



## **CRITICAL ANALYSIS ON ERP IMPLEMENTATION IN GARMENT INDUSTRY**

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### **ABSTRACT:**

Over the border, the needs and business are present. Accordingly, the firm should use different currencies, languages, and tax laws depending on the nation in which they conduct business. In this situation, businesses are making significant investments in information technology (IT) systems to efficiently integrate and coordinate these operations throughout the nation and to help them design their business practices. Particularly, whether they belong to small, medium, or big scale of operations, more and more businesses throughout the world are employing bundled software called Enterprise Resource Planning (ERP) systems. Enterprise Resource Planning (ERP) is one of the fully integrated systems that many businesses use nowadays. Even though the usage of ERP systems is expanding and becoming more widespread, the clothing sector still has a limited understanding of these systems. Due to their high cost and danger, these technologies are still hesitantly adopted by many clothing businesses. A good ERP deployment is unquestionably necessary for reaping the benefits of such systems, hence study on this topic is usually given top importance in the field of ERP.

Keywords : organization , information , Enterprise Resource Planning (ERP) , administrative

### **1. INTRODUCTION:**

In a rapid business process, every organization collects and distributes information among themselves and others. Information once gathered is compiled and regrouped as per the requirement. In this process some data may get distorted or lost due to certain intentional or unintentional reasons. Sometimes the information processed may be irrelevant, unreliable or incorrect. In-order to ensure the relevance, reliable and accurate information flow, information has to be properly acquired, classified, stored, retrieved, edited and carefully verified for the quality purpose. For this arrangement, the information is stored in a digital format by capturing the information on each activity within the department in a storage device in a system. The accurate and reliable information has to be tested, analyzed, processed and placed in a presentable format. After this, information is distributed and evaluated subsequently on its effectiveness and finally used for the business analysis.

A structured organization operates with departments such as Purchase, Sales, Stores, Human Resources, Manufacturing, Finishing, Finance, Supply Chain etc. Each of these departments are backed with series of well-defined process. Each process carries a set of information from

one individual to another within the department and between individuals outside the department in the organization and to an outsider or another organization.

### **1.1 ENTERPRISE RESOURCE PLANNING SYSTEMS**

Organization processes may be streamlined and made more efficient with the help of Enterprise Resource Planning (ERP), which offers a comprehensive technological solution for integrating and reorganising them. It helps connect the business's diverse resources and closes the information gap throughout the organisation. Material management, productivity, customer relationship service, cash flow, financial management, quality control, inventory management, and delivery systems are just few of the areas where ERP excels, providing a competent answer to a number of problems. Management information systems (MIS), decision support systems (DSS), data management systems (DMS), and data mining are only some of the other systems that may be implemented with the help of ERP. It also delivers important cautions, such as when the process has strayed from the specified parameters.

### **1.2 ERP IN INDIA**

India is rapidly becoming a global IT powerhouse, and the industry's leading companies are all actively seeking to increase their share of the Indian market. As a result, Enterprise Resource Planning (ERP) would be crucial to the business of both large and medium-sized businesses in India. There is no question that implementing an enterprise resource planning (ERP) system can assist improve an organization's return on investment by streamlining the technical aspects and functionalities of a software solution.

If the data holds true, the ERP market in India has the potential to grow rapidly, providing a much-needed boost to the industry. As their name implies, enterprise resource planning (ERP) software systems were originally implemented solely for administrative tasks. They were overlooked and ignored, treated like a mere afterthought. One portion consisted of issues like a lack of awareness, while other portions included things like price and technological challenges.

Now that they have no choice but to use ERP, businesses have begun to adopt the system and train their employees in its use. Indirectly, this raised consciousness inside corporations. After doing further research, they saw ERP's many uses. After initially considering limiting ERP's usage to administrative tasks, the business ultimately decided to implement the system company-wide. The ERP market in India is heavily influenced by the cost involved. Due to the prohibitive price tag, many businesses are hesitant to adopt ERP. Meanwhile, research shows that the vast majority of ERP providers now offer a suitable ERP service at a price point that is manageable for SMEs.

### **1.3 ERP SYSTEMS IN GARMENT INDUSTRY**

Over the past few years, the garment industry has undergone constant transformation. One goal is to conduct operations in a methodical business. As a result, ERP may be used to organise the necessary resources and maintain accurate records.

The ERP programme offers cutting edge technology for effective business operations. The program's stated goals include data tracking and the improvement of internal processes. Enterprise resource planning (ERP) systems are built to facilitate industries like the textile and garment industries' crucial strategic planning processes. It makes it easier to generate reports, which should be refreshed whenever there is a change. Distributing this report will allow everyone on staff know where their focus should be to get the job done. Because of the dynamic nature of the textile and garment industry, it is crucial to anticipate and document the needs of your clientele.

ERP's ability to centralise the business's data and procedures across departments makes it a cost-effective tool for cutting operational expenditures. There won't be a shortage of stock or a need to cut costs elsewhere. Since everything has been prepared in advance, each time a resource is required, it will be there. Keeping tabs on the stockroom is an added bonus that simplifies day-to-day operations. There is a record of everything that is entered into the data warehouse, planning it simple to schedule ahead of time. Since everything is tracked, it's simple to determine how much anything actually cost. Negative ambiguity is eliminated, making the database more approachable. India's domestic readymade garment industry would double in size within five years due to economic development, streamlined government policies, an increase in fashion focus and brand recognition, and higher customer demands, as stated by CMAI President Rahul Mehta. The present size of India's garment industry is estimated to be approximately Rs 2,00,000 crores, according to a recent CMAI analysis of market figures. About Rs 50,000 crores of this total is allotted to ready-to-wear apparels like dhotis and sarees. The unorganised clothing industry is estimated to be worth around Rs 1,10,000 crores, while the organised retail sector is worth roughly Rs 40,000 crores. In the two years when a 10% excise charge was in place on the organized branded clothing industry, its growth rate was flat. Growth rates are predicted to increase from 6% to 7% in 2014–15 to 10% to 12% in 2015–16 as a result of the elimination of excise charge.

### 1.3.1 ERP Application Modules for Garment Industry

Clothes manufacturers need to be connected, responsive, and agile both internally and throughout the extended enterprise in order to succeed in an industry defined by shifting customer needs and shorter product cycles. This is made feasible with the aid of the appropriate ERP solution and a competent partner in its implementation and ongoing maintenance. ERP providers ensure a connected, responsive, and agile enterprise by integrating processes and business systems, making information available in real time, and boosting visibility throughout the whole value chain. With their well-integrated components, they can automate the entire enterprise. ERP was developed with features including multi-language support and the ability to oversee the full production process, from yarn procurement to finished garment packaging.

ERP Apparel includes the following subsystems. (Following the Apparel+ ERP Suite):

- **Merchandizing (Sales)** - Enquiry, Quotation, Follow up, Communication, Sample orders, Sales orders, Order grouping and review with reports,

- **Procurement & Inventory Management** - Purchase order, Goods receipt, Supplier invoice, Debit / Credit note, Goods return, Material outward inspection, Pending orders, Supplier evaluation, Stock maintenance with reports.
- **Production Planning & Control** - Yarn/Fabric program, Accessory and packing material, Program allocation jobs, Budgeting, Quotation, Bill of materials, Scheduling, Approvals & follow ups, Process sequence, Production program, Program closure, Process management, Production and floor management, Printing/Embroidery and other stages management, Sewing, Checking/Ironing/Packing/Dispatch summary, Quality and Inspection with reports
- **HR & Payroll Management** - Employee records, Pay slip, Contract employee details, Loans and advances, Salary components, Employee history with reports
- **Financial Accounting** - General ledger, Group ledger, Vouchers, Cash, Bank, Journals, Sales, Purchase, and Profitability analysis, Financial position analysis with reports
- **Shipping and Documentation** - Shipping bill, Letter of credit transfer, Chamber of commerce, Bank negotiation, Bill of exchange, Bank-realization certificate, payment history with reports
- **Web based Reports** - Buyer order statement, Buyer order cancellation, Job order statement and order planning and position with reports
- **Housekeeping Setup & Registration** - Grand rights, User setups, User entry log maintenance, and another customization

## 2. REVIEW OF LITERATURE

Mohammad Saif, Abu Naser et al., (2021) The time has come, in this era of the fourth industrial revolution (Industry 4.0), to reexamine the difficulties encountered after implementing Enterprise Resource Planning (ERP) systems in the global garment industry's emerging nations. This literature research seeks to understand the difficulties encountered by developing-country garment manufacturers after ERP deployment. Approaches & Techniques: Using the PRISMA flow diagram, the 52 most relevant articles out of a total of 4854 papers published between 2000 and 2021 on Scopus and ScienceDirect were located. This word co-occurrence network map was generated using VOSviewer1.6.16, which allowed for the full synthesis of bibliometric data. Later, the authors developed themes via three degrees of association by cross-mapping the bibliometric keywords from the meta-analyses with the six in-depth qualitative interviews done in a developing nation. The findings of this study illustrate three broad categories: technological, operational, and human. In the post-implementation phase of enterprise resource planning (ERP), the apparel business in a developing nation has technological, operational, and human issues. In conclusion, poor nations face technical, operational, and human resource issues that must be addressed if ERP implementations are to be sustained. In order to create more reliable ERP systems, attention should be paid to these

concerns by industry practitioners, consultants, legislators in the garment sector, IT specialists, and other knowledge workers. The final section of the qualitative report outlines future avenues of investigation for the study of enterprise information systems.

Lee, Jennifer. (2021) Students may take what they have learned in the classroom and apply it to real-world scenarios in the global fashion business with the help of Fashion Business Cases: A Student Guide to Learning with Case Studies. This book, adapted from the Bloomsbury Fashion Business Cases (BFBC) resource, will help professors by presenting cases written by experts from all around the world. Students of different backgrounds and experience levels may learn the essential business, communication, and problem-solving skills necessary for success in the fashion industry with the help of examples ranging from the beginning to the advanced levels. All manner of issues, from CSR to eco-friendly style to effective brand communication and cultural awareness, are discussed. This book is aimed at helping aspiring fashion professionals think critically and ethically. Forty examples at the beginner, intermediate, and advanced levels Each case comes with learning objectives and business questions, and there is an introduction chapter that teaches students how to make the most out of case studies. There is also an instructor's guide with teaching notes.

Majumdar, Abhijit et al., (2020) Global manufacturing is on the edge of a revolution known as Industry 4.0, which will usher in a new era through the seamless merging of the real and virtual. The purpose of this research is to uncover the obstacles standing in the way of the textile and apparel sector of India adopting and implementing Industry 4.0. Fourteen hurdles were chosen by literature study, followed by questionnaire survey among industry experts. Contextual driver-driven interactions between these obstructions were elicited using interpretive structural modelling (ISM). Poor R&D, a lack of government backing and policies, an insufficiently educated workforce, a failure to grasp the big picture at the top, and a failure to comprehend those in charge were all identified as major causes of failure. High installation cost; fear of failure; and seamless integration and compatibility concerns are the major hurdles. To address these constraints, a triple helix based structure has been developed for collaboration actions among the players of textile and apparel organizations, academia and government. To the best of our knowledge, this is the first research to systematically investigate the challenges presented by Industry 4.0 in the apparel and textile sector, and to offer concrete recommendations for overcoming them. The findings of this research will be used by policymakers in India's textile and garment sector as they formulate plans for adopting and implementing the cutting-edge technological advancement known as Industry 4.0.

Menon, Sreekumar et al., (2019) Insights from an exploratory qualitative single case study in Canada's Oil and Gas Industry inform this research paper's examination of key issues surrounding Enterprise Resource Planning (ERP) deployment. Twenty interviews were performed with members of four project role groups including senior executives, project managers, project team members, and business users at a Canadian case organisation. Documents related to the ERP implementation project were also gathered and analysed for this investigation. From the replies of individuals filling all four project job categories, the study generated a thorough list of sixty important difficulties, from which the top twelve were picked

for in-depth discussion. According to the results of the research, major obstacles during ERP adoption were quite important. This study stands out as one of the first of its kind in the Canadian oil and gas sector, since it examines the difficulties inherent to ERP rollouts.

### 3. RESEARCH METHODOLOGY

This chapter contains a description of the research approach that was selected for this project. The methodologies and strategies chosen to address the research questions have been described. It included the methods used to acquire the data, the sources utilised to obtain the data, the time frame for the research, and the tools used to evaluate and predict the outcomes.

Methodology is "a contextual framework' for research, a coherent and logical scheme based on views, beliefs, and values, that guides the choices researchers [or other users] make".

It comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge such that the methodologies employed from differing disciplines vary depending on their historical development. This creates a continuum of methodologies that stretch across competing understandings of how knowledge and reality are best understood. This situates methodologies within overarching philosophies and approaches.

Methodology may be visualized as a spectrum from a predominantly quantitative approach towards a predominantly qualitative approach. Although a methodology may conventionally sit specifically within one of these approaches, researchers may blend approaches in answering their research objectives and so have methodologies that are multi method and/or interdisciplinary. Overall, a methodology does not set out to provide solutions - it is therefore, not the same as a method. Instead, a methodology offers a theoretical perspective for understanding which method, set of methods, or best practices can be applied to the research question(s) at hand.

Literature on various facts relevant to ERP software and issues pertaining to its implementation in the Garment industry may have been studied and reviewed, which may facilitate the construction of the questionnaire. Based on review of literature, a structured questionnaire may have been designed to collect data from the garment industry in West Bengal Region.

The Questionnaire may cover general information such as Office information, Contact information, employees, production capacity and turnover, may be collected. Technical information relating to the ERP software and its features implemented may be collected under broad categories such as status of ERP implementation, objectives, product selection and evaluation criteria which may be followed for selecting the products to be identified.

The research design is formulated to test the objectives:

- A standardized functional procedure in the Apparel Industry exists.
- Automation in manufacturing in the apparel Industries prevails.

- Software including ERP systems for automation process in the apparel industries is available.
- There exist the barriers in implementing the ERP systems.
- Willingness in implementing the ERP systems for automation in the apparel industries existing.
- There exists a need to identify the functional performance of the software used in the apparel industry.
- Need for guidelines to gear up the effective implementation of ERP software in the apparel industries is made available.

### **3.1 RESEARCH DESIGN**

This study employed survey methods as its research strategy. Only controlled non-experimental inquiry are used to examine the research concerns, this work is addressing. This is due to the study's non-manipulable factors and the impossibility of assigning respondents at random. This research study makes *ex post-facto* inferences because all phases of the implementation of ERP systems have already taken place in the studied organisations. Through the evaluation of respondents' perspectives, the questionnaire gathers a variety of data. The collected data are quantitatively examined.

A preliminary survey was carried out to ascertain the opinions of the practitioners for research themes after examining the pertinent literature on topics pertinent to the present study and being familiar with the requisite ideas. A pilot survey of ERP end users was conducted after that to improve comprehension of the study's themes. The primary survey, which would contribute to the body of knowledge in the field of ERP, was lastly done.

### **3.2 SELECTION OF THE STUDY AREA**

The garment industry, one of the few export-oriented sectors, has reached a high degree of growth in terms of both export and domestic business potential. In West Bengal's Kolkata, it is mostly found. As a result, the Kolkata garment cluster was purposefully chosen as the research region.

### **3.3 SELECTION OF GARMENT UNITS AND RESPONDENTS**

An accurate sample is one that includes all the crucial elements of the research population from which it was taken. The clothing units with 250–500 people were taken into consideration for the sample because the current study focuses on medium-sized businesses. 195 of them fit the description of medium-sized units. Contacts were made with all 195 units in the second stage by email, phone, and personal visits to see whether the companies had previously adopted ERP systems and were willing to participate in the survey.

It was confirmed at the last step that just 12 units had finished all four stages of ERP

implementation. The list of personnel participating in ERP was compiled with the assistance of many visits to these 12 units in order to secure their participation. 471 workers were discovered to be associated with the implementation of ERP in these entities. They were all used as representative sample respondents. The same information is included in table 3.1.

**Table 3.1: Distribution of Samples Respondents – No. of Companies and Functional work group**

Functional Work Group	COMPANY												Total sample
	A	B	C	D	E	F	G	H	I	J	K	L	
Production/ Manufacturing	11	11	11	11	11	11	11	11	11	11	12	12	134
Accounting/ Finance	4	4	4	4	4	4	4	4	4	4	3	4	47
Human Resource/ Administration	5	5	5	5	5	5	5	5	5	5	5	5	60
Merchandise/ Marketing	13	13	14	14	14	14	13	13	13	13	13	13	160
System	6	6	6	6	5	5	6	6	6	6	6	6	70
Total Sample	39	39	40	40	39	39	39	39	39	39	39	40	471

**3.4 RESEARCH INSTRUMENT**

A structured questionnaire was employed as the tool for information and data collection. The variables of ERP implementation, the crucial stages, and characteristics specific to Kolkata garment units were taken into consideration when formulating the questions. From the pertinent literature and consultations with ERP consultants and functional industry experts, the precise research stages and criteria have been determined. The interview schedule's remarks were constructed to reflect these elements.

**3.5 METHOD OF DATA COLLECTION**

Personal interviews were used to get the primary data from the end users. We conducted in-person interviews with the main informants, including merchandisers, quality controllers, individuals with ERP training, system in-charges and the relevant functional supervisors. Other end users participating in ERP in each unit received surveys through them. The replies were gathered back and their dependability was cross-checked after being given enough time.



### **3.6 VALIDITY TEST**

The questionnaire underwent pre-testing before being sent to the target sample. The pre-test showed that the respondents had no trouble understanding the questionnaire's content. The survey instrument had a two-phase pilot test with academics and ERP practitioners / professionals. The survey questionnaire was modified where necessary to fit the context of the current study after taking the input into consideration.

The survey's pilot participants were asked to point out any omissions, mistakes, or inconsistencies and make suggestions for changes. The major instrument had a number of minor improvements as a consequence of the pilot test, including minor item rewording, the inclusion of a few demographic questions, and changes to the instructions to make them clearer.

50 ERP end users participated in a pilot study to assess the questionnaire's reliability and content validity. The revised questionnaire was then created and distributed to all respondents. Data were protected by a personal visit to the business. The conceptual ERP model served as the basis for the survey instrument's design, and the majority of the survey's questions were mostly derived from pertinent prior studies conducted in the ERP context. Before completing the primary survey, it was put to the test to see if the suggested model for analyzing the performance of ERP implementation at garment units was well-developed.

### **3.7 TOOLS USED FOR ANALYSIS OF DATA**

The data were analyzed using descriptive analysis, Z-test, ANOVA, Kendall's W Test, factor analysis, multiple regression, and structural equation model (SEM). In addition, two models were created and fitted to identify the critical variables, as well as project and business outcomes per phase.

#### **Z- test**

The most popular technique for assessing how much the means of two groups differ from one another is the z-test. The z-test is employed in this study to compare gender, marital status, and prior ERP experiences with respect to four phases of ERP implementation.

#### **ANOVA & Post hoc test**

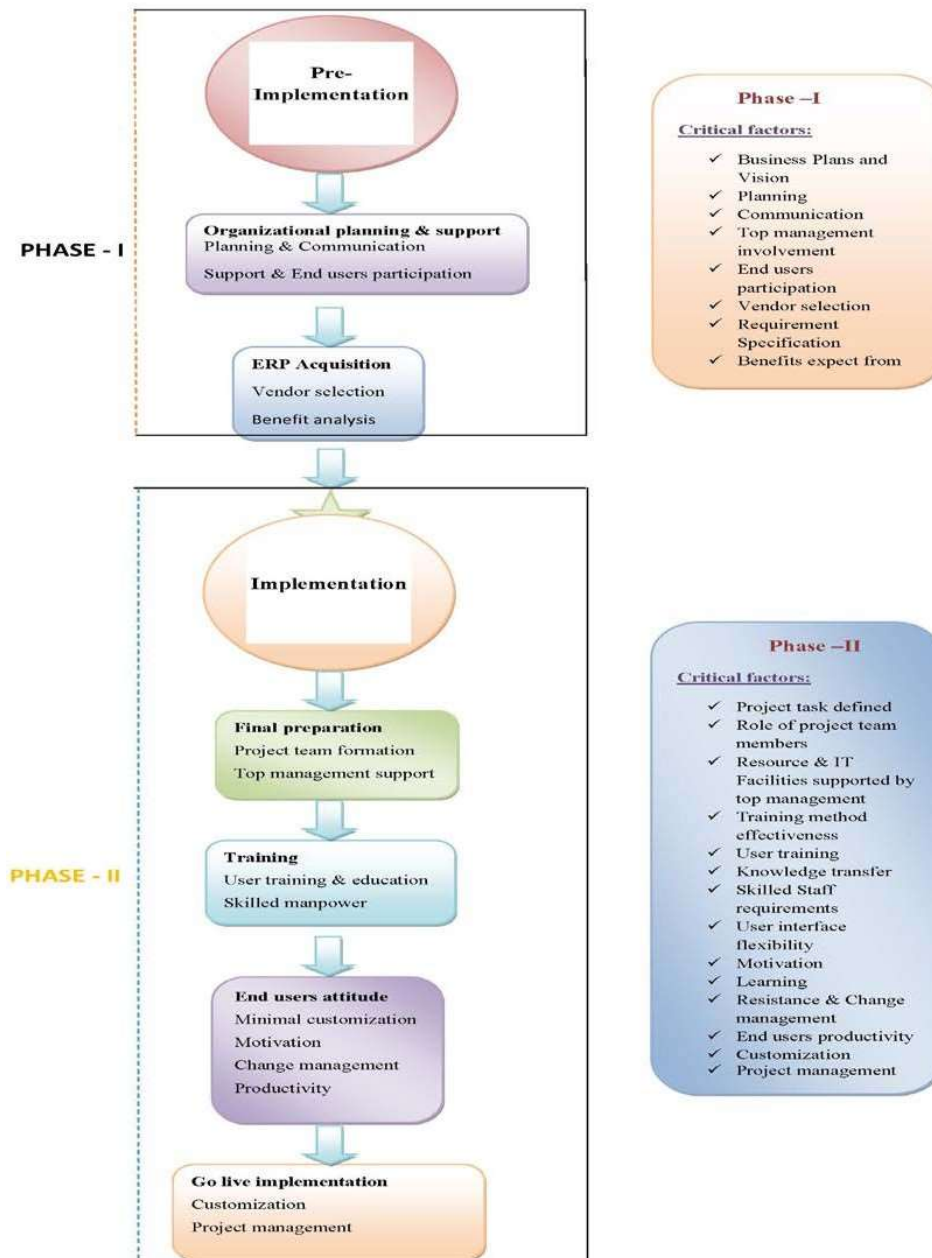
To compare the means and variability of more than two groups, analysis of variance is employed. The four phases of ERP implementation are compared in this study using the ANOVA to determine the differences in age, annual income, current position level, current working areas, education qualification, computer proficiency, computer qualification, total experience, working experience in the present company, and ERP usage in the current organization.

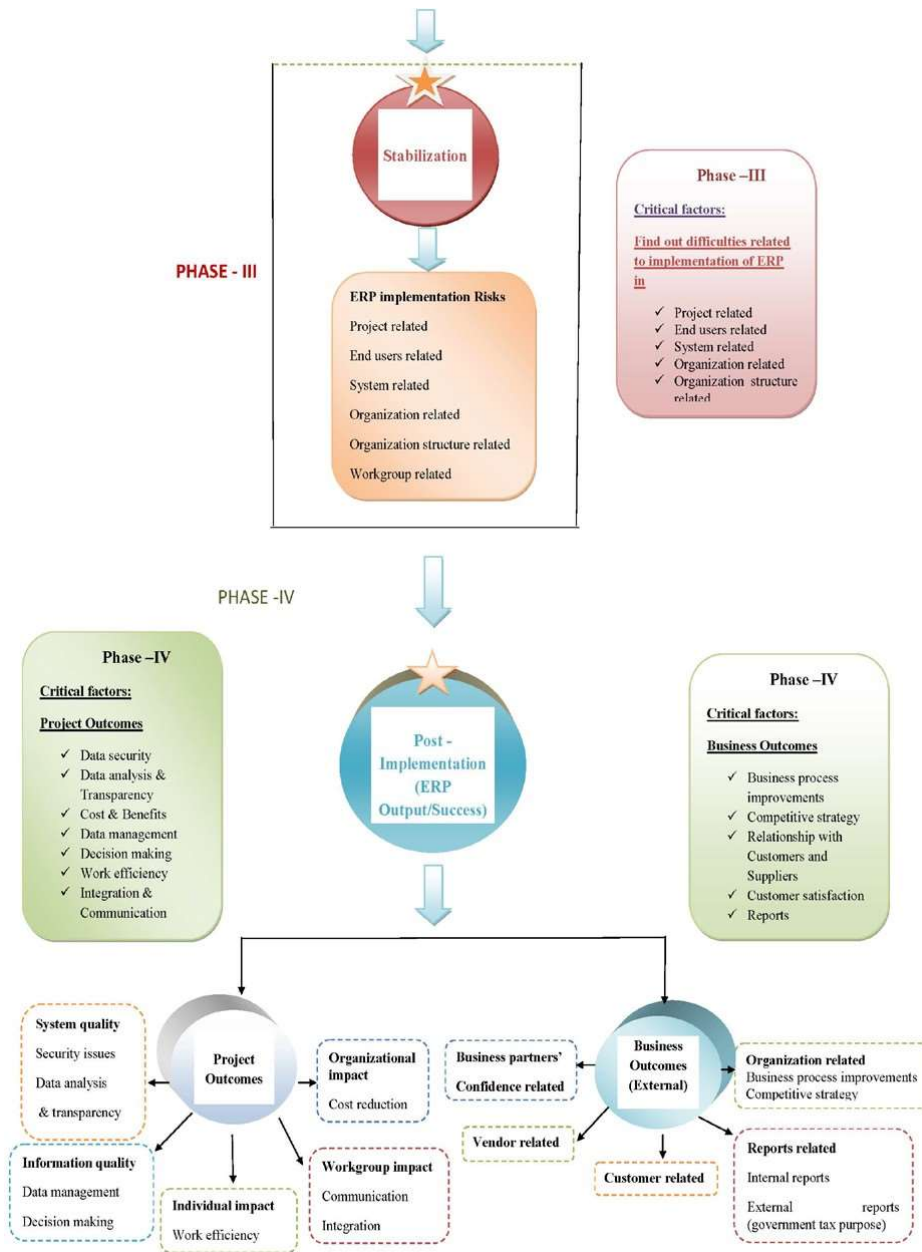
#### **Multiple Regression analysis**

The end users' opinions were taken into account when doing multiple regression analysis on

the phases of ERP implementation. In the early stages of ERP implementation, it was used to assess the combined impacts of independent factors on the dependent variable and determine which independent variable had the most impact on end users' perceptions.

Four distinct phases of ERP implementation (independent variables) are evaluated together with the opinions of ERP end users (dependent variables). ERP awareness, participation in ERP planning and package selection, communication, training and education, change management, motivation, learning, work efficiency and time pressure and individual productivity are the main end user variables taken into account for the study. The links between various dependent variables and how they are affected by one another are examined via multiple regression analysis.





**Figure 3.1: The Proposed ERP Implementation key phases with key factors**

**Factor analysis**

The elements that are crucial for ERP implementation phases in clothing units were found using this investigation.

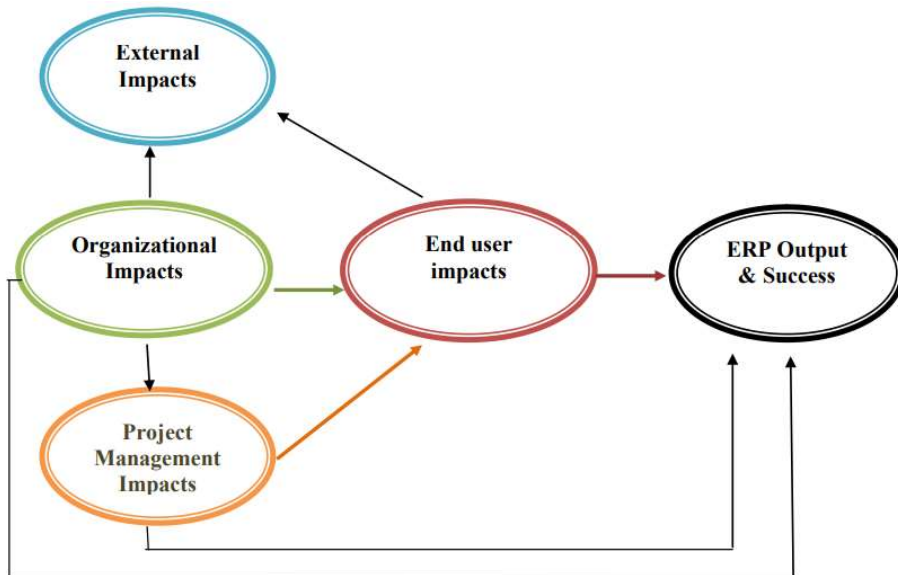
**Rank analysis**

The Kruskal Wallis test is employed in this study to identify the most crucial critical factor among the variables chosen for the rank analysis of ERP implementation stages. The 10 factors are under investigation. ERP package is tied to strategy. Testing and crises are related to

technology. According to the identified key factors of ERP implementation phases are Process related-Change management , Enterprise related-Top management support , Project related-IT infrastructures , Vendor related-Stakeholder relationship , Performance related-Organizational culture , End users related-Education & Training , HR related-End Users attitude oriented and Quality related-Project team.

**SEM model**

AMOS™ 7.0, was employed in this study to construct, test, and test an ERP success model. The covariance-based SEM's nature, however, allowed for the simultaneous provision of additional findings including fit indices, total effects on dependent variables, and other essential analyses. Chi-square test was one of the fit indices they created. ( $\chi^2 /df$ ), to evaluate the quality of fit of the suggested ERP success model and the thorough explanation of these indices, RMSEA, NFI, CFI, and TLI were selected. The following was the suggested ERP implementation success model:



**Figure 3.2: The proposed key factors model for ERP implementation success**

**ERP implementation key phases**

The major phases of ERP implementation discovered that effectively used by clothing units. Post-implementation performance measures, however, did not always meet organizational expectations in all the categories. Cost-cutting, decision-making, integration, streamlining corporate procedures, developing a competitive strategy, and processing reporting are some of these topics.

**ERP implementation key factors**

- End users related

### ***Motivation***

After implementing ERP, performance monetary gains are not adequate. Therefore, financial incentives may be used to encourage end users to adopt ERP more effectively.

### ***Change Management***

End users are not particularly open to adopting new ERP. This can be a result of unwillingness to acquire new knowledge. So, when employees volunteer to learn new ERP, they could be given rewards. End users and ERP implementation have an important interaction. Therefore, the top management should start taking the required actions to raise awareness and close the gap between end users' expectations and the reality of the process. The success and performance of the organisation will increase with consistent, high-quality assistance for day-to-day system handling.

- **Project management**

It has been discovered that project management progress is not appropriately conveyed. The ERP plan and progress are unknown to the end users. Therefore, accurate feedback on the status of the project must be supplied to the end customers.

Ranking-wise, education & training, end users' attitudes, and project team quality are all given low marks. The management should take the necessary actions to raise the project team's calibre, and the HR department may work to alter end users' attitudes and offer training as needed.

- **Organization related**

### ***End Users participation***

The new ERP's goal has to be discussed with end users by top management.

### ***Cost Effectiveness***

The level of top management's interaction with end users regarding the price and advantages of the ERP package is inadequate. Therefore, the management needs to be open and honest with the end users while discussing the package's costs and advantages. This will increase the end users' participation in the implementation process.

### ***Training***

Customizing training materials for each unique profession calls for more care. When improvements are needed after implementation, the organisation offers the necessary training. Training approaches such as lecturing, remote learning, and action learning are ineffective. Therefore, the management should focus more on various training techniques including computer-based training, on-the-job training, and self-directed learning.

- ***Suggestion mechanism***

The organisation should set up mechanisms for opinion and idea sharing, such as regular meetings and suggestion boxes, amongst functional departments.

***Feedback system***

Initiate a suitable feedback mechanism for the end user's development.

***Workgroup relationship***

The interaction between superiors and deputies is unsatisfactory. Therefore, actions must be done to enhance workplace relationships.

- **External**

ERP allows for quicker reaction; thus, end users must be more aware of client problems. In this regard, they need to get orientation and training.

#### **4. FINDINGS AND CONCLUSION:**

##### **4.1 FINDINGS :**

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## 4.2 CONCLUSION

The study examines critical phases and aspects after the implementation of an ERP system at Kolkata Garment plants. According to the study's end user perspective, an ERP has a significant impact on the end user's marital status, current workplace, level of position, educational background, computer skills, and prior experience with other ERPs. As a result, those factors are more likely to have an impact on ERP implementation. The phases of ERP implementation presented regression model are important. In terms of training approaches, team-based training, self-directed learning, and on-the-job training all help end users perform better. Organizational impacts, project management impacts, end implementation impacts, and external impacts (business results) are identified major aspects in ERP implementation phases that substantially contribute to the output/success model.

One of the most significant critical factors in the ERP implementation phases has been acknowledged as the top management's assistance. The top management's main duties for ERP implementation include planning, creating an ERP vision, raising end-user knowledge of ERP, and providing enough funding and resources for infrastructure development. ERP implementation success depends on choosing the right training strategies and techniques for end users. The success of the organisation is influenced by the use of a suitable feedback system for managing enquiries during the implementation of ERP, coordination between functional departments, handling of conflicts, and handling of politics during the implementation of ERP.

ERP implementation success depends on end users' active participation and attitude. It's only normal for end consumers to be resistant to new technologies and changes. In that case, senior management and project managers have to help and motivate them to accomplish the project's objectives. Members of the ERP team must be sufficiently knowledgeable about ERP implementation. The project team members, according to the end users, led them effectively. They are informed at the conclusion of implementation that the project team successfully finished on schedule.

Conflicts arising during implementation are resolved by the project managers, who have strong problem-solving skills. The ERP system aids in lowering security concerns. The necessary data may be tracked with its assistance. As one of the commercial benefits of ERP, it gives management precise records. It strengthens the organization's competitive strategy and benefits suppliers and customers. Following implementation, there are less customer complaints.

The Kolkata garment industry' implementation of ERP has been outstanding overall. In the garment business, companies must efficiently manage their infrastructure and resources if they want to gain competitive advantages over other units. The ERP system aids in enhancing the organization's performance. To be competitive and thrive in the market, senior management



complies with the buying office's recommendations on ERP deployment.

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