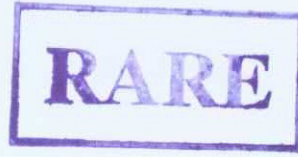


# **An Empirical Study for a Successful SAP Implementation Process**



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## **Abstract**

This research deals in finding an improved methodology to implement ERP systems, which will result in implementations where the users of the implemented system will not request or require drastic changes right after implementation.

The research mainly focuses on improving the SAP implementation methodology which is the ASAP (Accelerated SAP) methodology.

Using the multiple case study approach, different SAP implementations were studied which had been major SAP implementation in the country. Four companies such as Hemas Holdings, Holcim Lanka, MAS Intimates, Noyon Lanka, were selected and interviews were conducted to extract information regarding the different implementation processes that were followed in each of the companies. In here researcher took Hemas Holdings implementation process as benchmark and compared other company's implementation processes. Further, their views on the successfulness of their implementations were discussed and the key success factors in each implementation were identified during the interviews.

These processes were analyzed and compared with the steps and phases in the ASAP methodology with the help of a technique called 'Cross Case Synthesis'. Key factors in each of the company's processes were identified and their impacts to the successfulness of the implementation were found. These key success factors were combined and were used to refine and redefine the current ASAP methodology for implementing SAP.

Finally the research paper presents an refined SAP implementation process which encapsulates all the key success factors from each of the company's implementations. This will reduce or completely eliminate the controllable factors that would lead to major / drastic changes to a newly implemented ERP system. Whereby saving time, money and effort to incorporate a change to the ERP system.