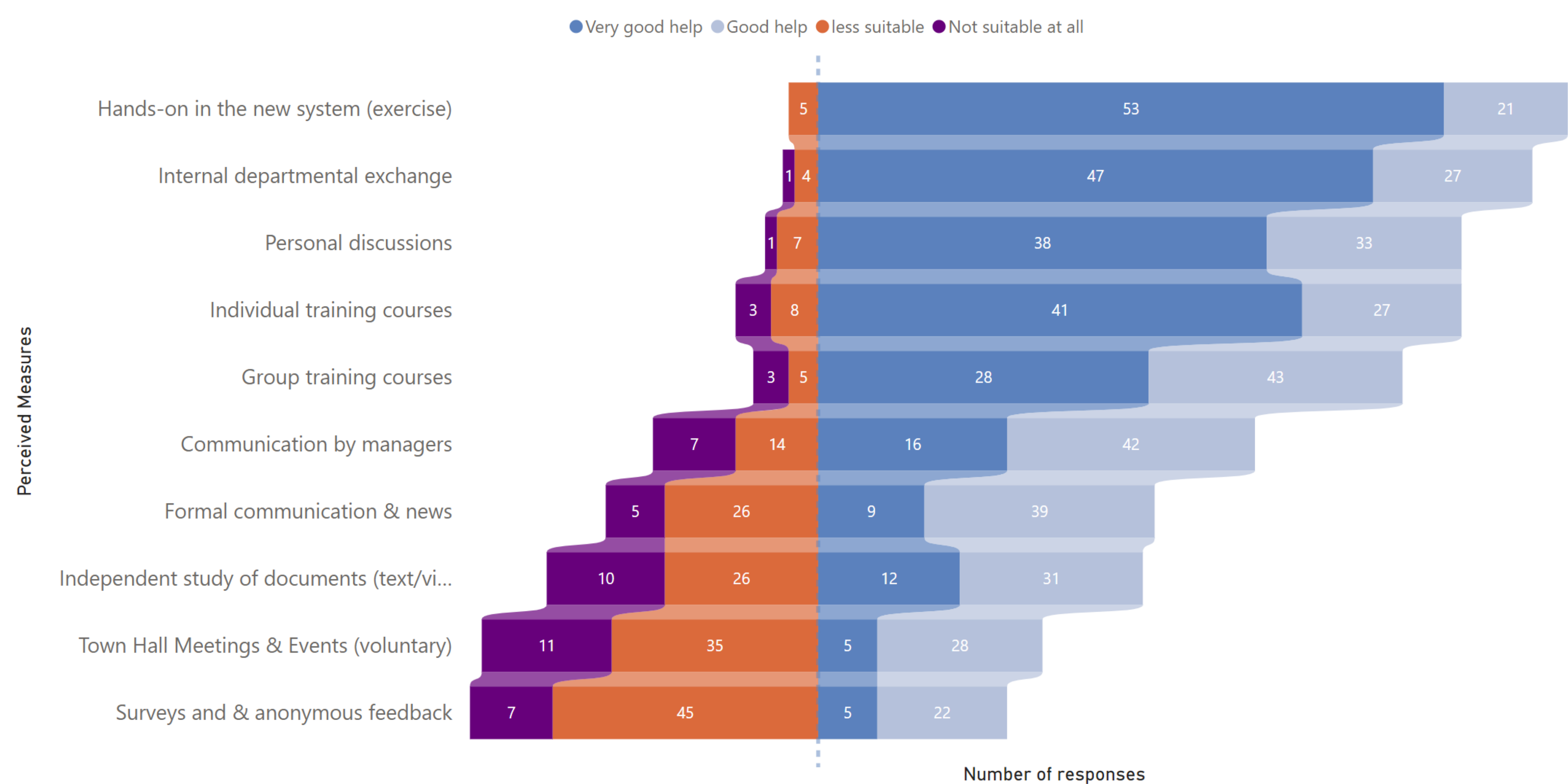
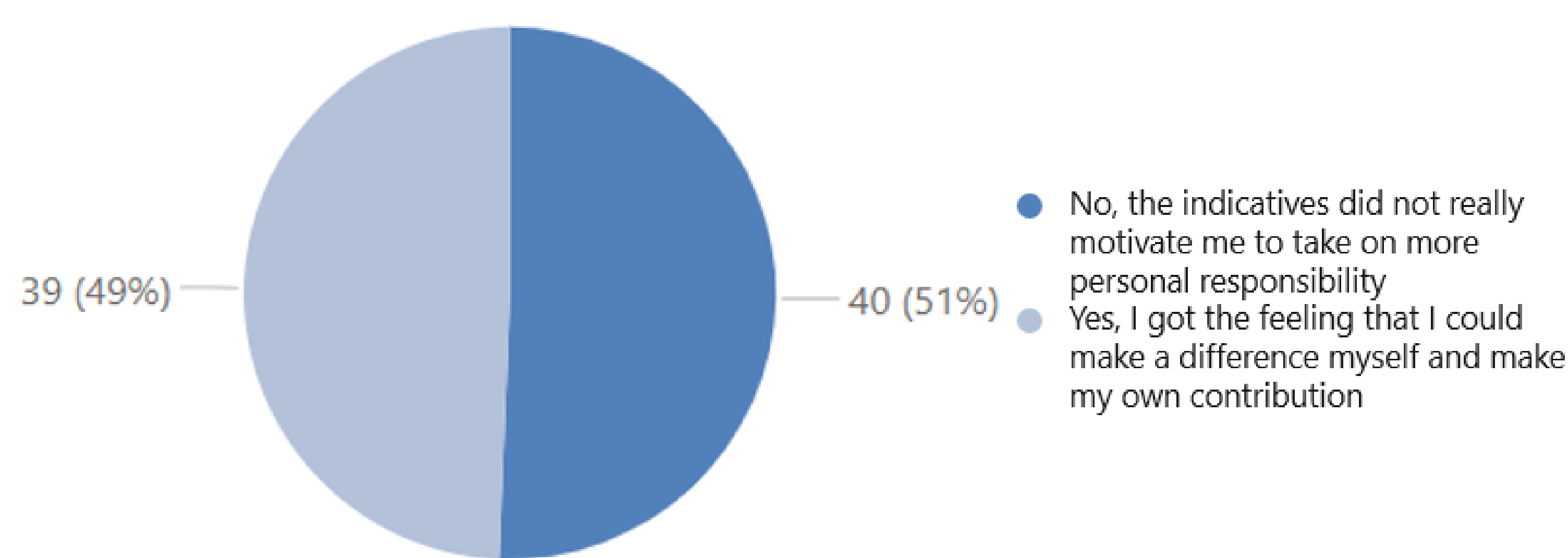


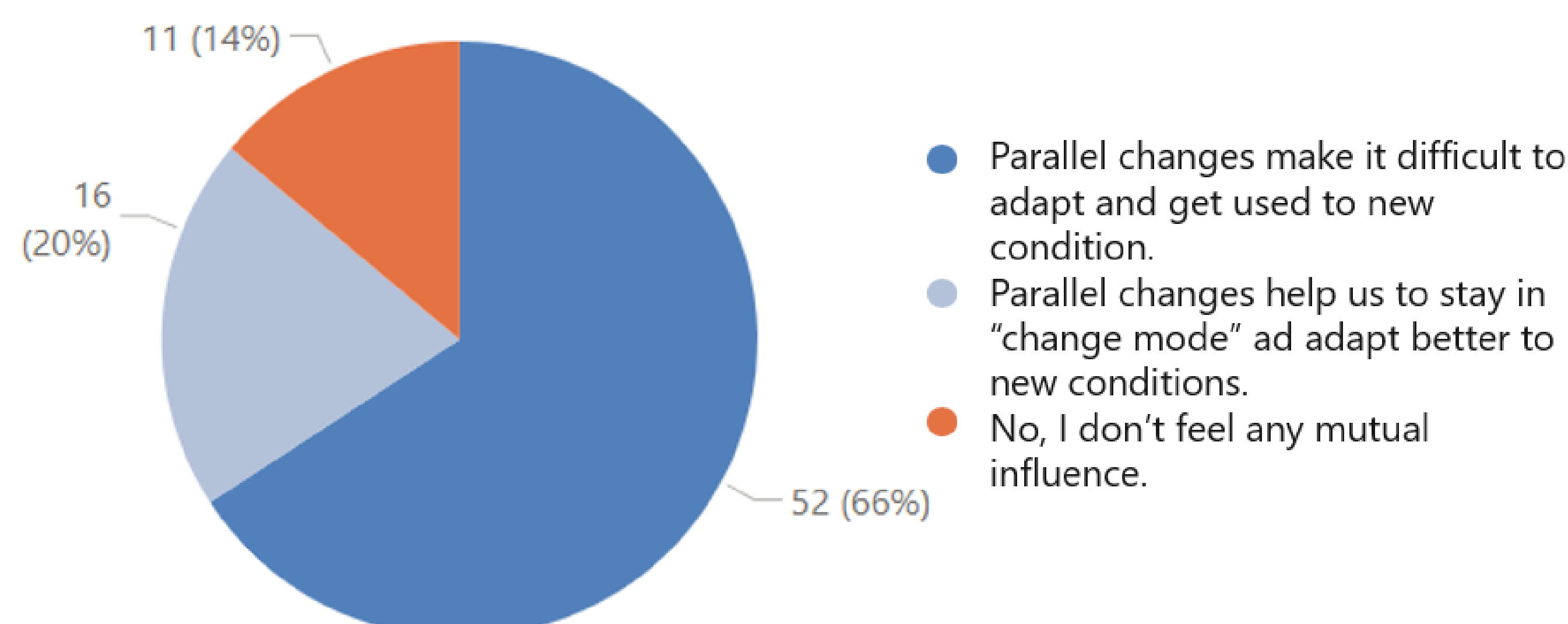
Change Management in Post-Merger ERP Implementations



Rating of individual Change Management measures (n=79)



Q: Do you feel that the change management initiatives motivate to take personal responsibility? (n=79)



Q: Do you have the feeling that the amount of or number of changes and parallel initiatives (SAP implementation, reorganization, post-merger integration, etc.) influence each other? (n=79)

Problem Statement

The implementation of Enterprise Resource Planning (ERP) systems during post-merger phases presents critical challenges for organizations. ERP implementations often disrupt existing workflows, processes, and organizational culture, leading to significant resistance among employees. Mergers and acquisitions (M&A) inherently require streamlining operations and eliminating redundancies, but poorly managed ERP rollouts can jeopardize these objectives, risking operational inefficiencies and financial losses. Despite the existence of well-documented change management frameworks, their practical application in the high-pressure context of post-merger integrations remains complex. Resistance intensifies when ERP systems are imposed by acquiring firms, further straining employee acceptance. This thesis addresses the unique change management requirements for ERP projects in post-merger scenarios, aiming to bridge the gap between theoretical approaches and real-world challenges through expert insights and employee feedback.

Solution Concept

The aim was to investigate the specific requirements for change management in post-merger ERP implementations. The main research question "What are the particular requirements for change management in the context of ERP rollouts in post-merger integrations of companies?" is answered with eight expert interviews and a company survey in Swiss-based multinational company Bühler Group.

Results

The research highlights the need for adaptable change management in post-merger ERP rollouts. While models like Kotter’s 8-steps and the ADKAR-model provide a foundation, they require context-specific adjustments for cultural integration and reducing resistance. Bühler Group’s experts stress the importance of transparent communication, stakeholder involvement, targeted training and a human-centered approach. The employee surveys revealed the value of hands-on training and clear roles but highlighted gaps in initiative reach. Above all, the motivation of employees to embrace change and take personal responsibility appears to be a barrier.

The recommendations formulated in the thesis for affected organizations include holistic planning, cultural sensitivity, feedback loops and strong management support. The results show that dedicated change management roles (change managers) and tailored communication are critical to aligning organizational goals and ensuring ERP implementation success.

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