

**Summer Training at
Fortis Escorts Heart Institute, Okhla, New Delhi
(April 1-May 30, 2015)**



A study on Impact of ERP Implementation on Employees

**By
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**Under the guidance of
Dr. Monika Choudhary**

**MBA- Hospital & Health Management (MBA-HM)
2014-2016**



CERTIFICATE

This is to certify that Priyanka Solanki has completed the summer internship at **Fortis Escorts Heart Institute, Okhla, New Delhi**, from 1st April to 30th May' 2015 and has conducted the following project under my guidance

Impact of ERP Implementation on employees.

All the data related to the study is the primary data collected by herself.

The approach to the project has been sincere, scientific and analytical. The work is in partial fulfilment to the course requirements, recommended for the Master of Business Administration in Hospital and Health Management, 19th Batch from Institute of Health Management Research, Jaipur.

I wish her success in all her future endeavours.



Col. Dr. Ashok Kaushik

Dean (Academic & Students Affairs)

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Associate Professor

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July 30, 2015

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Priyanka Solanki**, student of IIHMR, Jaipur has successfully completed her internship in **Human Resources** department at **Fortis Escorts Heart Institute, New Delhi**, during the period from April 01, 2015 to May 31, 2015.

For **FORTIS ESCORTS HEART INSTITUTE**



AUTHORISED SIGNATORY



NABH Accredited

Acknowledgement

This report is the result of eight weeks whereby I have been accompanied and guided by many people. It is a pleasant opportunity to express my gratitude to all of them.

I am gratified to **Mr. Balkishan Sharma**, HR- Head, who found me suitable as Management Intern in this organization and gave me permission for two months training and project work.

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I genuinely thank my parents, family and friends for their blessings and support. Last but not the least I am thankful to God, for getting an opportunity to learn from this organization

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Organisation Overview

Fortis Escorts Heart Institute, formerly known as Escorts Heart Institute and Research Centre, is a pioneer in the field of fully dedicated cardiac care in India. It is the largest free standing private cardiac hospital in Asia Pacific region, and a part of Fortis Healthcare which is the fastest growing hospital network in India.

Fortis Healthcare, led by the vision of late Dr. Parvinder Singh of creating an integrated healthcare delivery system in India acquired Escorts Heart Institute and Research Centre Ltd. in 2005. Established in 1988, Escorts celebrated 25 years of Cardiac excellence in 2013.

Fortis Escorts Heart Institute has set benchmarks in cardiac care with Paediatric path breaking work over the past 25 years. Today, it is recognised world over as a centre of excellence providing the latest technology in Cardiac Bypass Surgery, Interventional Cardiology, Non-invasive Cardiology, Paediatric Cardiology and Paediatric Cardiac Surgery.

The hospital is backed by the most advanced laboratories performing complete range of investigative tests in the field of Nuclear Medicine, Radiology, Biochemistry, Haematology, Transfusion Medicine and Microbiology.

Fortis Escorts Heart Institute has a vast pool of talented and experienced team of doctors, who are further supported by a team of highly qualified, experienced & dedicated support staff & cutting edge technology like the recently installed Dual CT Scan.

Currently, more than 200 cardiac doctors and 1600 employees work together to manage over 14,500 admissions and 7,200 emergency cases in a year.

The hospital today has an infrastructure comprising of around 285 beds (it currently enjoys 100% occupancy rate), 5 Cath Labs besides a host of other world-class facilities.

FEHI has a capacity of 310 beds, 9 Operation Theatres, 2 Heart Command Centres, and 1 Heart Station besides an array of other world-class facilities. EHIRC provides top end services in areas of acute care, invasive and non-invasive cardiology and state-of-the-art surgical procedures, besides playing a leading role in prevention and the reversal of heart disease.

MISSION

Our Mission is to improve the quality of health care and become the most revered healthcare service provider in India.

VISION

“To create a world-class integrated healthcare delivery system in India, entailing the finest medical skills combined with compassionate patient care.”

VALUES

- Vision: Imbibe and share the vision.
- Integrity: Lead through honesty and integrity.
- Respect: Earn respect.
- Trust: Gain patient trust
- Understanding: Commit to compassion, care and understanding.
- Own: Own quality excellence.
- Share: Develop and share success.

ACCREDITATIONS

- **Joint Commission International, USA**
- **National Accreditation Board Hospital and Healthcare Providers (NABH)**
- **NABH (Blood Bank) Accreditation**
- **International Organisation For Standardization (ISO) 9001:2000 Certification**
- **SUPERBRAND 2008 Award**
- **NABL**

DEPARTMENTS:

- Cardiothoracic and Vascular Surgery
- Cardiology
- Preventive and Rehabilitative Cardiology

- Pediatric Cardiac care
- Pediatric and Congenital Cardiology an Surgery
- Anaesthesiology and Critical Care
- Critical Care Medicine
- Radio Imaging
- Haematology
- Biochemistry
- Microbiology
- Internal Medicine and Diabetology
- Orthopedics
- Pulmonology
- Nephrology
- Neurology
- Dental Surgery
- General Surgery, Adult and Pediatric
- ENT
- Ophthalmology
- Physiotherapy
- Gastroenterology
- Thoracic Surgery and Thoracic Surgery Oncology
- Nuclear Medicine

SERVICES:

- Diagnostic Services
- Treatment Services
- Pediatric Heart Care
- Escorts Heart Alert Services
- Preventive Cardiology and Rehabilitation Services
- Emergency Services
- Community Outreach
- Critinext

TREATMENT SERVICES:

- Coronary Artery Bypass Surgery (Standard)
- Coronary Bypass Surgery (MIDCAB)
- OFF PUMP Coronary Artery Bypass Surgery (OPCAB)

- Trans Myocardial Laser Revascularization (TMLR)
- Heart Port Surgery
- Robotic Surgery
- Aortic Aneurysms and Dissections
- Carotid Endarterectomy
- Valve Surgery
- Peripheral Vascular Disease (PVD)

SERVICES OFFERED:

- Cardiac Bypass Surgery
- Minimally Invasive Surgery
- Interventional Cardiology
- Non-Invasive Cardiology
- Pediatric Cardiology
- Multi-Speciality Care for Cardiac Patients

VALUE ADDED SERVICES:

- Dedicated patient care coordinators to assist patient/attendant.
- Travel/ticketing arrangements for patients and relatives.
- Receive the patient from Airport-Car/Ambulance.
- Arranging sightseeing/shopping/prayer.
- Local travel needs for patient's relatives.
- Prepaid cell phone card
- Interpreters
- Internet
- Foreign exchange
- All finance related matters under single window

Fortis Escorts Heart Institute is on panel of imminent corporate, PSU, TPA, CGHS, and ECHS for indoor treatment and medical services. We have designed packages for corporate health services to ensure that employees of its corporate clients stay healthy and productive. The aim is to impart expert health advice and ensure that medical support is available to the employees of client organizations, whenever they need it. Apart from indoor hospitalization, OPD services, preventive care and treatment for common health related problems are also made accessible to employees and dependants as per corporate policy.

Corporate Services:

- Executive health checkups
- On site health checkups
- Emergency services
- Health education and awareness talks
- Outpatient and Hospitalization Services
- First aid and BLS training
- Sick bay/Medical room facility
- Relationship manage

Fortis Escorts Heart institute (FEHI) is a renowned name in the field of cardiac surgery, interventional cardiology and cardiac diagnostics. The institute formally came into existence in October 1988; FEHI was set up as a dedicated cardiac hospital to bring to India the best cardiac care, training of cardiac surgeons and cardiologists and also to conduct research of international standards. The Fortis group took over the hospital on 10 September 2005.

FEHI draws a benchmark in healthcare sector by;

- Providing state-of-the-art world standard healthcare that exceeds expectations of patients and families.
- Pursuing independent as well as collaborative research in all aspects of cardiothoracic medicine and surgery.
- By establishing a network of joint ventures and satellite centres to extend the availability of quality health care to the population at their doorstep.
- Providing expert training for medical, paramedical, nursing and other professionals in the field of heart care.

Networking with other organization to promote health and well-being in society through education, preventive checkups and community outreach programs.

Moreover, the hospital has some of the latest and most advanced high technology systes for imaging, radiology and pathology testing in its laboratories.

Some of which are:

- Dual slice somatom CT
- MRI- 1.5 tesla Cardiovascular
- Da Vinci Robotic Surgery
- Advanced SPECT gamma camera

Adding with an efficient and robust information technology system enables better efficiency and greater patient convenience at the institute.

Fortis Escorts Heart Institute has been setting standards for excellence in healthcare for over 22 years. It is one of the pioneer stand-alone Cardiac Care Hospital to receive JCI (Patient Care and Safety), NABH (Hospital and Bloods Bank) and ISO accreditation. It is also one of the hospitals to be awarded as super brands.

It has more than 200 cardiac doctors and 1600 employees who work in tandem to manage over 14500 admissions and 7200 emergency cases in a year.

Fortis Escorts Heart Institute is the only cardiac hospital in India to have a dedicated Pediatric department with a specialized, highly trained multidisciplinary team of Pediatric cardiologists, Pediatric surgeons, anaesthesiologists and Pediatric intensivists.

Some of the Key milestones:

- By March 2010, the hospital has conducted over 131,939 Angiographic, 33,958 Angioplasties and 72,820 cardiac surgical procedures with a success rate over 99.7%.
- Fortis Escorts Heart Institute created a world record in 2001 by performing 4000 cardiac surgeries in a single year.
- In twenty years since its inception Fortis Escorts Heart Institute has treated more than 2 million patients.
- Fortis Escorts Heart Institute is accounted among the first to introduce robotic cardiac surgery in Asia, were also the first to introduce YAG laser in India, which is considered a breakthrough in the treatment of coronary artery diseases.

- The Prucka IT version 6.5 is the latest, high-end electrophysiology laboratory equipped for the detection and treatment of complex arrhythmia.
- Fortis Escorts Heart Institute introduced the Fortis Escorts Heart Alert Services that has revolutionized cardiac care in India by providing an expert ECG interception over telephone within minutes of any chest complaint/symptoms. Patients in India as well as abroad can be benefited by this service.

Introduction

Implementing enterprise resource planning (ERP) systems requires significant organizational, as well as technical, changes. These will affect stakeholders with varying perspectives and interests in the system. This is particularly the case in health care, as a feature of this sector is that responsibility of services is shared between many autonomous units. In these and similar settings, it is essential to analyse stakeholders and to understand their expectations and attitudes towards the system. Such an understanding will help implementers to address stakeholder interests and to encourage acceptance. Therefore, the purpose of this paper is to develop a theoretically based model to analyse how stakeholder attitudes and behaviours in a hospital setting affect the outcome of ERP implementation. This model is applied in an empirical study of a project to introduce an ERP system in medium-sized hospital in The Netherlands. The study shows how the ERP implementation impacts the interests of stakeholders such as physicians and administrators, which caused tensions. The paper examines the reasons of these tensions. In doing so, it contributes to our understanding of ERP implementation in health care and any other similar sectors from a stakeholder perspective, and it may help implementers to manage this more effectively.

Enterprise resource planning (ERP) is business management software—typically a suite of integrated applications—that a company can use to collect, store, manage and interpret data from many business activities, including:

- Product planning, cost
- Manufacturing or service delivery
- Marketing and sales
- Inventory management
- Shipping and payment

Key Benefits Provided by ERP Software for the HealthCare Industry

- **Business Intelligence** – BI software helps measure a hospital's operational performance, by providing key information to managers for budgeting, status of a requisitions, and patient visitation analytics. Physicians also find BI tools a valuable asset for in providing the right care, to the right patient, and at the right time.
- **Better Patient Care** – New hospitals are opening in large numbers across the USA, so patients (i.e. customers) now have a choice which hospital they would like to use for medical care. This increase in competition has forced hospitals into ERP selection projects so they can utilize “state-of-the art” computer systems. An efficient hospital will ultimately improve patients' comfort and satisfaction, therefore increasing their ability to capture new patients.
- **Reduce Operational Costs** – Hospitals are businesses too! As a for profit organization, they need to control operational costs and do whatever possible to increase profitability. Hospital ERP systems will help in reducing overhead by integrating departments such as billing, finance, inventory and supplies, and human resources.
- **Integration** – Many healthcare systems (approximately 75-80%) are still running on very old, dispersed software systems. These old systems have many custom interfaces written that are very out-dated, difficult to maintain, and costly. They need an integrated ERP system that will streamline information throughout the hospital, their outpatient facilities and other, affiliated healthcare facilities.

Manufactures and distributors are no longer the only organizations who view ERP as a necessity. It is quickly becoming a mainstream for the healthcare industry. While an ERP implementation may be a significant investment, hospitals are realizing ERP software is necessary to remain competitive and to support their growth, acquisitions and consolidations in the 21st century.

Literature review

The major suppliers of ERP systems, like SAP and Oracle, strategically consider health care, and especially hospitals, to be a new and growing market. Therefore, special applications, such as patient management, patient logistics, hospital finance and general management, have been developed so that the ERP system fits with the hospital setting. There are a number of reasons why hospitals differ from other industries, and these may have implications for the implementation and use of an ERP in this setting. First, the objectives of hospitals are diverse, since they aim at curing and caring for patients, as well as training and educating new doctors and nurses. Second, hospital processes are different in that they are highly varied and more complicated than processes in many other industries (Arrow, 1963). Third, the workforce of hospitals is diverse and includes a large spectrum of professionals that can be characterized by possessing expertise, power and autonomy (Johnson, 1972; Scott, 1982; Mintzberg, 1983; Raelin, 1991; Yi et al., 2006). We assume that these specific characteristics impact the implementation and use of ERP systems. Differences in the nature of the processes may have implications for the implementation and use of IS within a hospital context. Heeks (2006: 127) argues that ‘hard design’ often conflicts with ‘soft design’. Hard design can be characterized by a top-down approach, with formalized communication flows and a ‘big bang’ implementation. Soft design, on the other hand, is more informal and involves a rather loose ‘muddling through’ approach. Heeks suggests that implementation failures are more likely when a highly structured and formal information system is introduced into a loosely coupled and complicated reality. Given the diversity of the hospital workforce, the implementation and use of an ERP system requires the cooperation of a large spectrum of professionals, ranging from medical practitioners, such as doctors, nurses and laboratory assistants, to groups that provide non-medical services, such as hospital managers and IT departments. Heeks (2006) suggested that in this context, three different rationalities may collide, namely technical, managerial and medical. Technical rationality is associated with IT professionals and IT suppliers, who share a technical worldview on which they base their system designs. Managerial rationality applies to hospital managers who operate from legal, financial and control perspectives. Medical rationality typically refers to physicians, who prefer to put medical information and patients at the centre of the system. Since ERP systems are particularly directed at increasing the controllability of

hospital processes by means of integration and standardization, they can be considered examples of managerial rationality. This managerial rationality may collide with some of the other rationalities.

ERP implementation in hospitals: a case study.¹

In a competitive healthcare sector, hospitals have to focus on their processes in order to deliver high-quality care while at the same time reducing costs. Many hospitals have decided to adopt one or another Enterprise Resource Planning (ERP) system to improve their businesses, but implementing an ERP system can be a demanding endeavour.

Information systems for the materials management department: stand-alone and enterprise resource planning systems.²

Materials management information systems (MMISs) incorporate information tools that hospitals can use to automate certain business processes, increase staff compliance with these processes, and identify opportunities for cost savings. Recently, there has been a push by hospital administration to purchase enterprise resource planning (ERP) systems, information systems that promise to integrate many more facets of healthcare business.

The cost management organization: the next step for materiel management³

With Materiel Management's transition over the last decade from simple logistics to analysis and cost management, it has gained recognition as a key part of the management team responsible for supplies, equipment, standards, and associated processes to identify, purchase, store, distribute, issue, and dispose of supplies and equipment. The materiel manager's job consists of putting the right product in the right place at the right time and in the right quantity at the best total delivered cost. In this context, Materiel Management has made powerful impacts to lower costs associated with: Distribution--costs have been lowered by actively adopting advanced supply channel management techniques such as primary suppliers, JIT, stockless programs, case cart/custom kit/procedure based delivery systems, modified stockless programs as well as margin management through cost plus, flat fee, or margins paid per activity. Cost of goods--lowered through aggregated purchasing in the forms of regional and national purchasing alliances and local capitation or other gain/risk share programs. Internal process costs--lowered by out-sourcing and/or integrating supplier processes and personnel into operations via partnership approaches

Enterprise resource planning for hospitals.⁴

Integrated hospitals need a central planning and control system to plan patients' processes and the required capacity. Given the changes in healthcare one can ask

the question what type of information systems can best support these healthcare delivery organizations. We focus in this review on the potential of enterprise resource planning (ERP) systems for healthcare delivery organizations.

ERP (enterprise resource planning) systems can streamline healthcare business functions.⁵

Enterprise resource planning (ERP) software applications are designed to facilitate the system wide integration of complex processes and functions across a large enterprise consisting of many internal and external constituents. Although most currently available ERP applications generally are tailored to the needs of the manufacturing industry, many large healthcare systems are investigating these applications.

Healthcare systems' newest balancing act: 'Doing more with less'⁶

Many hospital systems are caught in a bind. They know it's important to spend money to achieve the integration of their organizations, and those bills can be especially high in a system's start-up years. But they're also feeling the heat to reduce expenditures for overhead and system wide staff to help individual hospitals in the current difficult economic environment.

Rationale

Enterprise resource planning (ERP) is business management software—typically a suite of integrated applications—that a company can use to collect, store, manage and interpret data from many business activities, like Product planning, Manufacturing or service delivery, Inventory Management. This model is applied in an empirical study of a project to introduce an ERP system in medium-sized hospital to show how the ERP implementation impacts the interests of stakeholders such as physicians and administrators, which caused tensions.

Research Question

What are the changes that occurred in the organisation after the implementation of ERP

Objectives

Objective1: To know the awareness of ERP among employees

Objective 2: To study the impact of ERP on employees

Objective3: To know the satisfaction level of employees after ERP

Implementation

Objective4: To identify the major changes in hospital after ERP implementation

Methodology

Area of study: Fortis Escorts Heart Institute, Okhla

Study Population: All medical and non-medical staff

Study Period: 2 months

Duration of data collection: 7 days (may 1st, 2015—may 7th, 2015)

Study type: Descriptive and analytical

Sample collection method: Non probability convenience sampling

Sample size: 50

Primary data was collected through survey.

► Tool and Technique used-

Tool: Questionnaire was prepared. Annexure

Technique: Survey

Questionnaire

Structured Questionnaire was filled by the staff of hospital. The type of scale used in questionnaire was rating scale

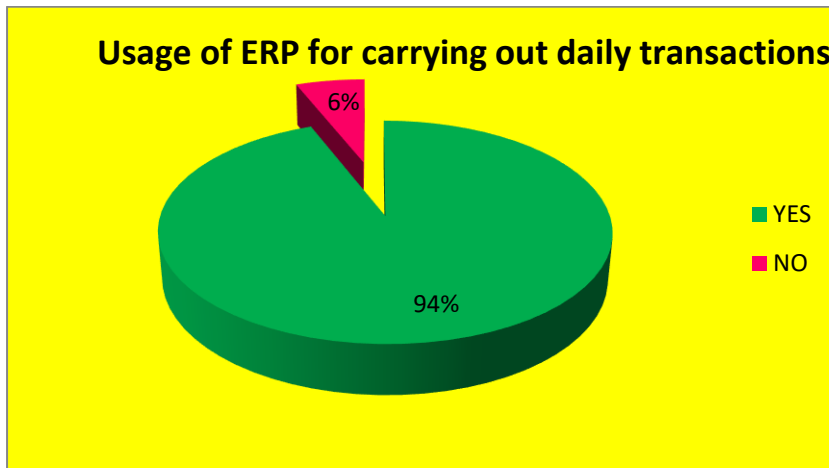
The questions were rated on the basis of :

- a) Nominal scale-Yes/No
- b) Five point scale i.e. highly satisfied, satisfied, average, dissatisfied, highly dissatisfied was used.

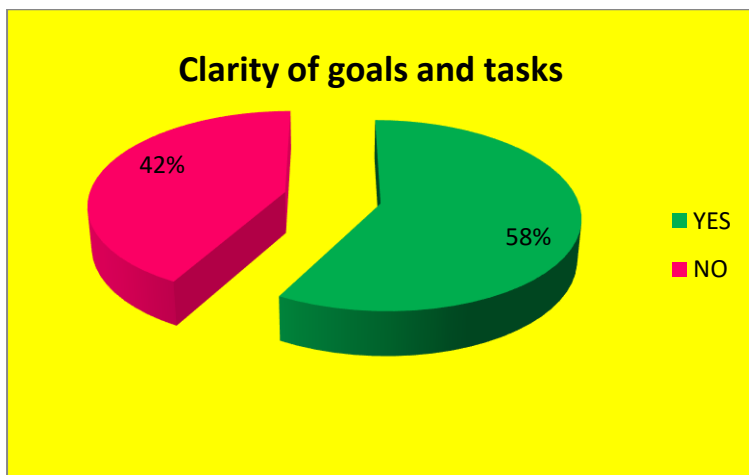
Findings

Objective1: To know the awareness of ERP among employees

1. When employees were asked whether they use ERP system for carrying out their daily transactions
 - 94% employees responded in a yes.
 - 6% employees said no they don't use ERP in daily transactions.

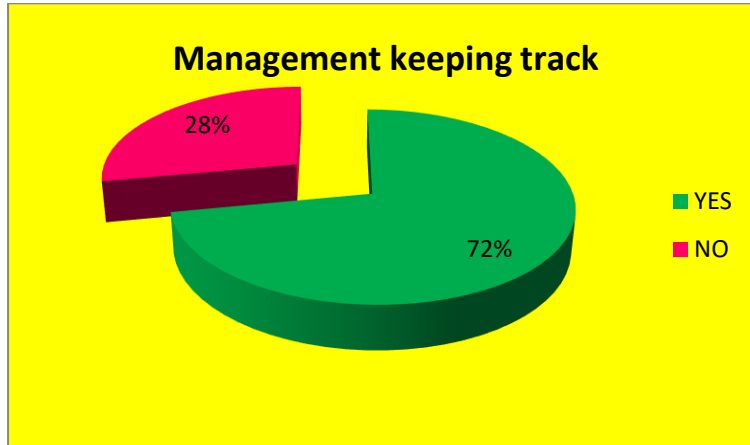


2. When employees were asked about clarity of goals and task after ERP implementation
 - 58% employees were confident about their goals and tasks
 - 42% employees were in a confusing state.



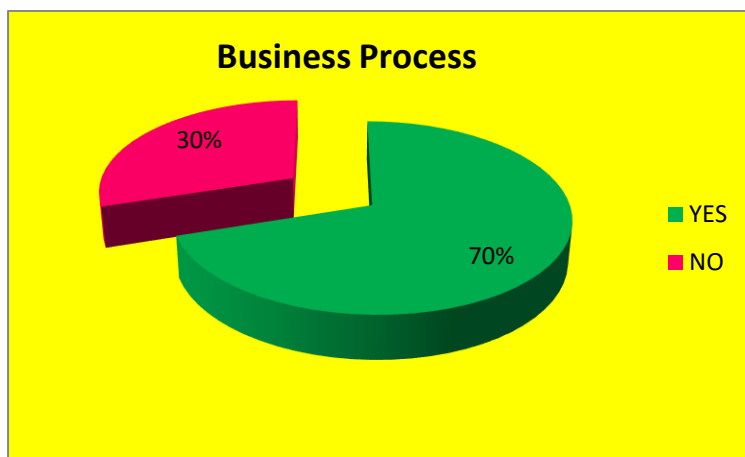
3. When employees were asked whether management keep track on the activities in the organisation due to ERP implementation

- 72% of the respondents said yes
- 28% respondents disagree with this.

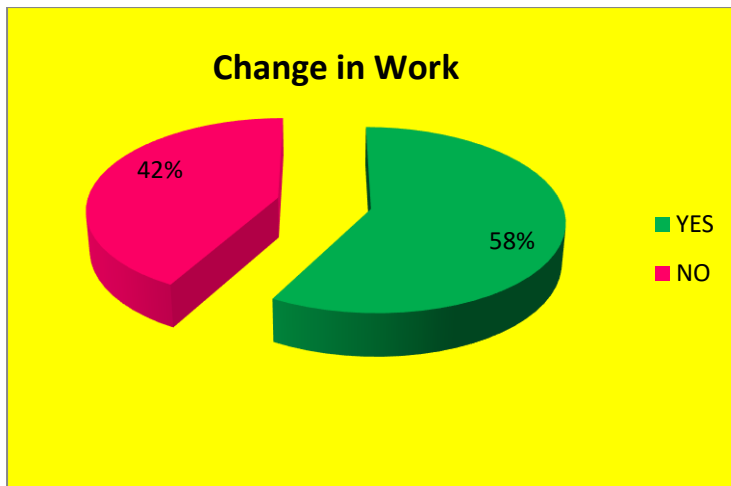


Objective 2: To study the impact of ERP on employees

1. When questioned about the Business Process Restructured due to implementation of ERP in the hospital, 70% employees responded in favour where as 30% employees are not in favour.

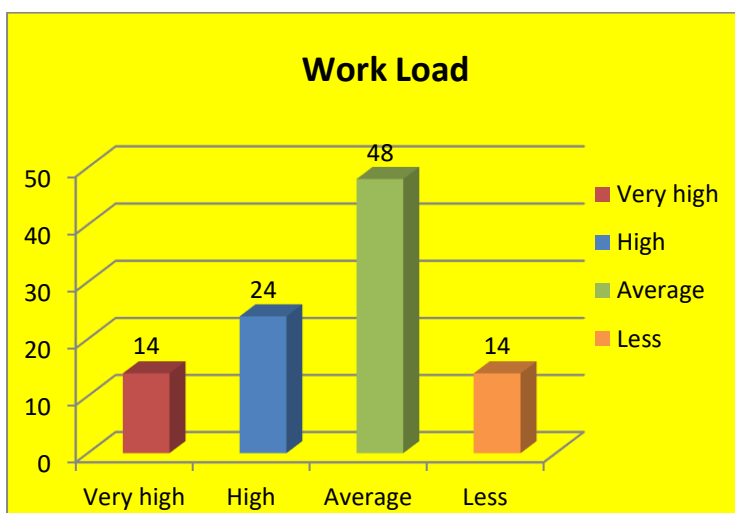


2. When employees were asked about the change in work culture, 58% employees responded in favour where as 42% employees are not in favour.

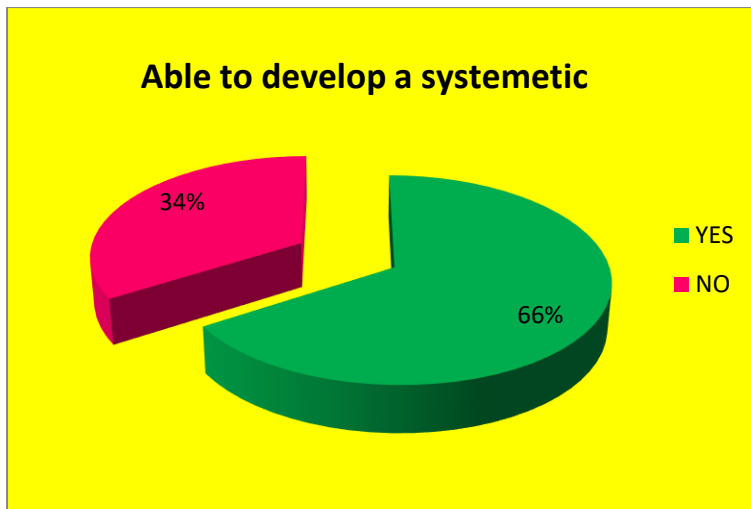


3. When questioned about the impact of ERP on work load on individual:

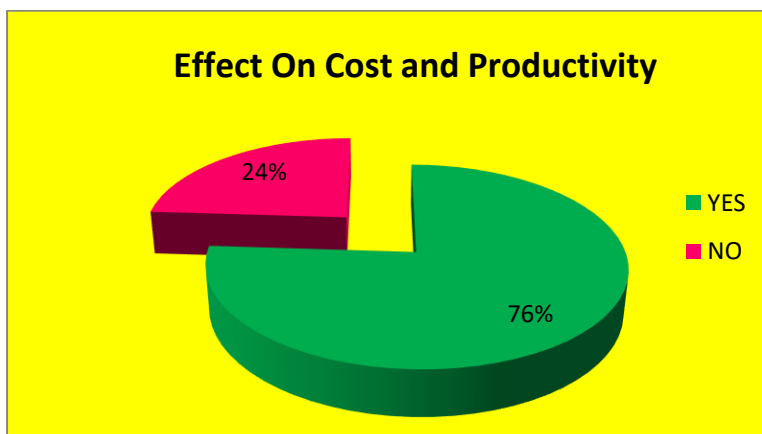
- 14% employees said that work load is very much and tasks are not finished on appropriate time.
- 24% employees said that work load is very much but due to participative environment employees are able to complete their tasks.
- 48% employees said that work load is evenly distributed and employees are able to complete their tasks on time.
- 14% employees said that work load is less as compared to other companies.



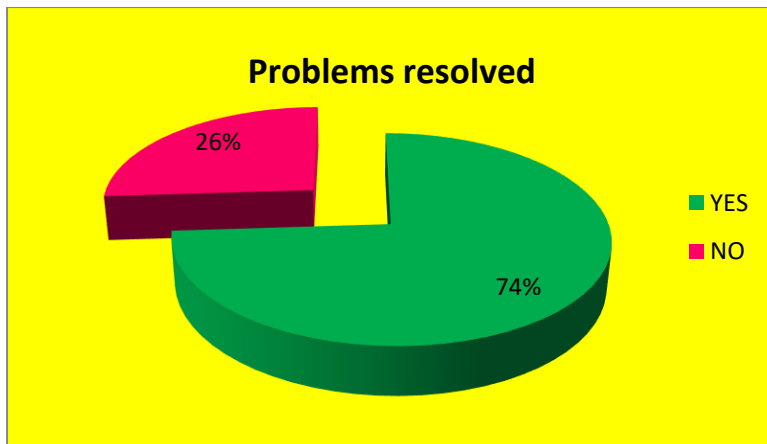
4. 64% employees believe that implementation of ERP has been able to develop a systematic work culture whereas 36% employees believe vice versa.



5. When questioned about the impact of ERP on cost and productivity 76% employees said that cost has reduced and productivity has increased where as 24% employees said that ERP has not brought any change in cost but the productivity is reduced.

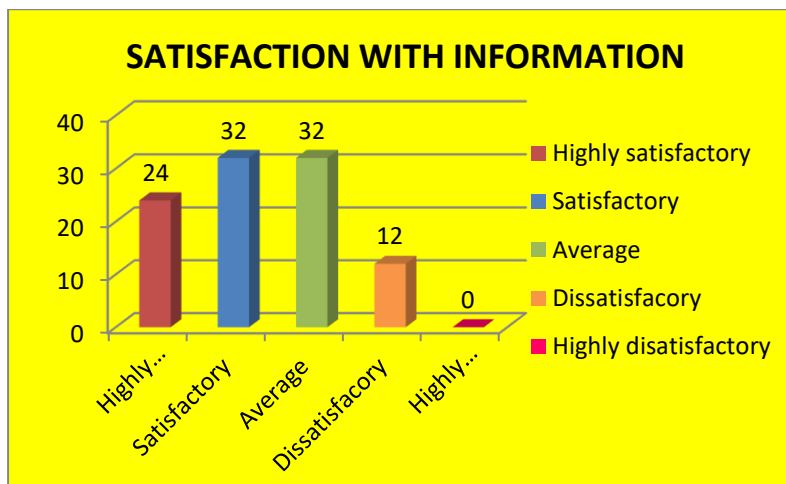


6. 74% employee's problems are resolved in an efficient manner with the help of ERP solution but 26% employee's problems didn't get resolved.

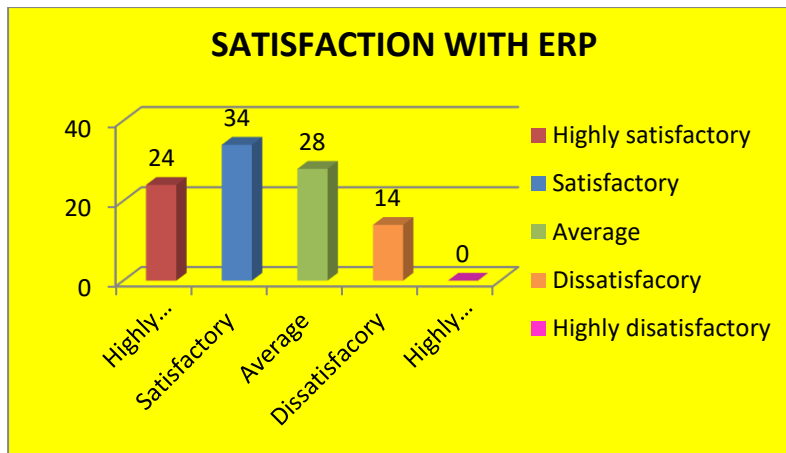


Objective3: To know the satisfaction level of employees after ERP implementation

1. When asked about the comfort level with the information sharing within the organisation due to ERP implementation
 - 24% employees were highly satisfied with it.
 - 32% employees were satisfied.
 - 32% employees were in an average condition.
 - 12% employees were dissatisfied.



2. When questioned about their satisfaction with the ERP implementation
 - 24% employees were highly satisfied.
 - 34% employees were satisfied.
 - 28% employees were in average condition.
 - 14% employees were dissatisfied.



Objective4: To identify the major changes in hospital after ERP implementation

When asked about the major changes they have observed after implementation of ERP, employees said

- Paperless environment
- Work culture has changed
- Transparency has increased
- Highly organised work place
- Work place has become more effective in processes
- Decentralisation of authority
- The processes are streamlined.
- Ease of access

CONCLUSION

After a thorough analysis of the collected data, I hereby conclude that ERP is integrated successfully in the hospital. It is helping employees in saving their time and utilizing it in some other productive work. By this initiative the cost to the company has reduced and the profitability has increased. However some minor issues are there like; some employees are still not clear about their role and task in ERP, some employees are not computer friendly, some employees believe that the work culture before implementation of ERP was better but at the same time this issues are not major one. They can be rectified by proper training in related field.

RECOMMENDATIONS

- All employees are not computer friendly so they need technical upgradation.
- Separate training for all departments on “How to use ERP software”.
- Using flow charts n diagrams to make employees understand how ERP actually works.
- Help desk for ERP solutions.

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ANNEXURE

Q1. Since how many years have you been working with this organization?

- a. 0-5 Years
- b. 5-10 Years

- c. 10 to 15 Years
- d. More than 15 Years

Q2. Are you using the ERP system for carrying out your daily transactions?

- a. Yes
- b. No

Q3. Do you think due to implementation of ERP your Business Process has restructured?

- a. Yes
- b. No

Q4. Do you think the working culture has changed completely after implementation of ERP?

- a. Yes
- b. No

Q5. What do you think about the work load in the organization after implementation of ERP?

- a. Work Load is very much and task are not finished on appropriate time
- b. Work Load is very much but due to participative environment employees are able to complete their task
- c. Work Load is evenly distributed and employees are able to complete their task on time
- d. Work Load is less as compared to other companies

Q6. Do you think ERP implementation is able to develop a systematic work culture?

- a. Yes
- b. No

Q7. Do you think that ERP implementation is helpful in cost reduction and increases productivity?

- a. Yes
- b. No

Q8. Does due to Business Process Restructuring by ERP implementation goals and task are clearly defined for increasing productivity?

- a. Yes
- b. No

Q9. Does the management keep track on the activities in the organization due to ERP implementation?

a. Yes

b. No

Q10. Does the problem get resolved in an efficient manner with the help of ERP Solution of the company?

a. Yes

b. No

Q11. Are you satisfied with information sharing within the organization due to ERP Solution Implemented in the organization?

(1=Highly Satisfactory, 2=Satisfactory, 3=Average, 4=Dissatisfactory, 5=Highly Dissatisfactory)

Q12. Rate your satisfaction with ERP in the organization.

(1=Highly Satisfactory, 2=Satisfactory, 3=Average, 4=Dissatisfactory, 5=Highly Dissatisfactory)

Q13. Mention some major changes you have observed after implementation of ERP?
