

Report On

Comparative analysis of ERP driven HRM practices:
A case study on Kazi Farms Limited navigating through iDempiere system

By
Marufa Binta Mizan

20104019

An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelor in Business Administration

BRAC Business School
BRAC University
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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing a degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Marufa Binta Mizan
20104019

Supervisor's Full Name & Signature:

Zaheed Husein Md Al-Din
Senior Lecturer, BRAC Business School
BRAC University

Letter of Transmittal

Zaheed Husein Md Al-Din

Senior Lecturer,

Brac Business School

BRAC University

KHA 224, Progati Sarani, Merul Badda, Dhaka 1212

Subject: Submission of internship report on **“Comparative analysis of ERP driven HRM practices: A case study on Kazi Farms Limited navigating through iDempiere system”**

Dear Sir,

I am pleased to submit my internship report, fulfilling the requirements of BRAC University BBA program. With your guidance and in accordance with the guidelines of BRAC Business School, I have compiled this report to showcase my experiences as an intern in the Talent Acquisition team under Human Resource Department of Kazi Farms Limited.

This report, titled ‘Comparative analysis of ERP driven HRM practices: A case study on Kazi Farms Limited navigating through iDempiere system’, represents my efforts to gather essential information and offer meaningful insights and recommendations. I have endeavored to ensure the report is comprehensive, concise and relevant. I sincerely hope that my work aligns with your expectations and earns your approval .

Sincerely yours,

Marufa Binta Mizan

20104019

BRAC Business School

BRAC University

Date: June 1, 2024

Non-Disclosure Agreement

This agreement confirms that the report submitted herein does not include any confidential or sensitive information belonging to Kazi Farms Limited. This agreement is entered into by and between Kazi Farms Limited and the undersigned student at BRAC University, Marufa Binta Mizan.

Marufa Binta Mizan

ID: 20104019

BRAC Business School

BRAC University

Jonaed Ahmad Faisal

Senior Manager,HR

Kazi Farms Group

Acknowledgement

To begin I would like to show my immense gratitude towards Almighty Allah for letting me reach this point of my life. I would also like to express my gratefulness towards my parents for their constant support.

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Furthermore, I would like to acknowledge the support I got from my onsite supervisor Jonaed Ahmad Faisal for sharing meaningful insight and required information relevant to my internship report.

Executive Summary

Kazi Farm is currently the market leader in the poultry industry of Bangladesh. With around 10,000 employees all across the country they have a vast operation. Therefore, a high volume of workforce is needed to be maintained by the HR department of Kazi Farms. However, integration of ERP software allows them to automate all the tasks. The reduction of manual processes allowed the HR team to save time and cost. In addition it allowed the team to conduct all the major functionalities of HR which includes talent acquisition; performance & reward, compensation & benefits and training & development in the most efficient manner by reducing any kind of errors as much as possible.

ERP allows the integration of all the functions of an organization in one platform. Therefore, the synergy between ERP and HR functionalities provide a common ground for managing both business process and human resource activities. This integration allows to align the organizational goals with the overall HR activities. HR can build a strong workforce with the help of advanced software like ERP by recognizing the organizational goal and preparing as well as retaining the employee according to the organizational goal.

The ERP used by Kazi Farms Limited is called iDepmire system. This is an open source ERP system which allows users to customize the modules according to the user's requirement. And it has been more than 10 years since they implemented the ERP system. And the overall software maintenance conducted by the IT firm of Kazi Firm named as Sysnova.

Key Words: ERP, HRM, Software, Talent Acquisition, Training & Development, Compensation & Benefit, Performance & Reward.

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List Of Acronyms

HRD- Human Resource Department

KFL- Kazi Farms Limited

TA- Talent Acquisition

OD- Organizational Development

T&D - Training & Development

Chapter 1: Overview of Internship

1.1 Student Information:

My Name is Marufa Binta Mizan and I am currently pursuing my Bachelor's degree in Business Administration with double majors in Human Resource Management (HRM) and Computer Information Management (CIM) from Brac Business School, BRAC University. My student ID is 20104019.

1.2 Internship Information:

1.2.1 Period, Company Name, Department/Division, Address

I got the opportunity to work as an intern in Kazi Farms limited, which holds the highest market share in the poultry industry of Bangladesh. The head office of this company is located at Road no 2, House 35 Dhanmondi R/A, Ahmed & Kazi Tower, Dhaka 1205. Among 3 major teams of the HRD department I worked for the Talent Acquisition team, the other two teams are Performance & Reward and Compensation & Benefits team. I started my three month long internship from 26th of December, 2023 and it will end on 26 th of March, 2024.

1.2.2 Internship Company Supervisor's Information

During my internship my official onsite supervisor was Jonaed Ahmad Faisal. As a Senior Manager of HR, he oversees the overall recruitment functionalities of the organization. Even though he was my supervisor officially; most often I had worked under the supervision of MD. Shaiduzzaman who is the Sr. Executive of Talent Acquisition team. Along with him I found myself working with Sejuty Fariha Rahman and Samiul Islam Sakil, Executives of TA team. Even though I worked directly under Mr. Zaman's supervision, I always tried to uphold the line of command by serving everyone on the team.

1.2.3 Job Responsibilities

As an intern of the TA team I was directly involved in the entire recruitment process. It used to start with CV shortlisting and ended with new employee onboarding. I used to shortlist CVs from

BDjobs as well as google from which were gathered from any linkedin vacancy post. Right after shortlisting I was also responsible to make database of the candidate to send bulk SMS to the candidate for upcoming assessments. Upon that, I used to be directly responsible for invigilating any written exam and coordinating interviews between interviewer and interviewee.

After the selection of the final candidate I had to make a proposal of recruitment, appointment letter and offer letter for the new joiner and get them signed by important personnel like the joiner's reporting person, head of HR and Director . Last but not least I was assigned for a major task like employee onboarding where on the day of the joining of new employees I used to check their certificates and other essential documents. Additionally I used to update HRIS and I coordinated virtual orientation program two times in a row.

1.3 Internship Outcome :

1.3.1 Student's contribution to the company

Throughout my three months long internship journey, I actively contributed to streamline the overall functionalities of the TA team by leveraging my skill and knowledge while also gaining firsthand experience in the field of HR. By efficiently sourcing and shortlisting candidates from different platforms like BDjobs, LinkedIn I made sure to successfully reduce the time to hire. Additionally, I enhanced the candidate experience by facilitating a bridge of communication between interviewer and interviewee to ensure a smooth interview process. I played a crucial role in ensuring regulatory compliance by verifying documents like NID card, educational certificate during the process of onboarding. Along with that I tried to improve my team's performance by effectively maintaining and updating bulk amounts of employee data in HRIS.

Last but not least, I tried to ensure effective communication and collaboration within my team where different stakeholders like my coworkers, senior colleagues, line managers, supervisor, head of HR and senior management were involved.

1.3.2 Benefits to the student

As an aspiring HR professional I was looking forward to opportunities where I can get the exposure of HR roles in the corporate sector as much as possible. And by availing my internship in KFL served the best purpose.

Throughout the entire internship period I witnessed what it really means to be an HR personnel of an organization. Because HR is responsible for the management of one of the valuable resources like the workforce of an organization. Apart from gaining a comprehensive understanding of the entire recruitment cycle; I also experienced all the challenges an HR faces during the whole recruitment process and how they address those challenges. This practical knowledge will allow me to explore more in the HR field.

1.3.3 Difficulties

During my internship period I noticed there is a lack of team collaboration and communication between the senior members of my team. Each of them work on different tasks therefore when as an intern we assist them we used to get tasks at the same time from different members of the team. Even though at the beginning I was facing issues for that but eventually I learned how to do several tasks based on their urgency.

Another difficult situation I faced with my PC at my workstation. The device was really slow which eventually caused the late delivery of my assigned task.

1.3.4 Recommendations:

There are three different teams under the HRD department and interns work within each team. So, if one intern works only in TA then she does not have any idea about T&D or payroll team. But as an HR person we need to have corporate exposure in every subfield of HR. Therefore my recommendation for KFL would be to arrange cross functional tasks for the interns so that they can have clear experience of all HR relevant functionalities which includes all the functions of HR like performance management, compensation and benefits, training and development.

Chapter 2: Organizational Part

2.1 Introduction :

Kazi farms, a prominent player in the Bangladesh poultry industry, has been a key contributor to the sector's growth since its establishment in 1996. Initially founded as a hatchery for imported eggs the company swiftly expanded to include parent farms marking the beginning of its journey towards becoming a significant entity in the poultry market. The poultry industry in Bangladesh has witnessed substantial development over the years with kazi farms playing a pivotal role in transformation despite facing challenges such as the bird flu outbreaks in 2007 and 2009 the company has preserved and contributed to countries achievement of self-sufficiency in chicken production

At the heart of the kazi firm's success lies a profound respect for ethical farming practices in animal welfare by prioritizing human treatment and ensuring the highest standards of care for its poultry. This organization has not only earned the trust of their consumers but also set an example of responsible farming.

2.2 Overview of the Company :

2.2.1 Company Background:

Kazi farms limited, a prominent player in Bangladesh's poultry industry, started their journey back in 1996 founded by the visionary entrepreneur Kazi Zahid al Hasan. Primarily the organization started their venture with a focus on poultry farming however eventually it became the country's leading integrated poultry producer. They started their operation in small scale back in Gazipur Bangladesh where they built modern poultry farming practices in the region by integrating technological advancements and practicing international best practices. Throughout their journey kazi farms gradually expanded its operations by diversifying into various segments of the poultry value chain which includes breeder farms, broiler farms, organic fertilizer etc.

In 28 years of journey , Kazi farms limited is operating with approximately 10 thousands management and non management employees across generating an estimated revenue of \$12 million revenue.

2.2.2 Vision, Misson :

Their mission is to manufacture top tier chickens and feed to empower poultry farmers with productivity and success. They strive to deliver eggs and chicken that consumers can consume without hesitation ensuring safety and satisfaction. Additionally they aim to produce organic fertilizer that enriches soil organic content,enhances long lasting fertility and safeguards farmers livelihoods.

Their vision entails a flourishing Bangladesh where poultry farmers thrive by providing secure food options contributing to the nation’s prosperity.

2.2.3 The Subsidiaries of KFL:

Apart from their initial operations KFL is operating in three different areas which consist of their IT line named as SYSNOVA information system, Kazi Media named as DEEPTO TV and Kazi Food named as KFIL.

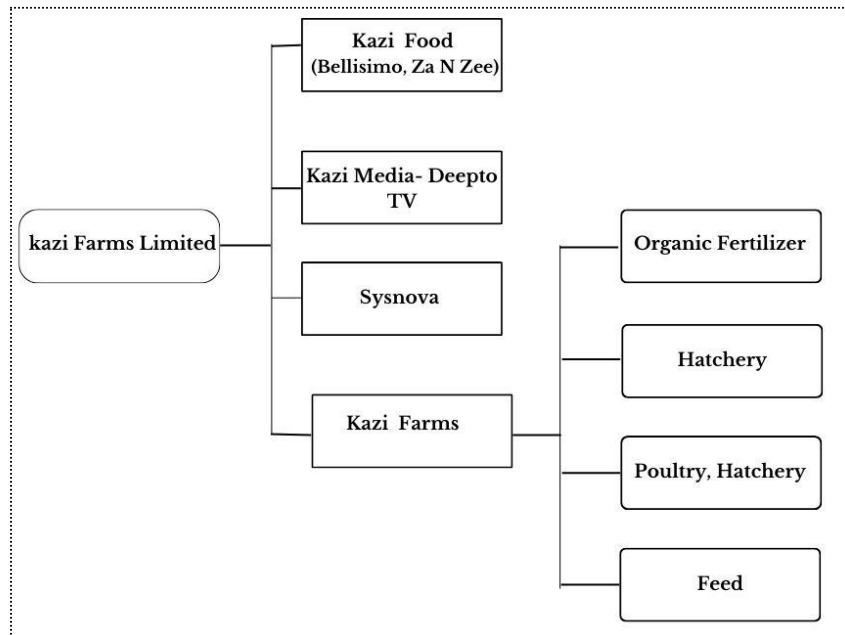


Figure 1 Subsidiaries of Kazi Farms Limited

2.2.3.1 Sysnova

Established in 2008 Sysnova revolutionized enterprise management by implementing open source ERP solutions for kazi farms, deeptoTV, kazi food industries and others. Some of their clients are organizations like Brac, pharmaceutical and FMCG companies. Sysnova's mission is to empower Bangladesh's businesses open source solutions tailored to their needs

2.2.3.2 Kazi Media

Deepto TV which is operating under kazi media has been delivering high quality entertainment and information since its inception in 2015. It has emerged as Bangladesh's leading television channel known for its diverse and captivating content popular international series to in-depth discussions on politics, business updates and informative agricultural programs. Deepto TV offers a wide variety of content earning the trust of households across the country.

Additionally Deepto TV has launched their OTT (Over the top) platform. From 2022 this platform has gained 3 million subscribers within their two years of existence.

2.2.3.3 Kazi Food

Kazi Farms food industry started their journey in 2013. Right after the beginning of their journey they introduced their two renowned ice cream brands Bellissimo and Za 'n Zee 2013 and 2014 respectively. Additionally in 2014 they launched kazi farm kitchen, a leader in the frozen food industry with 170 fast food franchises outlets. Kazi farm kitchens recognized as top choice for frozen foods in Bangladesh offering a variety of chicken and fish based product including solar oven dried fish and frozen chicken items it has been honored as #1 frozen food brand by Bangladesh brand forum in both 2022 and 2023.

2.2.3.4 Product Ranges of Kazi Farms :

Poultry business is one of the oldest and pioneer businesses of kazi farms. Kazi farm stands as Bangladesh's leading producer of table eggs with a current capacity of 2.4 million eggs projected to reach 3 million by 2025 through the establishment of new farms the distribution network includes 6 strategically positioned sales depots supported by a dedicated team of 529 professionals.

In the commercial broiler sector kazi farms operates 8 farms with a combined bird capacity of 967,500 the weekly output from these farms amounts to 170 metric tons of broiler meat.

The feed mills division of kazi farms plays a pivotal role in supporting agriculture boasting 5 mills with a total capacity of 253 metric tons per hour the monthly production capacity spans various feed types including breeder feed 7500 mt broiler feed 27,700 layer feed 27,500 mt fish feed 1000 mt and cattle feed 3500 mt. Cattle a team of 1346 professionals is dedicated to ensuring efficient operation

Kazi farms also invests in **fish hatchery** operations with the production capacity of 150 million fish fingerlings annually focusing on species such as tilapia and carp the hatchery is located

The commitment to sustainable agriculture extends to organic farming practices spearheaded by the **organic fertilizer division** with ten production centers and a workforce of 495 professionals; the division has a production capacity of 62,100 metric tons.

2.3 Management Practices :

2.3.1 Leadership Practice of Kazi Farms

In Kazi farms the leadership falls somewhere between democratic and autocratic leadership style. Because here the team lead makes the final decision however team members are encouraged to give their ideas or opinion. Additionally here work is assigned which the subordinates need to fulfill at any means. Leaders often show task oriented approaches which also showcase the authoritarian aspect of leadership.

2.3.2 Human Resource Planning Process of Kazi Farm

2.3.2.1 Recruitment and Selection Process

When there is a vacancy in any department the talent acquisition team used to get a recruitment requisition form (RRF). In the RRF form the details about the vacant position are mentioned. Information like the number of vacancy position names and detailed explanation of new recruitment requisition used to be mentioned by the specific department. If the requisition is

justified enough the higher authority used to give approval in the RRF form. Right after getting approval from higher authority the talent acquisition team starts their work to bring a new employee for the vacant position. It used to begin with circulating detailed job circular in platforms like LinkedIn, BD jobs to attract the right pool of candidates. The jobs are cooler where made of the following information like job responsibility candidates expected educational background and their total year of work experience etc

After getting CV from the candidates the CV shortlisting procedure used to start where the CV's are used to shortlisted according to the Specified job description. After that the shortlisted candidates were communicated via text messages and mail to acknowledge them about the assessment date and time. Candidates have to sit for a written exam, IT test and interview throughout the entire assessment. Finally when the right candidate is chosen for the vacant position they are communicated again from the TA team. Information like expected date of joining job location finalized salary range is shared with the candidate during the communication.

The total recruitment procedure finishes with the onboarding session where the talent acquisition team checks all the documents of the newly joined employee, like their NID card, educational certificates and other required documents. After cross checking all the documents the offer letters are handed to the newly joined employee and finally they are handed over to their designated department.

2.3.2.2 The Compensation System

A dictated compensation and benefit team within HR oversees remuneration for a large employee base. This process considers various factors such as attendance, punctuality, loan history, performance appraisal and expenses like lunch fees. Additionally compensation encompasses allowance for medical travel and mobile expenses alongside benefits like medical coverage and reimbursement of travel expenses.

2.3.2.3 Training and Development

The training and development team from HRD is responsible for coordinating any training session of all the departments. From starting with fixing the training venue to communicating

with the trainer and trainees fall under the coordination of any training program. Maintaining documents relevant to the training like the total expense of the training program, preparing the training agenda also conducted by the T&D department

2.3.2.4 Performance Appraisal System

For performance appraisal system in HR team of Kali firms maintains a goal sheet of each and individual employees of the organization. In the goal sheet, a rating system is maintained. The rating system falls under two different categories which are functional and behavioral. For the functional part employees are assessed in terms of their work performance which involves their understanding regarding their task, the quality and timeliness of their delivered task. And for behavioral performance, employee access in terms of their team collaboration, communication and other behavioral aspects. The appraisal takes place in two steps. At first, employees conduct the self appraisal where they give score to themselves and later on the employee's supervisor provides their rating. Lastly the appraisal takes place with a review part where the head of the department reviews both the employees rating and employees supervisors rating. And in terms of promotion and increment status if the employee's supervisor has agreed to give them promotion or increment in that case employees are entitled for they are further promotion and increment.

2.4 Sales Practices :

2.4.1 Sales Strategy

2.4.1.1 Contract Broiler Farming (CBF): Direct Sales

One of the recent successful operations of Kazi Farm is CBF. Where the identified underprivileged farmers who have farms but can not run it due to not having enough capital. So from the end of the organization one day old chicks are given to farmers. Later farmers use their resources to grow the chicks into fit for sale and return back to the organization. And they get commission from the organization's profit. Here from chicks to feed everything is given to farmers; they just return the matured chicks within a given time using their existing resources.

Here directly sales representatives are involved as they first identify the potential customers like underprivileged farmers who may have need for the organization's products or service. Kazi Farms has the officer and trainee officer for their sales division whose duty is to identify potential customers in their designated areas.

After determining the potential customers are a good fit for the organization's offerings, products are delivered to the customers by initiating a contact. Sales representatives are responsible for post sales follow up service. Which includes providing ongoing support, answering any queries of the farmers. As the farmers are usually from poor educational background therefore there are major barriers for them to understand the sales practice, rules and regulations of the organization. And therefore the sales team on duty provides constant support to foster long term business relationships.

2.4.1.2 Chicks & Feed : Dealership

Along with CBF there is another way followed by the organization for their broiler chicks and feed which is selling those via intermediaries like dealers. Dealers buy feeds from the organization in bulk and sell them to the farmers in credit or cash.

2.4.1.3 Organic Fertilizer : Social Media, Wholesale & Retail

Kazi Farms has their 10 youtube channels named as DeeptoTV Global, Deepto News, Deepto Health Show etc. One of the channels is named as Deepto Krishi which consists of around 7,15,000 numbers of subscribers. This channel directly broadcasts about the products of Kazi Farm Line. Organic Fertilizer also known as Kazi Joibo Shar has their advertisement which is promoted by notable figures like Chanchal Chodhury.

Additionally these fertilizers are sold in both wholesale and retail. Kazi Jaibo Sar has their authorized facebook page from where buyers can buy at retail price. Ecommerce platform like DARAZ from where buyers can buy at retail price as well from the wholesaler. Apart from that, organizations have their own authorized distributor for wholesale.

2.4.1.4 Poultry : Digital Bidding

Kazi farms poultry products like eggs are sold through bidding. Through their ERP system they set a price for their eggs and send bulk messages to their enlisted distributor. Then the distributor replies to their price and required quantity in the reply according to the market demand.

2.4.2 Sales Channel

2.4.2.1 Regional Sales Office

Kazi Farms have four different regional sales offices located at Sylhet, Gazipur, Panchagarh and Rangpur. They are responsible for monitoring the sales operation for the entire country. Regional offices monitor the overall sales performance of their designated areas.

2.4.2.2 Sales Representative

For direct sales activities kazi farms have their sales representatives all across the country. Sales representatives are responsible to identify the potential customers who may have need for the organization's products or service. They provide all kinds of information relevant to the product to the farmers on behalf of the organization and they report their work updates back to their sales office supervisor.

2.4.2.3 Online Marketplace

Products of kazi farms like Kazi Joibo Shar are sold at ecommerce platforms like Daraz. Along with that they have an authorized facebook profile where buyers can buy products in both wholesale and retail. Additionally Kazi Farms has their 10 youtube channels named as DeeptoTV Global, Deepto News, Deepto Health Show etc. One of the channels is named as **Deepto Krishi** which consists of around 7,15,000 numbers of subscribers. This channel directly broadcasts about the product lines of Kazi Farms acknowledging customers about different aspects of their products and services.

2.4.2.4 Distributor, Dealers, Reseller

Intermediaries play a significant role in overall sales performance of kazi farms. They buy a bulk amount of products from the organization itself and sell it to the farmers. They are mostly enlisted dealers of the organization.

2.4.3 Critical Sales Issue

2.4.3.1 Regulatory Compliance

Back in October, 2023 Kazi farms fined 5 crore in allegations for market manipulation. This may lead to severe reputation damage to the organization. Which can create distrust among customer and ultimately create a challenge for smooth operation of sales activities

2.4.3.2 Embezzling Fund by Sales Representative

Sales representatives are usually responsible for distributing profit to the farmers from the organization. And there are many times companies faced the involvement of sales representatives in embezzlement of funds

2.4.3.3 Market Price Fluctuations & Competition

For several reasons the market price fluctuates, which involve demand for their product in the market. Alongside, the presence of competitors like CP, Paragon might also be a potential challenge in smooth sales operation.

2.5 Financial Performance and Accounting Practices :

As Kazi Farm is a privately operated organization, the author could not manage the financial data. Any kind of financial report was not available on the public resources. However there were some sales reports and a financial overview available which was prepared for a project. Author managed to prepare a trend analysis from the sales data and profitability analysis from a financial overview.

Ratio Analysis

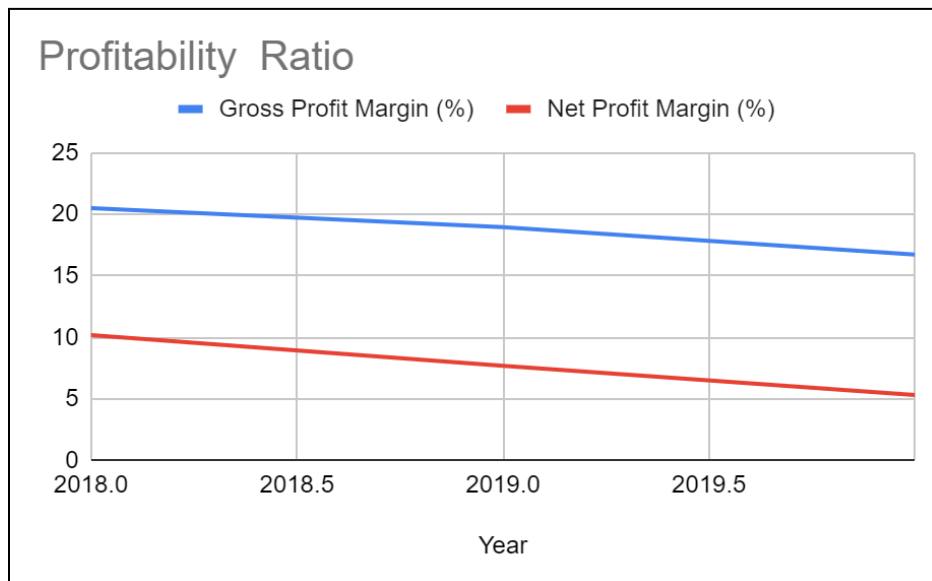
Profitability Ratio

Year	Revenue Earned	Gross Profit	Net Profit After Tax
2020	6,502,031,547	1,086,847,603	346,265,557
2019	6,216,861,396	1,177,775,698	478,715,239
2018	5,280,184,252	1,082,979,536	537,371,110

Year	Gross Profit Margin (%)	Net Profit Margin (%)
2020	16.72	5.32
2019	18.95	7.7
2018	20.51	10.18

Figure: Profitability Ratio Calculation

Author conducted the profitability analysis of three consecutive years. From the ratio analysis it indicates both gross and net profit margin shows a declining trend from 2018 to 2020. Which indicates a decrease in profitability over the period. From 2018 to 2019 there is 2.23 and 2019 to 2020 there is 2.23 % decline indicates the cost of products exceeds the revenue. As due to covid 19 there is significant fall in the demand of the products.



Trend Analysis

Product Name	2018-19 (MT)	2019-20 (MT)	2020-21 (MT)	Absolute Change 2018-19 to 2019-20 (MT)	Absolute Change 2019-20 to 2020-21 (MT)	Percentage Change 2019-20 to 2020-21 (%)	Percentage Change 2018-19 to 2019-20 (%)
Broiler Feed	66801	69617	70647	2816	1030	1.48	4.21
Layer Feed	61736	64305	66157	2569	1852	2.88	4.16
Fish Feed	6959	27659	32375	20700	4716	17.06	297.46
Cattle Feed	5435	5658	5457	223	-201	-3.55	4.1
Total	140931	167239	174636	26708	7400	4.42	18.67

From the sales trend analysis it indicates both broiler feed and layer feed is the star product of Kazi Farm. For three consecutive years the sale of broiler feed and layer feed shows higher amounts than cattle feed and fish feed. However the amount of sales in total is consistent in these three years.

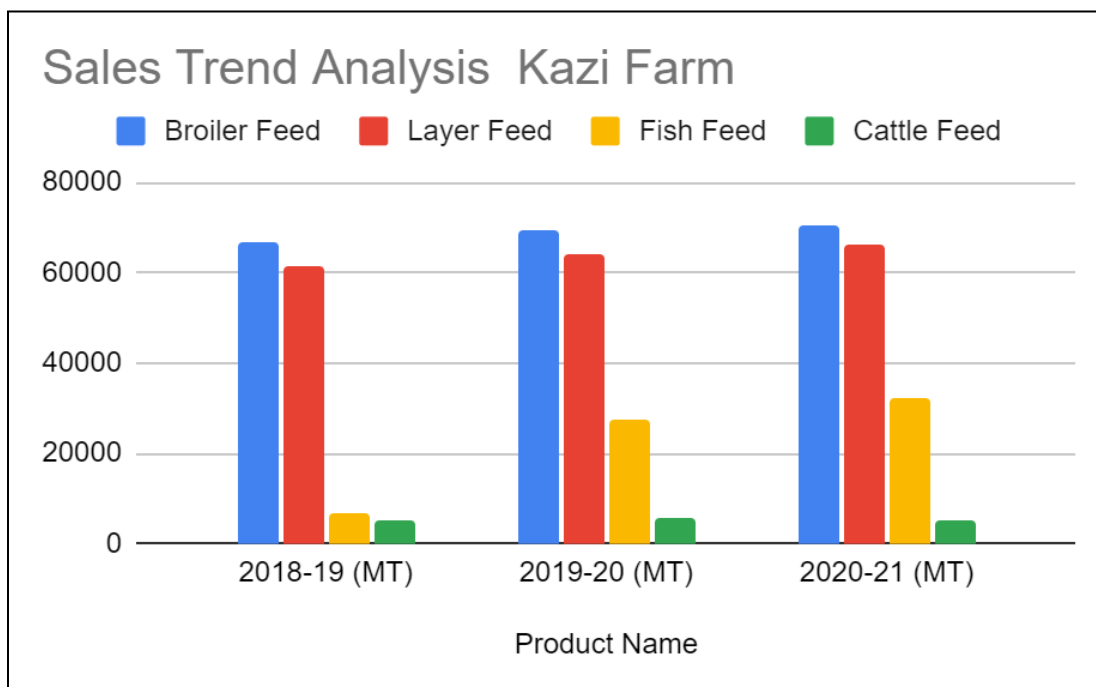


Figure: Sales Trend Analysis of Kazi Farm.

2.6 Operations Management and Information System Practices :

2.6.1 Linux : Operation Management

Kazi farms use Linux systems for their operation. This system allows users customization according to their preferences. It allows sharing one folder within the devices which operate under the same network. For instance, TA teams of HRD used to share a folder named 'Recruitment'; where one file can be shared in the recruitment folder and any devices under the same network which have the shared folder in their device can access that file. It is time efficient. Users can share their files without using and requiring any extra application for file sharing.

2.6.2 iDempiere : Information System

In every department of kazi farms, starting from supply chain to finance, HR everything takes place through an open source ERP system named iDempiere. This ERP system can be modified according to the user's requirement. The system is maintained and managed by the IT system of Kazi Farms Sysnova. Elaborate discussion regarding this system can be found in the third chapter of the report.

2.6.3 Mozilla Thunderbird : Email Communication System

Mozilla Thunderbird is an open source email software. Kazi farms use Mozilla Thunderbird as their email communication system for any kind of corporate communication.

2.7 Industry and Competitive Analysis :

2.7.1 Market Share of Kazi Farms

Kazi farm is the market leader at broiler grandparent breeder farms holding torta 34% of the total market share followed by CP, Nourish and Paragon. The following table showcases the market share of all the breeder farms operators of Bangladesh according to the 2019 report generated by Lightcastle Partners.

Company	Number GP Farms	Number of GP	Market Share
Kazi	2	49,000	34%
C.P.	2	24,000	17%
Nourish	2	22,500	16%
Paragon	2	14,000	10%
Aftab	2	12,000	8%
Rashik/Zaman Group	1	8,500	6%
Kasila	1	6,500	5%
A.G. GP	1	5,800	4%
Total	13	142,300	100%

Source : Lightcastle Partners

In terms of poultry production in Bangladesh the production of eggs is 40 to million per day. 80-85% production takes place from all the farms around the country. 10-15% production takes place by the corporate production house. And kazi farms produce 3%-4% from the corporate production house.

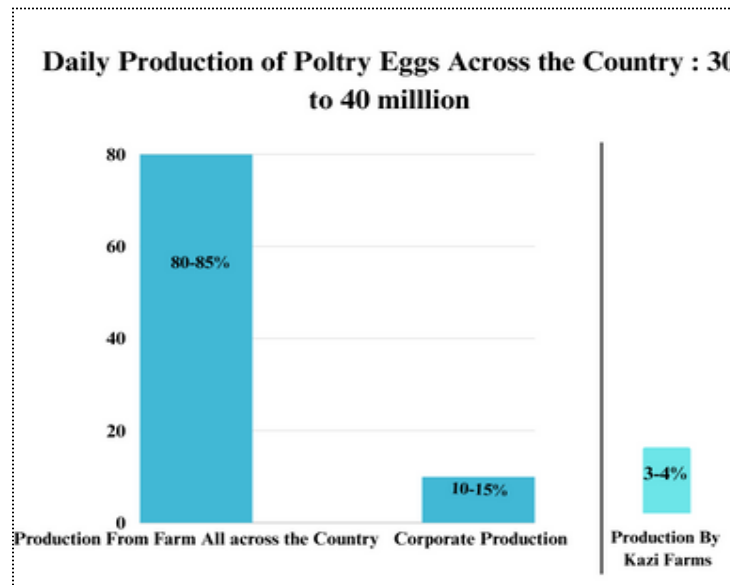


Figure 3: Countrywide Poultry Egg Production

2.7.2 Porter's Five Force Model

- Threat of New Entrants (Moderate to Low)

Kazi Farm limited has solidified its position over nearly three decades establishing an integrated presence across the poultry value chain. Its operation span breeds farms, hatcheries, broiler farms, feed meals and processing plants requiring substantial investment and expertise. The threat of new entrance is moderated by these high barriers to entry however advancement in technology or regularity changes could potentially increase this threat.

- Bargaining power of Suppliers (Moderate)

Kazi Farms relies on suppliers for various raw materials crucial to its operation. While it may have multiple suppliers the bargaining power of suppliers is moderate, influenced by factors such as importance of timely supply and quality suppliers with unique and scarce resources may wield more leverage in negotiation

- Bargaining power of Buyers (Low)

Operating primarily in B2B model kazi farm serves poultry farmers dealers distributor and retailers . Although buyers have alternatives, the low switching cost and availability of alternative suppliers are mitigated by KFL's strong market presence, reputation for quality and diverse product offerings limiting the bargaining power of buyers.

- Threat of Substitute (Low)

Direct substitutes of kazi farms poultry products such as table eggs and broiler meat are limited while consumers have alternative protein sources. KFL's focus on quality, innovation and organic farming practices differentiates its offering, reducing the threat of substitutes .

- Competitive Rivalry (High)

Bangladesh poultry industry is intensely competitive with several players including CP, Nourish and Paragon competing for market share. Despite the Kazi firm's significant position, competition pressures pricing innovation and marketing efforts. The presence of both large corporation and smaller player contributes the higher level of competitive rivalry in the industry

2.7.3 SWOT Analysis

Strengths:

- Continuous Diversification & Expansion : By incorporating vertically integration organizations like kazi farms expanded into various segments of the poultry value chain which includes breeder farms, organic fertilizer, poultry and hatchery. And their expansion was not limited to vertical integration; rather they also invested in completely different fields like IT or media.
- Market Leadership: In terms of market share Kazi Farms holds the highest percentage in Bangladesh's poultry industry across the country. Their strong presence and reputation showcase their consistency in maintaining their product quality.
- Innovative Sales Strategy : Kazi Farms has initiated innovative sales strategies such as contract broiler farming and digital bidding for poultry products. These different aspects of reaching towards a higher customer base has allowed them to achieve a record breaking positive outcome.

Weaknesses.

- Weak Marketing Practices: Unlike their other operational activities Kazi Farms give a very minimal focus in marketing their products. As a result they are missing out in reaching more customer base.
- Centralized System: Even though Kazi farms operate all across the country still major decisions are taken from the head office therefore making the system more centralized. These procedures increase the work pressure at head office which might significantly impact the overall organization efficiency.

Opportunities

- Expanding Operations Internationally: Kazi Farms have adequate capital and customer base to expand their operation beyond the border. They can open their franchise outlets into new geographical markets which will allow them to build a new customer base.

Threats

- Intense competition: Competition from established players like CP or Paragon can pose potential challenges in the market position of Kazi Farms. Therefore if they do not focus on constant development of the product then it will significantly pose a threat to the profitability of the Kazi Farms.

2.8 Summary and Conclusions :

Local organizations like Kazi Farms play a significant role in the country's GDP. By creating employment for many people directly or indirectly these organizations are definitely setting an example in a country's economy. With focusing on constant development in their products and fostering sustainable business strategy they will be able to explore more potential futures ahead.

2.8 Recommendations/Implications :

In the current business environment it is highly recommended to focus on sustainability. By reducing carbon footprint, paper waste and reusing waste raw materials Kazi farms should promote sustainability within their organization and all across the industry.

Chapter 3 : Project Part

3.1 Background

In today's increasingly complex business environment, HR has eventually become one of the most crucial operations for any organization. Now HR is not only considered as a core functionality of organization, but also becomes a driving force behind organizational change and growth. Over the past few years, traditional top-down human resources approaches fail to address employees' increasing expectations for flexible and personalized career development.

As a post pandemic scenario many organizations are going through with technological, economic changes. Organizations like Microsoft, Twitter, Facebook are laying off employees as a part of cost cutting step. Twitter ended up with 25% of their employees (Garg, 2023). Google cut down 6.4% of their total global workforce. In this situation it is essential for any HR team to make sure

they are retaining the right set of employees. Leveraging advanced software like ERP allows the HR team of every organization to take proactive action.

In 2024, HR will need to meet employees' growing expectation for bespoke career paths while also solving the border organization's growing skill gaps and talent shortages, which present a major concern for leaders. Amidst the dynamic landscape enterprise resource planning (ERP) systems have emerged as powerful tools for managing various aspects of HR from recruitment to talent management and beyond. These systems offered the promise of streamlining the HR process, enhancing decision- making through data analytics, and ultimately driving efficiency and effectiveness in managing human capital.

In the following sections, we begin by providing an overview of the iDempiere system and its key features, followed by a detailed analysis of Kazi Farms Limited's HRM practices and the impact of the iDempiere system on these practices. We then compare and contrast these findings with those of other organizations that have implemented ERP-driven HRM systems, and conclude with a set of recommendations for organizations seeking to optimize their HRM practices through the implementation of an ERP system.

In the following sections, we begin by providing an overview of the iDempiere system and its key features followed by a detailed analysis of Kazi Farms limited HRM practices and the impact of the system on these practices. Author will conclude it with the shape of recommendation for organization seeking to optimize their HRM practices through the implementation of an ERP system

3.1.1 Objective

The primary objective of this report is showcasing real life case scenarios on how an organization is actually utilizing ERP software by consolidating HR activities under oneplatform, connecting dots between all the department and sub department.

Additionally it would also like to set an example to other organizations by providing insight that why it has become so essential now more than ever to automate the HR process by integrating

advanced softwares. From recruiting the right talent to retain them the overall process can be very challenging if all the functionalities take place manually.

3.1.3 Significance

With the help of this report the author is looking forward to give insight about how transformative HR is leveraging employee data to make HR decisions in a proactive way. As industries are becoming very dynamic and organizations have to operate in a very dynamic environment therefore it has become essential for the HR department to make sure that they become efficient enough to keep up with all the changes. And it is possible when they have insight about all the shifts taking place in the world of HR. And technological shifts can be considered as one of the major changes. Thus, this report holds major significance by showcasing how advanced HR tools can act as a game changer when it comes about effective and efficient decision making.

3.2 Literature Review:

3.2.1 HR Meta Trend

The drastic shift in the integration of AI in different functions of organization; layoff as a post pandemic scenario; major demographic change in workforce acting as a divers of change in the landscape of human resources. HR professionals are leveraging advanced HR tools to automate the overall HR functionalities. Even though these tools are allowed to save time and cost, the integration of AI has also raised concern that automated technologies can directly impact certain job roles influencing workforce reduction in specific areas. Additionally demographic changes in the workforce such as the rise of Millennials and Generation Z have compelled HR to shift from traditional approaches towards strategic HR approaches. It has become a real time challenge for the HR professionals to retain the top talent in the organization when the employee expectations of the employee vary from one generation to another. The newer generation prioritizes factors like mental health and well bring, work recognition, company culture. On the other hand, millennials prefer stability, work life balance, and flexibility in work time. Therefore HR needs to tailor strategies to meet evolving and diversified expectations. Additionally, due to rapid globalization and awareness of minority groups, HR people

need to focus on diversity and inclusion by making sure the workforce is from diverse backgrounds in terms of ethnicity, age, gender, location, religion.

In order to address these changes HR professionals have started to integrate advanced HR tools to streamline the HR functions and enhance decision-making capabilities. From sophisticated analytics platforms to cloud-based HRIS systems, these tools empower HR professionals to promote reactive HR approaches by making data-driven decisions and automate routine tasks, saving time for making strategic initiatives. In addition, facilitating work on digital platforms to allow remote work arrangements has accelerated the adoption of virtual HR solutions, enabling seamless collaboration and communication across all the team.

3.2.2 ERP

ERP software is one of the most trending business tools in the corporate world that collects data from all the departments in a common database enabling users to monitor the performance of the organization. The adoption of ERP market is estimated to reach \$96.04 billion within 2027 (Waseem, 2020).

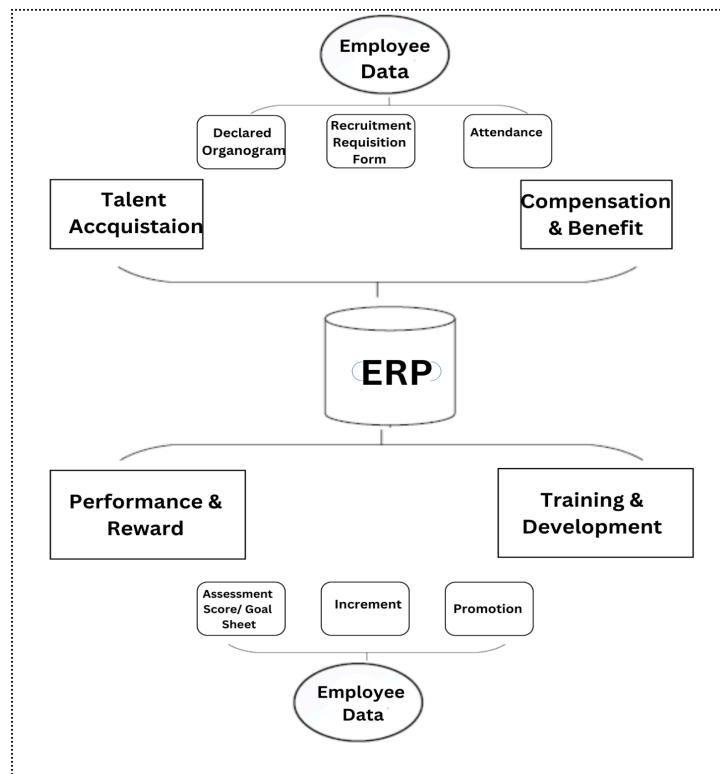


Figure: HR Functionalities through ERP

It is a type of software that organizations use to manage day-to-day business activities such as accounting, procurement, project management, risk management and compliance capable of linking a company's financial, supply chain operations, commerce, reporting manufacturing and human resource activities in one platform. ERP systems are complete integrated platforms either on premises or in the cloud managing all aspects of production based on distribution. There are several renowned ERP softwares are used by organizations such as- SAP, Oracle, Microsoft Dynamics 365. The report published by strategic software market is expected to reach 117.69 billion cloud based ERP software has provided numerous benefits such as increased business insight, lower operation costs, improved collaboration, increased efficiency, higher user adoption rate etc.

3.2.3 ERP Implementation & Maintenance

Implementing and maintaining ERP software is one of the critical processes that can influence the efficiency of the operation in an organization significantly. Implementation of ERP software involves some of the major concerns including the organization requirement, user training, and constant routine monitoring. According to (Jordan, 2024) small and medium sized organizations usually spend between 50,000 to 25,00,000 BDT for implementing any ERP software tools. However large organizations usually keep their budget between 25,00,000 to 50,00,000 BDT for the implementation cost. That implementation cost usually depends on the size and complexity of the business. Jordan (2024b). It takes around 1,00,000 bdt in total cost of ERP which includes software, hardware cost, training & implementing cost, consultation and others.

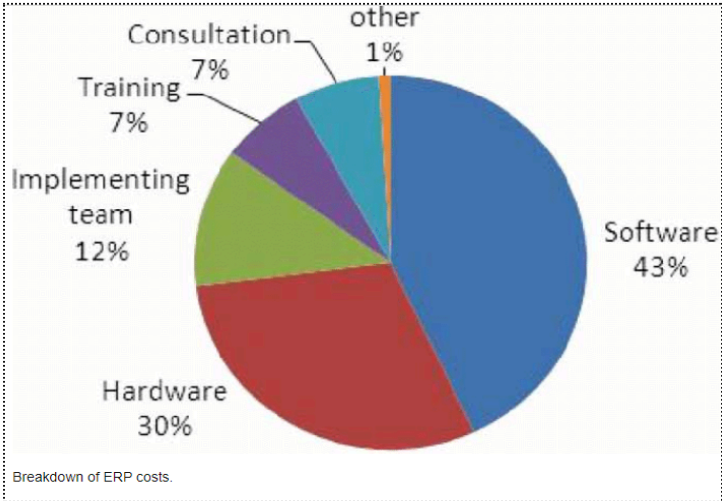


Figure: Breakdown of ERP Cost (Sourced from Taylor and Francis)

3.2.4 iDempere

iDempere is an open source enterprise resource planning (ERP) software that is fully operable using any devices. This software integrates various business functions into one single platform, providing a unified view of the organization operations. This integration facilitates seamless data flow and communication between different departments, streamlining processes and improving efficiency. Additionally it allows flexibility to its users through customization; users can modify existing functionality, create custom modules and develop new features using the built in development tools and frameworks.

3.3 Methodology

For the report the author has conducted mixed method research where data have been gathered from both primary and secondary sources. For primary data the author interviewed the team head of four sub departments under the HRD of Kazi Farms. Secondary data will be collected from various scholarly articles from renowned publications and journals like Emerald, Sage, Harvard Business Review, Springer, Taylor and Francis etc.

To begin with, the author has searched published research papers in google scholar's and institutional repository my athens by using keywords like ERP, iDempire, HRM to find papers with relevant topics. Upon collecting required information the author built the literature review. For the finding and analysis section the author mostly tried to analyze the information collected from the interview and relate it with relevant ideas from collected research papers.

3.4 Findings and Analysis

ERP is considered to be the most influential factor in driving efficiency in any organization. According to one of the surveys 95% organizations witnessed the increment of the overall organization performance as one of the major post ERP implementation outcomes. (Beckman, 2024) Ensuring employee satisfaction is one of the major concerns for any HR team. Implementation of ERP positively influences employee satisfaction. According to FounderJar, around 73% organizations witnessed improvement in employee satisfaction. (Luenendonk, 2022)

3.4.1 The Role of ERP in Talent Acquisition

Based on the interview which took place with the senior manager of the talent acquisition team states how leveraging ERP is allowing to practice proactive approaches of HR.

He stated that the process of recruiting new talent has become a lot easier and automated through ERP. Because in ERP there is an official declared organogram of the organization that is already fixed so it's determined how many employees are going to work under a particular team. So when an employee resigned their employee ID got deactivated from ERP. So in organogram there is a vacant position created automatically Therefore this allows the talent acquisition team to act proactively because as soon as there is a vacancy they can start looking for new talent. Manager also stated that it would not be possible for the TA team to know about the vacant position beforehand without the assistance of ERP. He stated that even though the official procedure of recruitment starts from receiving the recruitment requisition form(RRF) through PRP however the TA team unofficially start planning to fill the vacant position a long before receiving official RRF.

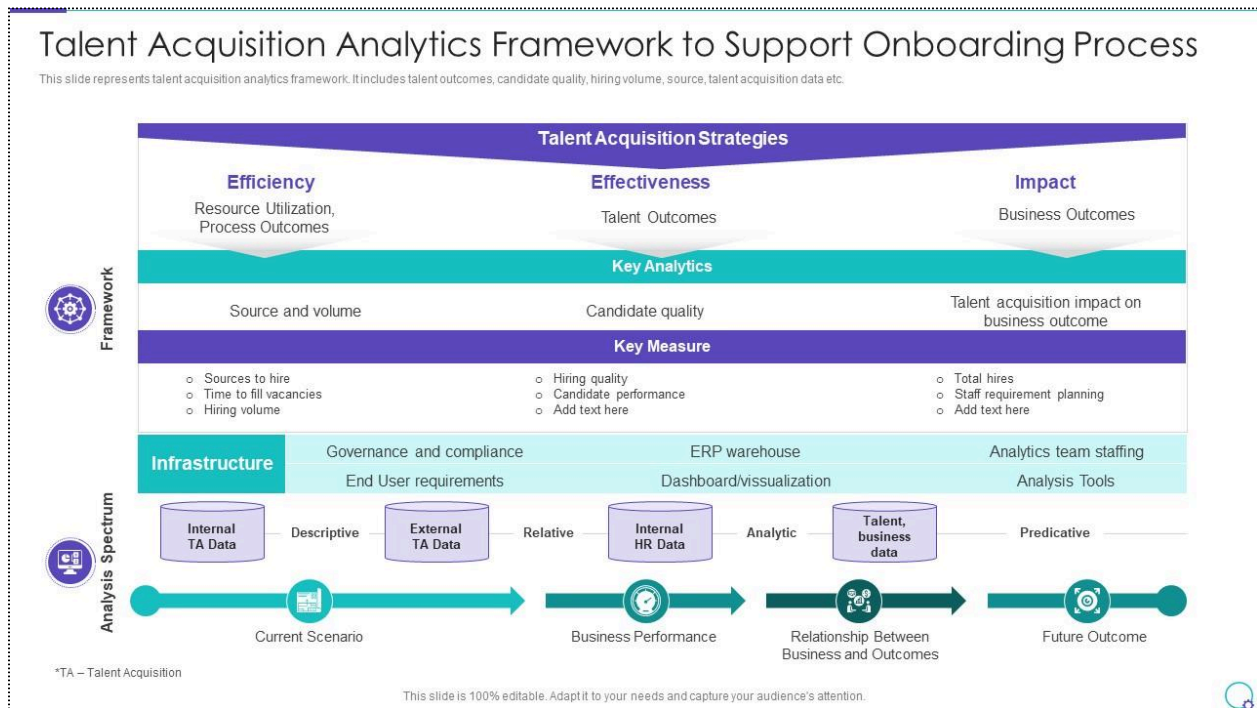


Figure : Talent Acquisition Framework Through ERP

According to Bo Zhao and Chunlei Tu, managers can use ERP systems to develop manpower planning based on the production needs of the organization. Through this system they can

compare various plans and evaluate those to develop human resource planning. Factors for human resource planning includes analysis of job requirements promotion plans which eventually allows the forecasting of past present and future the cost related to recruitment.

3.4.2 The Role of ERP in Compensation & Benefit Team

Senior Manager of the Payroll team stated that as iDempiere is an open ERP system therefore it allows users for customization in the modules. As the payroll team of the organization has to prepare the salary report of huge numbers of employees thus they face issues from time to time. However due to the flexibility of the softwares the payroll team managed to address those challenges according to their requirement with the help of the IT team of Sysnova. The payroll team leverages the ERP system to track attendance with the remote attendance system. By punching the employee ID card the actual attendance can be assessed by the team. Not only attendance but also the calculation of travel reimbursement, employee holidays, festival bonus, maternity leave, health incentives, everything can be processed by one single platform in an integrated manner .

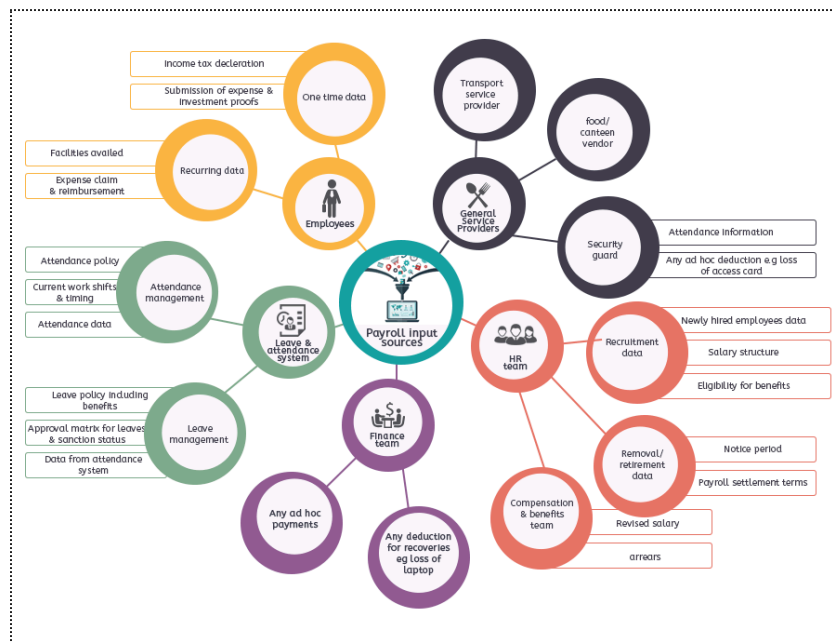


Figure: Payroll Module in ERP

The payroll module of an ERP system has been designed in order to maintain the detailed version of various allowances and deductions that need to be compensated by the organization. (Madavarapu 2014). The payroll module generates pay checks and handles benefits payments

that makes it convenient for the payroll team to gather all the information necessary for overall calculations.

3.4.3 The Role of ERP in Performance & Reward Team

According to the senior manager of the performance and reward team; for performance and rewards, records like increment status and promotion play a vital role in making decisions. For assessing the performance an appraisal took place through ERP; for assessing themselves employees enter into the system and conduct the self appraisal . They are given a goal sheet in the platform and in that goal sheet employees rate themselves .On the other hand the same goal sheet is also provided to the employees supervisor who also rates them. Employees can agree or disagree with the appraisal conducted by their supervisor. Lastly the appraisal of both employee and employee supervisor is reviewed by the head of the department. However, the head of the department does not provide additional ratings, rather they review the overall ratings given by both employee and their supervisor. Eventually when the rating is conducted the appraisal report is prepared in the ERP and if the supervisor of the employee decides for promotion or increment for the employee it is also recorded in the same platform . And if the employee needs training as well that also be recorded in the system .The manager of the performance and reward team stated that these records in ERP system allowed to prepare the auto generated reports on time. And at the same time it also promotes transparency among the employees.

Author Aarabi, Saman, Wong, Azadnia and Zakuan (2012) stated that ERP systems play a significant role to influence the overall organization's performance to achieve their business objectives and increase employees' productivity. The user's level of satisfaction is enhanced by the quality of training and support, specifically system support and information transparency. Studies have shown there is a positive relation between employees' willingness to use ERP systems because of their need for convenience and job satisfaction (Roses, 2011)

3.4.4 The Role of ERP in Training and Development

According to the senior manager of the T & D team their ERP managed to generate 6 different reports based on their records. Which includes total training cost in terms of annually, monthly,

by departments, for individual employees and according to training objectives. Which allows them to save man hours and allow them to report back to the senior authorities any time when required. This also facilitates them to prepare for the future training session by providing forecasted information like budget, capacity, time schedule. He also added that currently they are working on linking the employee performance with training and development; because customized training would be provided according to the performance of the employee.

3.5 Challenges

- *Data Quality Control* Even though ERP can be considered as a major driving force for improving an organization's efficiency, according to Deloitte, 55%- 75% ERP fail to meet their objectives. (Rajpal, 2024) During the interview one of the managers from the performance and reward team shared the challenges Kazi Farms HRD faces during working through ERP. The issues take place when a sales report which has been created manually by the sales department doesn't match with the report generated by the ERP. Eventually at the end of the day it was realized that ERP provided the wrong report. Later on the IT team of kazi Farm suggested the team is working to ensure proper data quality control.
- *Inadequate Flexibility* Organizations faces challenges if the ERP system does not able to adapt with ongoing changes. This inadequateness might lead towards the challenges of not being able to meet the client requirements.
- *Poor Project Management* Around 52% of ERP projects cost 189% more than its actual budget. If the (Linder, 2024). Most often underestimating the lay out, unable to understand key features, integration with the existing system lead towards the poor performance and management of ERP.
- *Data Management* ERP is mostly dependent on data. Data is considered to be one of the most valuable resources for today's business context. Therefore many organizations face challenges like data breach . If organizations can not ensure data security this might put the overall organization in a critical situation.

3.6 Recommendation

- *User Friendliness & Adaptability* According to the team lead of the talent acquisition team of Kazi Farm; it is really important for any system to have user friendliness. It should be flexible enough to modify time to time according to the organization's requirement. It should be adaptable enough to address all the challenges and changes taking place in its surroundings. Additionally, it is required for any ERP platform to have an easy application. Which can be a guideline or AI chatbot which will allow users to easily navigate through the software.
- *Training Session & Recognition* Organizations are suggested to arrange training sessions for the employees to have a better understanding. They can arrange incentives and recognition to keep the user motivated. As the softwares keeps updated it is always advisable to train them so that they have in-depth knowledge about the operation of the system.
- *Expert Support* ERP is a very complex system. As it operates with a huge amount of data, architecture and models. So it is quite common for the users to face issues. Thus, it is mandatory to have a designated team who can provide immediate support and address the complexities with their knowledge and expertise.
- *Extensive Security* Data is one of the key factors of ERP and at the same time it can put the organization at risk if necessary security measurement is not ensured. It is recommended for any organization to ensure proper encryption, access control, backup and recovery systems.

Conclusion

To ensure sustainability and continuous growth for the organization it has become essential to automate the process. Which ultimately leads towards organization to leverage advanced tools. In the intense competition in the industry along with all the social, political, technological changes it is essential for the organization to make decisions most effectively and efficiently. By integrating all the departments in the same platform and making the flow of information more efficient the role of ERP is playing one of the most vital roles and kazi farm is the most highlighted example of it.

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