be automatically done by MFG/PRO when the customer does the payment.

Issues Faced During Implementation

Even the company optioned for phase implementation, the major issues faced were as follows:

1. Project size
2. Interface
3. Configuration difficulties
4. High initial investment

Benefits: Operational and Financial

- Higher rate of accuracy and automation
- Eliminate dependency on specialists possessing specialized skills.
- More than 70% higher transports for non-ABAP software
- Reduction of disruption in ABAP and non-ABAP change transports
- Reduction in cost
- Better communication and collaboration
- Seamless flow of exchange of information

Table 10 shows the comparison of before implementation of ERP and after implementation of ERP. Before ERP implementation there was slower transport of non- ABAP and higher cost whereas after implementation there was reduction in inventory cost and stock replenishment cycle time becomes three and half days.

Table 10. Comparison of before and after ERP implementation.

Before ERP implementation	After ERP implementation
• Slower transport of non-ABAP (Advanced Business Application Programming) software. • Dependency on specialists • Higher cost • Stock replenishment cycle: 2 weeks leading to higher inventory cost. • In the case of detergent, the stock level sale: 6 weeks • Finish goods stock level at distribution: 3 weeks • Stockists: Get 60–90 days of credit from HUL.	• Stock replenishment cycle time: Three and half days • Reduction in inventory cost • Capital employed after ERP reduced by 8% and inventory cost reduced by 5–6% of turnover. • The stock level decreased to less than 3 weeks of sale from 6 weeks of sale in the case of detergent. • Stock level at distribution of finished goods decreased from three weeks to one week. • Stockists get a special discount if the payment is in advance. • HUL implemented secondary sales force automation (SSFA) application across its redistribution stockists. As part of a previous engagement, Computer Manufacturing Company (CMC) introduced the Dealership Management Application Software for HUL distributors.

CONCLUSION

According to the reviews and primary survey conducted, it states that ERP implementation is a complex process and requires various stakeholders to be involved. There are unexpected gaps which arise during implementation and need to be mitigate as on time. Through this research conducted we have focused to highlight the implementation issues and is supported by the HUL implementation scenario which idents to state how the FMCG sector is benefited after ERP implementation.

The issues obtained from the primary survey are to be considered major focused issues for any organization when it options for ERP implementation. These issues have been obtained from the industry expert opinion. The business strategies used by HUL has supported the company to overcome the issues faced and also accounted and benchmarked for further implementation to be done in future.

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APPENDIX

TEACHING NOTES

Target Group

- Post-Graduates, Executive MBA, Supply Chain Graduates

Learning Objectives

- To understand the importance of ERP in supply chain
- To understand the current scenario and technological and functional role played by ERP for industries
- To understand the major issues faced post ERP implementation

Questions for Discussion

- Discuss the scenario of FMCG sector post pandemic period
- Discuss the various challenges faced during ERP implementation
- Discuss post implementation challenges supporting with a real-time scenario

Relevant Theories for Discussion

- Basics of ERP
- FMCG supply chain
- SAP/Oracle ERP modules
- ERP: A complete end to end integrated process

INSTRUMENT QUESTIONNAIRE VALIDATION

1. Questionnaire shared with industry experts working in operations, logistics, procurement, sales and commercial department, SME and MSME contacts
2. Questionnaire was also checked with LinkedIn Contacts through personal mails
3. Inputs taken and the questionnaire was framed for primary survey
4. Google Form Link- <https://forms.gle/v2qvtirpDddusG486>

Questionnaire for Primary Survey

Section 1

- 1) Full Name:.....
- 2) Age
 - 18–25 years
 - 26–36 years
 - 37–45 years
 - 46–55 years
 - 56 and above
- 3) Educational background
 - Graduate
 - Post-graduate
 - Doctorate
 - Others
- 4) Industry:
- 5) Company name:

Rate the following implementation issues from 01-05.

01	Very low
02	Low
03	Neutral
04	High
05	Very high

S.N.	Implementation issues	Very low (01-02)	Low (03-4)	Neutral (05-06)	High (07-08)	Very high (09-10)
1.	Project size					
2.	Lengthy implementation time					
3.	High initial investment					
4.	Unreasonable deadlines					
5.	Insufficient funding					
6.	Employee resistance					
7.	Inadequate resources					
8.	Interface					
9.	Organizational politics					
10.	Scope creep					
11.	Unexpected gaps					
12.	Configuration difficulties					
13.	Extensive customization					
14.	Poor ERP package selection					

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