Panel 13 How Will Mega-Packages Change the Shape of Computing and Organizations?

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HOW WILL MEGA-PACKAGES CHANGE THE SHAPE OF COMPUTING AND ORGANIZATIONS?

Panel Chair: Thomas Davenport, University of Texas, Austin

Panelists: David Feeney, Oxford University
Craig Giffi, Deloitte & Touche Management Consultants
Ron Berman, SAP America

SAP and other enterprise resource planning packages are rapidly penetrating many corporate environments. These packages are already dominant in several industries, e.g., petrochemicals, semiconductors, personal computers, and consumer products, and they are entering several other industries such as financial services, health care, and the public sector. These “mega-packages” have the potential of helping organizations achieve higher levels of cross-functional and cross-geography integration than ever before. They also present technological, project management, and organizational change challenges that have never been faced by most organizations.

In this panel several different aspects of the mega-package phenomenon will be explored. Panelists will describe both research projects and the practical issues affecting organizations. Panel discussants and issues addressed include the following:

• Thomas Davenport will present findings from research on how more than twenty companies address the holistic nature of mega-package implementation, coordinating change in strategy, organizational structure and culture, business processes, and information systems;

• David Feeny will present findings from a study of how firms deal with the global commonality issues involved in SAP implementations;

• Craig Giffi will discuss how firms are managing SAP implementations and the implications of megapackages for the firms that adopt them;

• Ron Berman will discuss how both companies and universities are implementing innovative, process-oriented educational offerings involving SAP.