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EMPIRICAL STUDY OF RELATIONSHIP MARKETING IN INDIAN BANKS (CUSTOMERS' PERSPECTIVE)

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New age marketing is aimed at winning customers forever, when companies greet the customers, creates the product to suit to their needs and works hard to develop life time customer. The study determined the application of relationship marketing to banking in Union Territory of Delhi, Capital of India .It further was directed towards analyzing the customer's opinion about their bank with respect to the relationship oriented behavior of their bankers towards them. It also compared the relationship marketing orientation in Public Sector Banks with that of Private Sector Banks. Various barriers to the implementation of Relationship Marketing in Indian Banking sector has been discussed in the paper The result analysis has revealed many eye-opening facts suggesting that relationship marketing has to go a long way when it comes to its implementation in the Indian Banking Sector. The survey analysis clearly indicated that the Customers of Public Sector & Private Sector Banks are of the opinion that there is a difference with respect to the application of Relationship Marketing Approach in the banks under study. The study into the relationship marketing implementation in Indian Banking Sector also identified managerial, human resource, cultural, comprehension, communication, strategic, resource and operational forces impeding the process of relationship marketing, its up-take and the viability of the implementation of its resulting recommendations. For Relationship Marketing to be more effective in the future, we have to change the attitude of managers to ensure that customer are properly served.

Key Words : Relationship Marketing, Customer centered approach, Trust, Bonding, Empathy, Reciprocity

INTRODUCTION

New age marketing is aimed at winning customer forever, when companies greet the customers, creates the product to suit to their needs and works hard to develop life time customer through the principle of "consumer delight". The success of any business depends solely on the quality of product and/or service and customer organization relationship. Instead of running after the customer, there is a need to run with the customer. Customer's active participation and attitude is also essential to project success as quality of service depends upon the customer's disclosure of his/her exact requirements, cooperation, prompt decisions and actions at every stage.

While customer's attitude and perceptions have changed, many organizations are yet to respond to the change in the desired manner, though, they have recognized the need to be more relationship oriented. Relationship between customer and business firms have been consistently encouraged as successful business practice . According to Gronroos (1989) , business philosophy has shifted from purely economic production orientation to a customer market concept and then to societal orientation. Now business philosophy is shifting again towards relationship marketing.

It is this move towards Relationship Marketing that was the theme of the proposed study. Although marketing scholars and practitioners have been examining relationship marketing for more than a decade (Berry 1995) most of the studies were being criticized because of having uni-dimensional perspective. One of the greatest challenges for the top management is to instill among its employees, a deep sense of commitment towards the customers.

The study aimed at exploring the perception of Relationship Marketing Orientation that prevails among the bank's customers.

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IMPACT OF GLOBALIZATION ON SMEs

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Today, globalisation is a major driver that has an impact on nearly every economy. No country can any longer rely exclusively on its local resources, capacities and capabilities to steer its economic growth. Globalization is leading to the structural transformation of the firms and nations, and is creating new relationships and new dependencies.

It is an ongoing process that presents opportunities; as well as risks and challenges for the Small and Medium-sized Enterprises SME's which, although, account for a high proportion of employment in and exports from all countries across the world, are already very limited in resources.

A major strength for many SME's is their close customer contact and their ability to maintain close customer relationships. However, in the prevailing business environment even smaller and locally oriented businesses have to see themselves in a global context.

All SME's need to address certain key issues regarding cooperation with international partners and how it can benefit them.

The first section of the paper tries to look into what globalization is. Then we try to analyze the major drivers and consequences of globalization. what are the major in the light of major constraints faced by SME's and how far this internationalization would help in addressing their problems.

GLOBALIZATION

Today, globalisation is a major driver that has an impact on nearly every economy. No country can any longer rely exclusively on its local resources, capacities and capabilities to steer its economic growth. There is a profound need to integrate its economy with the global economy. It has been the growth in the world's capacity to innovate new goods and services, which has provided the main engine of economic progress. These developments have been mainly market driven, but the extent to which they have been translated into welfare enhancing goods and services has been influenced by the actions of national governments. As technological advances continue to push the limits of growth, firms are forced to look overseas for their inputs and markets.

The world today is indeed a very different place to the one into which most of us were born. The hegemony of UK in the 19th century and the US in the 20th century has been replaced by a triarchy of economic power comprising the US, Japan and European Union. Issues to do with the quality of life and the structure of governance are in the process of a radical rethinking. It is not just competitiveness and development which has risen to the top of the political agenda, but sustainable competitiveness and development. Anthony McGrew, in a jointly edited book, writes

"Globalization refers to the multiplicity of linkages and interconnections between the states and societies which make up the present world system. It describes the process by which events, decisions, and activities in one part of the world come to have significant consequences for individuals and communities in quite distant parts of the globe. On the one hand, it defines a set of processes which embrace most of the globe or which operate worldwide; the concept therefore has a spatial connotation. ...On the other hand it also implies intensification on the levels of interaction, interconnectedness or interdependence between the states and societies which constitute the world community." (p 23)1

The term 'globalization' became fashionable when it began to replace words like 'internationalization' and 'transnationalization' as a suitable term to denote the ever intensifying networks of cross

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Finally, every SME has to understand that international activities do mean more than just finding new customers or suppliers in other countries. In addition to the key-factors of success, it is believed that national SME authorities should initiate measures to support the development of the SME sector and promote internationalization of SMEs. The internationalization of a business involves a process of profound change. This change requires taking risks, opening up the firm's culture and a great capacity to learn. None of this happens spontaneously but requires planning and clear leadership. Hence, the planning of these internal changes should be part of the planning for international activities.

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RELATIONSHIP OF DEMOGRAPHIC FACTORS WITH THE LEVEL OF JOB SATISFACTION IN EMPLOYEES OF A GARMENT MANUFACTURING UNIT

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Organizations are instruments of conversion. They convert some input into output using a conversion process with the help of the employees. The main objective of an organization is to reduce its inputs and maximize the outputs. Now as the employees are the main part of the process, the maximizing of the output can be done by increasing the productivity of the employees which can be done if they are satisfied. Thus, job satisfaction is an important topic in organizational research because of its many effects on the overall well-being of the organization. Satisfied employees create a more positive working environment for organizations.

This study examines the relationship between demographic factors with the level of job satisfaction of employees of a garment manufacturing unit. The results indicate a U-shaped relationship between the age and job satisfaction and a positive relationship between gender, income with job satisfaction. There is no relationship between the years of experience and the position in the organisation with job satisfaction.

INTRODUCTION

Organizations are instruments of conversion. They convert some input into output using a conversion process with the help of the employees. The main objective of an organization is to reduce its inputs and maximize the outputs. Now as the employees are the main part of the process, the maximizing of the output can be done by increasing the productivity of the employees which can be done if they are satisfied.

Thus, job satisfaction is an important topic in organizational research because of its many effects on the overall well-being of the organization. Satisfied employees create a more positive working environment for organizations. Because job satisfaction is important to organizations, it is beneficial to research the sources of job satisfaction (Shell & Duncan, 2000). There is a long history of research into the sources of job satisfaction. Earlier researchers of employee job satisfaction proposed the idea that happy worker is a productive worker. Contemporary theorists have formulated snore complex explanations to this. Hoppock (1935) defined the term job satisfaction after reviewing 32 studies on job satisfaction conducted prior to 1933, and observed that job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to say. "I am satisfied with my job". Such a description indicates the variety of variables that influences the satisfaction of the individual but tells us nothing about the nature of job satisfaction. Employees may be satisfied with one aspect of a job while being dissatisfied with others. Perhaps, one way to define job satisfaction may be to say that it is the end state of feeling. It emphasizes the fact that the feeling is experienced after a task is accomplished or an activity has taken place whether it is highly individualistic effort or a collective endeavor. These task / activities could be very minute or large. They may be easily observable or could just be experienced. But in all cases, they satisfy a certain need. The feeling could be positive or negative depending upon whether need is satisfied or not and could be a function of the efforts of the individual, on one hand, and on the other the situational opportunities available to him.

In general/terms Job Satisfaction is defined as a positive attitude of an employee towards his or her job (Smith, Kendall and Hulin, 1969).

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more secure and comfortable.

- Young people need to be taken care of by the HR Dept, they are found more dissatisfied than those with higher age.
- Employees with lower income (below 3000) were relatively less satisfied as compared to employees with higher income. Maybe incentive system should be worked out to increase the level of satisfaction of the lower income employees.
- People working in operations are found to have low satisfaction as compared to those at supervisory and assistants to those of operations people.
- Also, the people with medium education, that is, between 9th and 12th standard are more dissatisfied than with low education, that is, below 8th standard and those with high education level above 12th standard.

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APPENDIX

Table 1.1 Gender of the employees and job satisfaction

	Satisfied	Not Satisfied	
Male	43	6	49
Female	37	14	51
Total	80	20	100

Fig1.1Chi-Square Tests for Gender and Job Satisfaction

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1sided)
Pearson Chi-Square	3.611(b)	1	.057		
Continuity Correction(a)	2.724	1	.099		
Likelihood Ratio	3.702	1	.054		
Fisher's Exact Test				.080	.048
Linear-by-Linear Association	3.575	1	.059		
N of Valid Cases	100				

Table 1.2 Age Group and Job Satisfaction

Age Group	Satisfied	Not satisfied	Frequency
<20	1	0	1
21-25	13	2	15
26-30	35	17	52
31-35	22	1	23
>36	9	0	9
Total	80	20	100

EMPOWERMENT OF WOMEN ENTREPRENEURS THROUGH MICRO FINANCING & TRAINING

Vasanthi Reena Williams*

Liberalization of the Indian Economy has enhanced the participation of women in different fields like politics, education and business. This is leading women to play a MAJOR role in the economic development of India.

The main motivating factors for women entrepreneurs are economic compulsions, the presence of knowledge and skills, need for achievement, inspiration gathered from the success of others and frustration in the present occupation. Women entrepreneurs are observed to demonstrate psychological characteristics like achievement, motivation, risk-taking preference, problem-solving tendency, initiative tenacity and perseverance.

The policy initiatives in India have always recognized that SSI's contribute to the material progress of the country. Small firms are capable of producing a larger quantum of consumer goods than before, to meet the possible increase in demand that would arise on account of the spurt in incomes, generated by fresh investments in heavy and basic industries.

The paper tries to focus on the following, namely:

a) Steps taken to boost SME's Women entrepreneurs in India.

b) Problems and challenges faced by the SME's.

c) Future action CRISIL, CREED, CGTMSE, RUDSET, AWAKE, GIAN

Conclusion:

- The need to boost and motivate women entrepreneurs.
- A separate piece of legislation, exclusively for women entrepreneurs, replacing the generalities with specifics.
- Council for motivating Women take up Entrepreneurship programmes.
- Introduction and training, to suit and bring awareness on the global market requirements.

Key Words: Women Entrepreneurship, Micro Finance, SSI,

Entrepreneurs are simply those who understand that there is little difference between obstacle and opportunity and are able to turn both to their advantage."

- Victor Kriam (American Businessman)

INTRODUCTION

Entrepreneurship- The general perception rightly states that Entrepreneurship draws the attentions of the **ambitious and creative minds,** to implement their ideas into **profit-making ventures,** which is nurtured by the entrepreneur's own mental energies. This in turn helps in enhancing the entrepreneur's economic and social status and also provides employment to many, thereby helping in developing the economy.

Traditional theories of entrepreneurship have focused on risk-oriented, profit seeking individuals (Kiezer- 1973, Schumpeter-1947) who identify market opportunities and exploit them to earn profit.

The Entrepreneurship Center at Miami University of Ohio has an interesting definition of entrepreneurship: **"Entrepreneurship is the process of identifying, developing, and bringing a vision to life. The vision may be an innovative idea, an**

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- Resource investment is powered by revenue and return on investment.
- Revenue is powered by volume and repeat sales through customer loyalty.
- Customer loyalty is powered by quality and value of products.
- Quality and value of products is powered by Employee Productivity and innovation.
- Employee Productivity is powered by employee loyalty, employee satisfaction and working environment.
- Working environment is powered by management stewardship and sound project management.

CONCLUSION

As the study shows that enough has been done in the promotional front by NGO's and Government Organisations for developing and promoting entrepreneurship among women. However it is sad to note that the implementation of these programmes have not been very successful especially at the economically weaker section level and partially at the other levels also, mainly due to lack of managerial skill set which include the following:

- Training women entrepreneurs on the finer aspects of finance management, business management, marketing management and human resource management.
- Though The Micro, Small and Medium Enterprises Development (MSMED) Act 2006 , (which is a follow-up of the Gupta Committee Report, a Government of India initiative to promote and create a protective environment and also promote a competitive environment) emphasizes the need of a single legal framework to cover all issues of SME's, the need to have a separate piece of legislation, exclusively for women entrepreneurs, incorporating specific services and facilities provided by financial institutions, service provides, hirers of service and replacing the generalities with specifics.
- Need to instigate appropriate marketing strategies for marketing products / services.
- Council for motivating women take up Entrepreneurship through undeviating strategy training programmes that inspire ,enhance and facilitate them to synchronize newer opportunities.
- Introduction and training, to suit and bring awareness on global market requirements. This would help motivate even the existing women entrepreneurs broaden up horizons and create a niche for themselves in the world market as well.
- The need to boost and motivate women entrepreneurs.
- A separate piece of legislation, exclusively for women entrepreneurs, incorporating specific services and facilities provided by financial institutions, service provides, hirers of services and replacing the generalities with specifics.
- Council for motivating Women take up Entrepreneurship programmes, thereby facilitating them of newer opportunities, educating them on the finer aspects of finance and business, marketing management, human resource management.
- Introduction and training, to suit and bring awareness on the global market requirements. This would help motivate women entrepreneurs diversify and create a niche for themselves in the world market as well.

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GLOBAL FINANCIAL CRISIS AND ITS IMPACT ON INDIAN ECONOMY

P Sivadasan *

This paper tries to analyse various issues of international financial crisis in the world including the subprime mortgage crisis and the causes and risks associated with it. It goes into various aspects of the US financial system and multiplicity of financial instruments. It is the complexity of the financial engineering of different financial instruments, which made it very difficult to understand the working and its effect on financial institutions. The net result is the near collapse of the financial system. The US and other world governments plan to help the financial sector by injecting more than $ 2 trillion to clear the international financial crisis.

INTRODUCTION

The concept of financial crisis is applied broadly to a variety of situations in which some financial institutions or assets suddenly lose a large part of their value. In the 19th and early 20th centuries, many financial crises were associated with banking panics, and many recessions coincided with these panics. Other situations that are often called financial crises include stock market crashes and the bursting of other financial bubbles, currency crises, and sovereign defaults.

The origins of today's crisis can be traced back to mid-2007 when three things became clear. One, low income or sub-prime US households that had borrowed heavily from banks and finance companies to buy homes were defaulting heavily on their debt obligations. Two, the size of this sub-prime housing loan market was huge at about $1.4 trillion. And three, Wall Street's financial engineers had packaged these loans into really complicated financial instruments called CDOs (collateralized debt obligations) and American and European banks had invested heavily in these products.

However, no amount of financial engineering could protect investors from one simple and irrefutable principle - if these housing loans turned 'bad', the instruments that were based on these loans would lose value. CDO prices started plummeting as defaults on US home loans rose. Falling prices dented banks' investment portfolios and these losses destroyed banks' capital. The complexity of these instruments meant that no one was too sure either about how big these losses were or which banks had been hit the hardest.

Banks usually never hold the exact amount of cash that they need to disburse as credit. The 'inter-bank' market performs this critical role of bringing cash-surplus and cash-deficit banks together and lubricates the process of credit delivery to companies and consumers. As the housing loan crisis intensified, banks grew increasingly suspicious about each other's solvency and ability to honour commitments. The inter-bank market shrank as a result and this began to hurt the flow of funds to the 'real' economy.

In short, today's financial crisis is the culmination of these problems in the global banking system. Inter-bank markets across the world have frozen over. Indian banks are in the middle of a severe cash crunch. Other more 'solvent' banks at bargain-basement prices have acquired Wall Street blue chips like Bear Stearns and Merrill Lynch. Lehman Brothers, which had survived every major upheaval for the past 158 years, went bust. Panic begets panic and as the loan market went into a tailspin, it absorbed other markets into its centrifuge. The meltdown in stock markets across the world is a victim of this contagion.

Some questions need answers at this stage. Why are the sensex and the rupee getting hurt so badly by the

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crisis. Similarly, the Fed has provided about $85 bn to protect AIG from creditors. Lenders and homeowners may benefit from avoiding foreclosure, which is a costly and lengthy process. Some lenders have taken action to reach out to homeowners to provide more favorable mortgage terms like refinancing, loan modification etc. Credit rating agencies help evaluate and report on the risk involved with various investment alternatives. The rating processes can be re-examined and improved to encourage greater transparency to the risks involved with complex mortgage-backed securities. Major financial institutions have obtained a substantial amount as new capital from international lenders. Banks have obtained some of this capital from sovereign wealth funds, which are entities that control the surplus savings of developing countries. These funds may be used to help banks maintain the required capital ratios to keep up the financial health of the sector.

For a financial problem of this magnitude faced by the developed countries today, the most immediate concern is to provide liquidity to institutions, which are locked into assets that cannot be easily realized. That is what the U.S. and the European countries have done. The recovery package of $700 billion approved by the U.S. Congress is a massive effort in this direction. These funds are being utilized to inject capital into banks.

CONCLUSION

The international financial crisis is the net result of the over ambitious attitudes of financial institutions. It started with the US subprime crisis. The financial institutions believed that by transferring CDOs to a third party, the financial risk could be avoided. In addition to that they started enhancing their business by leveraging against their total assets. In the process they ended up in providing financial loans to borrowers, who neither have the capacity to repay the loan nor have the collateral to guarantee the loan. The institutions overlooked this factor and learned the lesson the hard way. Along with the desire to make more profit, financial institutions should have corporate responsibility towards its stakeholders. In an open economic system it is the institutions that should have self discipline rather than the government regulations.

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ROLE OF SECURITIES AND EXCHANGE BOARD OF INDIA (SEBI) IN REGULATING THE STOCK MARKET

Manoj Sharma*

The developments which took place in the stock markets in India during the 1980's boom and the mega issues during that period took the investors for a ride. Companies raised over Rs. 12,000 crores from the public during that period and in many cases the investors were cheated by presenting rosy pictures about the security of investments, high dividends and capital appreciation which were not actually true. It was felt that legislation in this regard was scattered in different laws and the administrative agencies did not have proper manpower and expertise to ensure a fair deal in investors.

In view of the above, SEBI (Securities and Exchange Board of India) was initially constituted on 12th April, 1988 as a non-statutory body through a resolution of the government for dealing with all matters relating to development and regulation of securities market and investor protection and to advise the government on all these matters. The government issued an ordinance on January 30, 1992 for giving statutory powers to SEBI. This act was passed by the parliament as Act No. 15 of 1992 which received the assent of the parliament on 4th April, 1992. But, it was found that the role of SEBI to regulate the Stock market have been subject to intense scrutiny. Therefore, through this research paper an attempt has been made to examine the role of SEBI to regulate the Stock Market. The present paper is confined to 20 years period starting from 1988 to 2008. The study reveals that over the years role of SEBI has been increased and SEBI is trying to do a fair job to regulate the Stock Market. Further, while concluding the study, it was found that SEBI regularly need to introduce such monitoring techniques which can build more transparency, confidence and fairness in the Stock Market.

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In view of the above, SEBI (Securities and Exchange Board of India) was initially constituted on 12th April, 1988 as a non-statutory body through a resolution of the government for dealing with all matters relating to development and regulation of securities market and investor protection and to advise the government on all these matters. The government issued an ordinance on January 30, 1992 for giving statutory powers to SEBI. This act was passed by the parliament as Act No. 15 of 1992 which received the assent of the parliament on 4th April, 1992. Further, on May 29, 1992 the government issued an ordinance abolishing the capital Issues Control Act, 1947. The ordinance also supersedes the various guidelines issued by the CIC from time to time. Accordingly, SEBI has been set up under the SEBI Act, 1992.

The main purpose of the SEBI Act is to provide for the establishnent of a board called 'Securities and Exchange Board of India'. The purposes of the Board as laid down in its preamble are as follows:

- To protect the interests of investors in securities.
- To promote the development of the securities market.
- To regulate the securities market; and
- For matters connected therewith or incidental thereto.

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membership, name, address and qualification, details of other exchange's membership, securities in which the member is active etc. Further, to know the Price variation in securities High Low price Variation, Open Price Variation and Consecutive Trade Price Variation has been studied. Furthermore, SEBI's off line surveillance system has been studied which concludes that Mark to market margin is the aggregate amount of actual loss incurred on the positions closed out during the course of the day and the notional loss, which a member would incur, if the net cumulative outstanding positions in all securities were to be closed out at the closing price of the relevant trading day. Volatility Margin is imposed to curb excessive volatility in the market and to act as a deterrent to building up of excessive outstanding positions. The volatility percentage is defined as:

(6 week high price 6 week low price)/6 week low price* 100

Whereas, Gross Exposure Margin is computed on the aggregate of the net cumulative outstanding positions in each security of the CM.

On the basis of the conclusion drawn by examining the working of Indian stock market traditionally and modernly, following suggestions may be given in order to improve the working of Indian stock market:

1. It is assessed that SEBI should set up a clear monitoring system to ensure that public money raised through issues is used precisely for the purpose stated in the offer document and any diversion short term or long term is dealt with as strictly as possible.
2. The supervision of SEBI must be strengthened to safeguard the interest of the small investors. The role of the supervisory body must be to strengthen by strict application of various norms and rules and not merely to formulate such norms and rules.
3. SEBI must establish an effective and efficient monitoring and control and surveillance of the operations and management of stock exchanges. A separate cell may also be established to monitor and control the functioning of different market operators.
4. SEBI should establish a watchdog cell to ensure that listed companies follow accounting standards and that financial statements are not manipulated to show a healthy picture to cheat investors. SEBI, in this respect, should start functioning like Securities Exchange Commission (SEC) of the US.
5. SEBI should make moves to computerize the entire process of regulating and controlling the stock markets. Further, Regional Stock Exchanges (RSEs) will have to modernize their style of working if, they have to stay in future.
6. Bunching of huge new issues in one month must be avoided by SEBI as it imposes unnecessary pressure on the stock market.
7. SEBI should make rating mandatory for all initial Public offering (IPO) issues, this will at least make. General investor aware of issue entering the market.

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FACTORS FOR SUCCESSFUL ERP IMPLEMENTATION IN INDIAN SCENARIO - AN EMPLOYEE PERCEPTION

Satyendra K Singh *

ERP has gained special momentum in recent times. It has been seen with respect to data integration across the organizations. The streamlining of crucial functions has made the operations simpler. However, ERP implementation has sensed significant failure. One of the important factors thereof is the perception of employees towards various factors of ERP implementation.

This paper explores the perceptions of employees towards the success factors for ERP implementation as found through empirical data.

Keywords: ERP, Success Factors, Perception of Employees, Implementation Failure

INTRODUCTION

ERP has now been taken as the success tool in the organizations. Almost all the fortune 500 companies have got the ERP implemented. However, statistics reveal the alarming rate of failure for ERP implementation. It is not fair to raise questions only on technical aspects of ERP implementation as the important ERP vendors are top giants in the area having expertise and experience in ERP implementation. Another important factor during ERP implementation is the role of employees. Their perception about various factors of ERP implementation governs their behaviour and approach towards acceptability of the package. It is also interesting to find the role of demography of sectors having ERP as the backbone.

Robbins-Gioia Survey (2001) in their research identified that 51% of the respondents considered ERP implementation as unsuccessful, while 46 % of the participants noted that while their organization had an ERP system in place, or was implementing a system, they did not feel their organization understood how to use the system to improve the way they conduct business. They further opined that the project failure is not defined by objective criteria but by the perception of the respondents. The advantage of a perception is that it naturally integrates multiple aspects. Its obvious disadvantage is that it is inevitably partial: if the respondent has taken an active role in the project it will inevitably embellish the reality, whereas if the project has been "forced down his throat" he might cast a grimmer look at the project outcome.

In their paper "Issues in multinational ERP implementation", Olson et al (2005) identified that ERP has been instrumental in advancing efficiency across the globe. David Hebert of Hackett Group however opined that only a few companies have gained value out of ERP implementation, and are world-class companies.

Carten and Adam (2003) identified the following issues during ERP implementation:

- Shifting to ERP can be a painful learning process, requiring unlearning old ways of working
- Subsidiaries of multinational firms are often faced with changes imposed, rather than designed
- Implementation of ERP systems usually lead to integration of data, which has the effect of centralising ownership, away from the multinational subsidiary
- IT support also is often centralised (as a way to reduce IT cost), while responsibility for accurate data entry is shifted back to the point

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CONCLUSION

The key factors for successful ERP implementation have been many including the employees and their perceptions. The paper has highlighted their ideas on various factors including areas of difficulty and reasons thereof, role of ERP vendors and consultants, and most importantly the reasons for opting for ERP.

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