CHANGE MANAGEMENT AT MARS PUBLISHING HOUSE

Jacinto C. Gavino, Asian Institute of Management
Edwin J. Portugal, State University of New York
Daisy T. Briones, University of Asia and the Pacific

SYNOPSIS
The case is about the challenge presented to Dennis Marasigan, an IT manager of Mars Publishing House. He was given the task to lead and manage a 10-month Enterprise Resource Planning (ERP) implementation project. The company experienced a dip in sales and increase in receivables despite exponential growth in previous years. The ERP system had always been a key to their success. It was critical in sustaining the growth momentum. This case shows how Dennis changed the overall mood of the organization towards a new ERP implementation from resistance and indifference to cooperation.

LEARNING OBJECTIVES
The objectives of this case study are:
1. To help oneself or other people recognize, identify, and verbalize their feelings and reasons for resisting change.
2. To prioritize which stakeholder to deal with by identifying who has more power and influence over other stakeholders.
3. To reinforce other people’s conviction in favor of change by getting buy-in.
4. To select members that will be part of a high-performing cross-functional team.
5. To devise a system for tracking progress vis-à-vis objectives of a change program.
6. To sustain momentum for change.

APPLICATION
The case may be used in courses in Operations or Human Resources, specifically on organizational change, IT project management, stakeholder analysis and social capital. It may also be used for topics related to teams and groups where enhanced cross-functional collaboration makes the difference in performance. More importantly, the case can also be used for a course on Strategy or General Management where the challenge is to look at the bigger picture surrounding projects that require enterprise-wide changes.

KEY WORDS
Project Management, Change Management, Enterprise Resource Planning

CONTACT
Dr. Edwin J. Portugal State University of New York at Potsdam,
44 Pierrepont Avenue Potsdam, NY 13676, 518-524-3646, portugej@potsdam.edu.