

## Tutorial 10

### Data & System Integration and Managing Change in ERP Implementations

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#### **Objectives:**

- Explore the key integration issues – data & system integration
- Discuss Configuration Management and its importance
- Identify the main drivers for Master Data Management
- Discuss the impact of change management on ERP Implementation
- Define organisational change management
- Discuss Kotter's 8 Step Process for Leading Change

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#### **Discussion Questions:**

##### Data and Systems Integration

1. Discuss some of the key integration issues that an organisation might face during ERP implementation.
2. What is configuration management and why is it important?
3. What is MDM (Master Data Management) and what are the main drivers for MDM?
4. Discuss the benefits of data integration.

##### Change Management

5. What do you understand by the term "change management"?
6. Why is it important to manage change?
7. What are some of the key points to note when managing change?
8. In general, there are 3 groups of people who respond differently to change: the pessimists, the "fence sitters" and the "early adapters". How would you manage each group when bringing about change in your organization?
9. Discuss some of the best practices in organisational change management.
10. What are some of the contributing factors to failure in change management?
11. Discuss Kotter's 8 step process for leading change.

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**Case Study:**

When going through these case studies, identify how effective change management is imperative to the success of each project:

- An aerospace and defence organization determined that in order to [achieve the most ERP ROI](#), it must address internal organizational issues prior to implementing the upgraded software.
- A professional services organization identified operational [savings opportunities of 29percent](#) of total labour costs.
- A City Government realized [quantifiable improvements in their change management process in less than two months](#) after the start of the engagement.