

LB/TH/39/2025
TH5983

**EMPIRICAL STUDY ON IMPROVING THE
PERFORMANCE STANDARD OF THE
OFFSHORE ERP CONSULTANTS IN
SRILANKAN ERP CONSULTING FIRM
CONTEXT**

Sujith Weerasinghe

218471T

MBA in Supply Chain Management

Department of Transport Management and Logistics Engineering
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Dissertation submitted in partial fulfillment of the requirements for the degree Master
of Business Administration in Supply Chain Management

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DECLARATION

I hereby certify that, to the best of my knowledge, all the facts and conclusions presented in this report are true and accurate. Furthermore, nothing here contains information that has already been published in another academic publication.

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Signature:

Date: 01.08.2024

The above candidate has carried out research for the Masters Dissertation under my supervision.

Name of the Supervisor: Prof. A.A.D.A.J. Perera

Signature of the Supervisor:

Date: 20/11/2024/

ABSTRACT

This research looks into approaches to improve the performance of Enterprise Resource Planning (ERP) consultants in the offshore context, with an emphasis on SAP implementation (before and after go live) of a well-known SAP consulting firm in Sri Lanka. The SAP system is considered as the ERP. In addition, physical and cultural distinctions in offshore areas present additional obstacles. The report outlines existing procedures and highlights major factors influencing consultant performance. A mixed-methods approach is used, with qualitative interviews to collect data from SAP consulting firms and offshore consultants themselves.

The findings indicate that communication hurdles, cultural variations, knowledge transfer issues, time zone disparities, and client expectations all have an impact on a consultant's performance.

An analysis of Quantitative survey data sheds light on the effectiveness of these initiatives, demonstrating links between implementation success and enhanced consultant performance measures. Furthermore, the study provides best practices and recommendations for offshore SAP consulting firms looking to improve consultant performance standards, emphasizing the value of proactive culture integration, continuous learning programs, and clear performance evaluation criteria.

This research has consequences for both academics and industry, providing unique insights into the dynamics of offshore SAP consulting as well as practical suggestions for firms looking to improve the effectiveness of their offshore consultants. By addressing the problems unique to offshore contexts, this study advances SAP consulting techniques and emphasizes the importance of specialized approaches in achieving optimal performance standards in offshore environments.

ACKNOWLEDGMENTS

There are several advantages to pursuing an MBA in supply chain management (SCM), particularly in the modern, globalized economy where effective supply networks are essential. Opening wide path for career opportunities and room for gaining comprehensive knowledge in the supply chain field are the main key point for me to make the decision to follow this course at University of Moratuwa. The research work is important for MBA students with the objectives of achieving a growth in academic and professional life. Because, research work creates opportunity for the MBA student to make use of their ability to think critically, innovate, and make strategic decisions.

First and foremost, I would want to express my profound gratitude and respect to my supervisor and lecturers for their exceptional assistance in helping me prepare this report with expected quality standards. This project would not have been any easier to complete without the time he allocated to me.

I want to express my heartfelt appreciation to every employee of the business that I chose to examine their case for this research project. I received all the assistance I needed to prepare for this work from the Vice President, Consulting Manager, and the consultants working with the Global Resource Center. I can assure that without their contribution, I would not be able to finish this piece of work. Additionally, it's my way of thanking my project manager, line supervisor, and team members for their patience in putting up with the delays in my work that resulted from the urgency of my study. Finally, I would want to express my sincere gratitude and honor to my wife, my two kids, and my MBA group colleagues for their unwavering support. This program would have been a total failure without their support. My sincere gratitude also goes out to all of my other lovely MBA friends who have never failed to support me.

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LIST OF ABBREVIATIONS

MAS	MAS Holdings Pvt. Ltd.
ERP	Enterprise Resource Planning
SAP	An ERP System
BPM	Business Process Management
GRC	Global Resource Centre
GSC	Global Support Centre
AI	Artificial Intelligence
ML	Machine Learning
SCM	Supply Chain Management
TRN	Training
WAR	Working Arrangement
MC	Management Commitment
INFRA	Infrastructure
INCENTIVE	Incentive
WLB	Work Life Balance
EAM	Enterprise Assets Management