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## Enhancing Order Management with ERP Systems: A Case Study in A Subcontractor Company

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### ABSTRACT

The construction industry is constantly evolving and that affects the timeline of order, plus the requirement of clients have become more complicated. The report from the construction district showed that the delay in projects was due to various reasons, mainly because of clients and consultants. This study focuses on order management, as this department directly affects the company performance and client satisfaction. Therefore, it is important to study and improve the order management process. This study intended to understand the order management processes and determine the challenges and the root cause of delay in the order management department. In this case study, a series of interviews have been conducted with a representative of the ABC Engineering Sdn Bhd. A semi-structured interview protocol is used to support the interview. With the consensus of the interviewee, the discussions are recorded for transcript and data analysis purposes. This study identified the processes of order management and found that the project delay is mainly due to poor and ineffective communication between departments in the company when there is a change of client requirement. From the findings of order management processes, challenges, and root causes of the problem, this study proposes Epicor Enterprise Resource Planning (ERP) system to enhance the order management of ABC Engineering Sdn Bhd. The system is proposed because the company has the existing talent in the company for implementation and execution. This study believed that the implementation of the Epicor system with reinforcement in the company could help in minimizing the reoccurring problem of delay.

*Keywords: Order management, ERP systems, reinforcement, delay, root cause.*

### INTRODUCTION

According to the report from the Malaysian government, the delays in the government projects because of the impoverished project management and order management lead to a serious problem which the project has contributed 10.3 percent of the project cost (Idrus, Ismail, & Sanusi, 2019). The central of Peninsular Malaysia has shown that 89 per cent of the government is facing overrun cost around five percent to 10 percent. This is still in the acceptance rate as the maximum amount should not exceed 15 percent. The overrun cost is causing the delay because of the variation's requirements of the clients during the order phase. The delays in the project mean that the agreed completion time is exceeded. The Malaysian government has illustrated that delays expected in one month 10 percent of the progress is late by the initially agreed schedule. Idrus et al. (2019) emphasized the Implementation Coordination Unit (ICU) report in 2018 showed, there are 61 government projects delayed because of the phase-in project and order management fail. More specifically, the planning and implementation phases were affected the most and 87 percent in the construction phase.