



بحوث المؤتمر العلمي الدولي الثاني لكلية الاقتصاد - جامعة سرت

المركزية وانعكاساتها على التنمية المكانية في ليبيا
(الواقع والتطلعات)

سرت 09 مارس 2023م

تحرير

أ. د. حسين مسعود أبومدينة

أ. د. الطيب محمد القبلي

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الطبعة الأولى 2023م

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كلمة رئيس الجامعة

بسم الله الرحمن الرحيم

تُعَدُّ المؤتمرات العلمية من أهم المناشط التي تهتم بها الجامعة وتدعمها منذ تأسيسها، حيث ترى أنّها من أهم مهامها الرئيسة التي تسعى إلى استمرارها؛ نظراً لما تقدمه هذه المؤتمرات من بحوث علمية تسهم في تحسين الكثير من جوانب الحياة المختلفة، كما أنّها تلعب دوراً كبيراً في خلق الجو المناسب وتأمين اللقاءات الأكاديمية والبحثية التي تجمع نشطاء المجتمع العلمي لتقديم ومناقشة أفضل ما توصلوا إليه، وتقديمه لمصلحة المجتمع وخدمة مستقبله.

وحرصاً من الجامعة على انعقاد هذه التجمعات العلمية؛ فقد عقدت عدداً من المؤتمرات التخصصية برعايتها؛ وها هي اليوم تعقد المؤتمر العلمي الدولي الثاني، والذي تنظمه وتشرف عليه كلية الاقتصاد تحت عنوان (المركزية وانعكاساتها على التنمية المكانية في ليبيا) الواقع والتطلعات".

لقد أصبحت التنمية المكانية محط أنظار العديد من دول العالم ومختلف المجتمعات، لكونها أحد أركان الأنشطة الأساسية الهادفة في تقدم الدول والمجتمعات، حيث تحتل عمليات التخطيط والتطوير للتنمية الشاملة؛ إذ أنّها تساعد في تطوير البنى التحتية، وخلق فرص العمل، وتوفير التعليم والرعاية الصحية.

كما تُعَدُّ المركزية إحدى أهم التوجهات التنظيمية التي تتبعها الدول، والحكومات، والمؤسسات في العملية الإدارية، حيث يُمكن من خلالها تحقيق العملية التنسيقية بين مختلف الوحدات ذات العلاقة بذلك الكيان المؤسسي إذا طُبِّق بالطريقة المثلى.



وختاماً.. نتقدم بجزيل الشكر والعرفان إلى كل من أسهم في إنجاح هذا المؤتمر، من
بُحَّاث ومحكِّمين ولجان علمية وتحضيرية، كما لا يفوتنا أن نتقدم بالشكر وفائق التقدير إلى
اللجنة الإعلامية التي أخرجت هذا العمل إلى النور من خلال نشره في هذا الكتاب الذي
نضعه بين أيديكم للاستفادة منه، ولنضعه أيضاً بين أيدي المختصين للعمل بتوصياته.

آملين من الله العلي القدير التوفيق
والسلام عليكم ورحمة الله وبركاته

د. سليمان مفتاح الشاطر

رئيس جامعة سرت

كلمة وكيل الجامعة للشؤون العلمية ورئيس اللجنة العلمية

بسم الله الرحمن الرحيم

الحمد لله، والصلاة والسلام على أشرف خلق الله، محمد بن عبد الله عليه أفضل الصلاة وأزكى التسليم.. أمّا بعد :

في سبيل السعي للارتقاء بنشر الإنتاج العلمي ودعمه، يسرنا أن نضع بين أيدي الباحثين والقراء الكرام كتاب المؤتمر العلمي الثاني لكلية الاقتصاد بجامعة سرت، والذي يناقش موضوعاً مهماً يُمثل رافداً من روافد تطور وازدهار الدولة، وهو (المركزية وانعكاساتها على التنمية المكانية في ليبيا). حيث يُعدّ هذا المؤتمر من أهم المؤتمرات التي أقامتها الجامعة، من حيث العنوان، فمناقشة أثر المركزية على التنمية المكانية، يُمكننا من معرفة أثر المركزية السلبي على تنمية الأماكن النائية والبعيدة عن مركز الدولة، ويبين لنا الأثر الإيجابي للنظام اللامركزي الذي يحقق نتائج جيدة في حالة تطبيقه بالشكل الصحيح.

ويحظى هذا المؤتمر بمشاركة نخبة متميزة من الباحثين، ينتمون إلى عدة جامعات ومعاهد عليا، واستعانت اللجنة العلمية بنخبة من خيرة الأساتذة المختصين من مختلف الجامعات الليبية في سبيل تقييم الأوراق العلمية التي تصلها وتحكيمها، حيث كان لهم الدور الفاعل في الارتقاء بجودتها، من خلال تبيان جوانب القصور وإجراء بعض التعديلات المطلوبة إن وجدت وفي الختام لا يسعني إلا أن أشكر جميع اللجان التي أسهمت في إنجاح هذا المؤتمر، وبارك الجهد المبذول والتفاني والإخلاص الصادق في العمل في ظل التسهيلات المقدمة من إدارة الجامعة. سائلين الله عز وجل أن يُعيننا ويجعل السداد والنجاح حليفنا في إقامة هذا المؤتمر العلمي، والخروج من خلاله بنتائج علمية مميزة تصب في خدمة المجتمع في كل مجالاته، وتوصيات مهمة تثري المكتبات العلمية، وتساعد في وضع الحلول المناسبة.

نتمنى للجميع التوفيق في هذا المؤتمر

والسلام عليكم

أ.د. الطيب محمد القبي

رئيس اللجنة العلمية للمؤتمر



كلمة رئيس المؤتمر

بسم الله الرحمن الرحيم، والصلاة والسلام على سيدنا محمد الصادق الأمين.
أما بعد..

انطلاقاً من الدور المناط بكلية الاقتصاد جامعة سرت لدعم الملتقيات العلمية والنشاط العلمي، وتحقيقاً لأهدافها الاستراتيجية ورسالتها السامية في هذا المجال، ودعمًا للبيئة المجتمعية؛ فقد اسدل الستار على فعاليات المؤتمر العلمي الدولي الثاني لكلية الاقتصاد، تحت عنوان (المركزية وانعكاساتها على التنمية المكانية في ليبيا، وبالأصالة عن نفسي، وبالنيابة عن كل الزملاء بلجان المؤتمر يسرني ويشرفني أن أقدم هذا الإصدار والمتضمن للمحتوى العلمي للمؤتمر ومخرجاته، وندعو الله أن نكون قد وقَّعنا في هذا العمل، وأن يجوز على رضى القارئ العزيز، وأن يحقق المرجو منه.

وأخيرًا يسرني أن أتقدم بخالص الشكر والتقدير إلى إدارة جامعة سرت؛ لدعمها فعاليات هذا المؤتمر، وكل الشكر والتقدير للجنة العلمية واللجنة التحضيرية بالمؤتمر، ولكل من بذل أذن جهده في تنفيذه، ولا يفوتني أن أشكر كل الزملاء الذين ساعدوا وأسهموا في إعداد هذا الكتاب وإخراجه بالشكل اللائق والمشرف.

ختامًا أتمنى كل التوفيق لجميع زملائي بكلية الاقتصاد، وكل الزملاء بالقلعة العلمية جامعة سرت، وأتمنى أن تكون دائمًا وأبدًا منارة للعلم يهتدي بها الجميع...
والسلام عليكم ورحمة الله وبركاته

د. على مفتاح التائب

رئيس المؤتمر وعميد كلية الاقتصاد

كلمة رئيس اللجنة التحضيرية

بسم الله الرحمن الرحيم

الحمد لله الذي بنعمته تتم الصالحات، وبفضله تنزل الخيرات، وتوفيقه تتحقق المقاصد والغايات، والصلاة والسلام على نبينا محمد الموصوف بأحسن الصفات:
أما بعد:

إنه وفي هذا المقام، وباختتام فعاليات المؤتمر العلمي الدولي الثاني لكلية الاقتصاد جامعة سرت، والذي حمل عنوان (المركزية وانعكاساتها على التنمية المكانية في ليبيا- الواقع والتطلعات)، يسعدني أن أهنئ نفسي أولاً وكل زملائي بكلية الاقتصاد وجامعة سرت بنجاح هذا المحفل العلمي، وظهوره بالصورة التي تليق بمؤسستنا العريقة، كما يسعدني أيضاً أن أقدم هذا الكتاب_ الذي يحتوي على كل الجهود العلمية القيمة التي تدارست وتناولت محاور هذا المؤتمر_ لكل الأكاديميين المتخصصين والمهتمين وكل المؤسسات ذات العلاقة، وآمل أن يجدوا فيه الفائدة المرجوة.

وتقديرًا لكل الجهود المبذولة في سبيل نجاح هذا المؤتمر؛ لا يسعني إلا أن أتقدم بجزيل الشكر والعرفان لجميع أعضاء اللجنة التحضيرية على جميل التزامهم والإخلاص في عملهم، وكل الشكر والتقدير لرئيس وأعضاء اللجنة العلمية على مهنتهم وتعاونهم في إتمام العديد من مهام اللجنة التحضيرية، كما أثنى على الجهود الكبيرة التي بذلها رئيس المؤتمر ومساندته لنا يدًا بيد لإنجاز كل ما هو مطلوب، والشكر أيضاً موصولاً للمشرف العام للمؤتمر على دعمه اللا محدود وتذليله الصعاب لتسهيل أعمال اللجنة وقيامها بواجبها على أكمل وجه.
وأخيراً لا يفوتني أن أشكر كل من أسهم في إصدار هذا الكتاب، والحمد لله وما توفيقنا إلاّ به.

والسلام عليكم ورحمة الله وبركاته.

أ. إبراهيم محمد عبد الكريم

رئيس اللجنة التحضيرية



The Role of Centralization-Coordination-Decentralization towards Success decentralization in industrial sector in Libya: A case study

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ABSTRACT

This study aims to contribute to knowledge-based decentralization business and an explanation of the companies' decision process to create and sustain competitive advantages based on so-called Enterprise Resource Planning (ERP) systems. The theoretical basis is extended through a detailed case study of a specific ERP in a manufacturing company in the Cement industrial sector in Libya. The approach is particularly suitable for decentralization processes analysis because it includes the influence of strategic factors, such as data and technology outline, process management, together with human influences, and overall implementation strategy. The study was conducted in **Al-AHLIA** Cement Company, and preliminary data was collected through interviews with ICT team, department managers, committee chairs, and the company's general manager. The study revealed critical aspects in developing resource management basis describes perceptive and cultural factors that support or hinder progress, including uncertainty, familiarity gaps, knowledge transfer problem, management skills, and the difficulties of ensuring that ERP usage is converted into competitive advantage. The result also led to a model that contribute to addresses decision-making implications and potential solutions to such obstacles throughout the process. The paper has identified the factors needed to ensure a successful decentralization activity and to explain different ERP project outcomes. The model will guide managers in the development of processes decentralization based on ERP adoption, and it will support the companies to make decisions towards decentralization by identifying the role of digital technology and its influence.

Keywords: Decentralization, ERP, industry, Data, Knowledge, technology, cement, technology transfer, critical success factors.

INTRODUCTION

The foundation for a centralized organization was placed out in the works of Taylor, Fayol (1949) through a focus on specialization, standardization and modularization [1]. A particular indicator of the understandings of centralization is the bureaucracy. Decentralization in business is when daily operations and decision-making power are delegated by top management to middle-and lower-level managers and sometimes even team members [2]. Companies with a decentralized structure allow top management level to focus more on growth opportunities and major decisions, rather than day-to-day responsibilities [2]. Traditional decentralized approaches may still apply inflexible frameworks with checks and controls, while fundamental types of decentralization extend the scope of decision-making. However, the differences between centralization and decentralization in management still mainly based on the organizational structure.

CENTRALIZATION OR DECENTRALIZATION

Pearce, R.D., 1999 argue that decentralization is a distribution of powers, thus presenting an unclear similarity between decentralization and distribution [3]. Usually, companies choose between two main types of management structures: centralized management and decentralized management although they may choose for a grouping of the two [5]. Table (1) illustrates the difference between centralisation and decentralization.

Table 1: Difference between Centralisation and Decentralisation

Basis	Centralisation	Decentralisation
Meaning	The concentration of authority at the top level is known as Centralisation.	The evenly and systematic distribution of authority at all levels is known as Decentralisation.
Delegation of authority	There is no delegation of authority as all the authority for taking decisions is vested in the hands of top-level management.	There is a systematic delegation of authority at all levels.
Suitability	It is suitable for small organisations.	It is suitable for large organisations.
decision making Freedom	There is no freedom of decision-making at the middle and lower level.	There is freedom of decision-making at all levels of management.
Flow of Information	There is a vertical flow of information.	There is an open and free flow of information.
Employee Motivation	Employees are demotivated as compared to decentralisation.	Employees are motivated as compared to centralisation.
Conflict in Decision	There are least chances of any conflict in decision as only top-level management is involved.	There are chances of conflict in decision as many people are involved.

Source: Abrol, A. (2022) [6]



However, the company can't just trust on the knowledge of last century's leadership leaders if it wants to deliver value and have success over time [9]. Moving from this last point, a shared positive element of decentralisation focuses on the transfer of power and resources away from the central administration [7]. The deeply unclear manner in which technology roles at the same time promote forms of centralization and decentralization can only be addressed through critical, empirically open studies. Thus, in this study, the author takes both a theoretical and a practical approach to explore the possibility of a bottom-up approach for decentralization approach in industrial sector in Libya.

Due to changes in technology, people and users' expectations, and workforce prospects make the decision more important than ever. Exploring whether decentralisation model can be a means to improve people's participation in company processes management and development [8], Some examples of theoretical issues of centralization and decentralisation are presenting as following:

Centralized Structure

In a centralized structure, all users are connected to a central holder of data stores, which other users can access, and also user information. This user information may include user HR details such as user profiles, user-generated content, and more. A centralized system is easy to set up and can be prepared swiftly.

Decentralized Structure

The decentralized structures don't have one fundamental data stores owner. Instead, they use numerous central owners, each of which typically supplies a copy of the resource's users can access. A decentralized-based system can be just as weak to crashes as a centralized one. However, it is by design more easy-going to responsibilities. That's because when one or more central owners or servers fail, the others can continue to provide data access to users.

Distributed Structure

A distributed system is like a decentralized one in that it doesn't have a single central data stores owner. But it removes centralization. In a distributed system, users have equivalent access to data, however, user rights can be enabled when needed. The best example of a distributed system is the internet itself. The distributed structure enables employers to share ownership of the data. Hardware and software resources are also shared between users, which in some cases may improve the performance of the process. A distributed system is safe from the

independent failure of components, which can improve its readiness significantly.

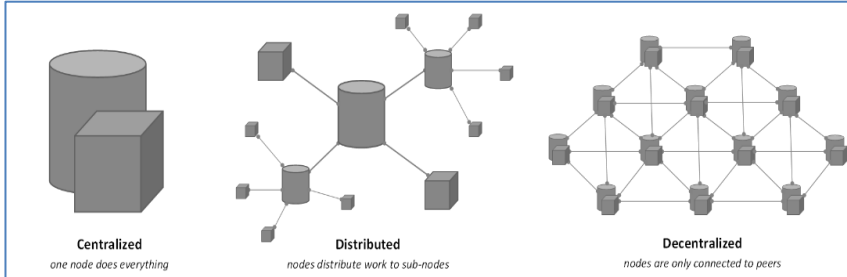


Figure .1: The concept of a centralized, distributed and decentralized [10]

However, certain organisations implement vertical decentralisation which means that they have handed the power to make certain decisions, down the hierarchy of their organisation. Vertical decentralisation increases the input, people at the bottom of the organisation chart have in decision making. On the other hand, Horizontal decentralisation spreads responsibility across the organisation. A good example of this is the implementation of new technology across the whole business. This implementation will be the sole responsibility of technology specialists. Vergne, (2020) argue that, in the post-industrial society the key problem is how to organise to make decisions that is, to process information [11]. In today's age of combined systems and cheap digital storage, there is a smaller need for managers to identify exactly in advance which data might be relevant for decision-making. Rather, for many companies, collecting as much data as possible has become a guiding principle, which at the end leading to decentralization approaches.

TOWARD ERP-Based DECENTRALIZATION FRAMEWORK

The deployment of networks, work-stations and PCs (80s – 90s) in a parallel way generate indications of decentralising effects. Every company has to decide how to approach management and decision-making. The discussion on how technology does or is expected to have centralizing/decentralizing significances has been discussed in several aspects in Information Systems research [3, 4]. ERP-based company depends mostly on the skills and capabilities of its leaders and employees [8]. However, a unique example of knowledge-based and people-centered development at AHLIA company is provided. Both theories of decentralisation will be expanded and that theoretical considerations need to be moderated by practical concerns. Many research, provided a theoretical reflection on the meanings and

understandings of the concepts of decentralization across Technology-related contexts, revealing decentralization as a multifaceted concept with several dimensions. The main mechanism for gaining that focus is through clarifying the relative importance and meaning of technological, and administrative requirements and encouragements, which can be achieved by answering the following question:

How ERP-based systems can support industrial companies to move to decentralization?

The HYBRID COORDINATION TACTICS

An understanding of the benefits of each of the models is helpful, but most organizations are complex, and usually, a hybrid model makes the most sense. The model has been placed out on a range from more centralized to more decentralized approaches. From a management perspective, the nature of the ERP roles could include strategic, organization, and technical dimensions. ERP implementation involves a mix of business process change (BPC), and software configuration to align the software with the business processes [14]. The paper will contribute to identify the factors needed to ensure a successful ERP project and to explain different potential project outcomes.

BARRIERS TO ERP DEPLOYMENT

When making estimates about the company shift to decentralization according to the ERP-based approach, it is necessary to take into account the prospects of this change from numerous aspects, such as technically and institutionally [12]. An ERP project is not just a technical change but a cultural one too. However, In a survey conducted by Deloitte, it was recognized that there are 10 barriers to ERP implementation. Out of all these barriers, the main reason of concern is resistance to change, inadequate support, unrealistic expectations, and poor project management.

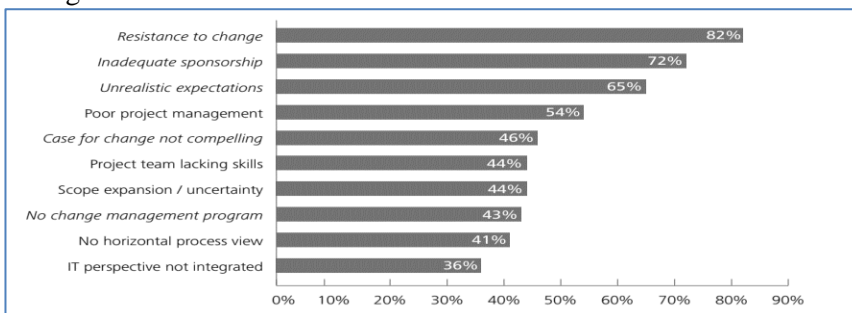


Figure 2: Top 10 barriers to implementation

Source: Deloitte Touche Tohmatsu CIO Survey

Turnbull, (2017) arguing that through its human and technology resources, companies are producing unstructured data from their business processes environment; structure these data by making them readable and understandable; turn them into information by adding meaning and viewpoints; and, over time, generate knowledge by making information useful and valuable [13]. The development includes coordinating communications among the company's human agents (e.g., members, employees, managers, users), technology representatives (e.g., sensors, ERP, Database) and process re-engineering leading to what so far called Hybrid coordination approaches. Figure 3 illustrate in role of data structure on generating knowledge-based decentralization.

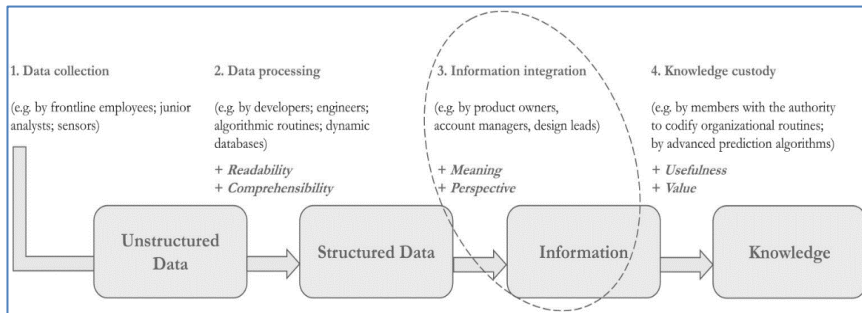


Figure 3: From Data to Knowledge: knowledge-based decentralization

RESEARCH METHODOLOGY

This is an interpretative, a case-study approach based on multi cases conducted during October 2022. It is a natural of a long-term relationship with the company. This relationship made it possible for the author to gain access to the ERP project team. this relationship with AHLIA is based on a commitment to focus on problem areas (like the present ERP project) that are supposed as relevant and interesting for AHLIA. Empirically, this study draws upon several sources: participative observations; semi- and unstructured interviews; paper-based as well as electronic documentation. A total of 3 different meetings have been practical over the October 2022. These meetings include central project meetings, local project meetings at the different sites. A total of 7 semi- and unstructured interviews have been conducted. AHLIA keeps an extensive record of paper-based and electronic information. The author has had access to reports, memos, and email discussions. In addition, the author has over the last two years engaged in many informal discussions, conversations with the ERPpro team. These informal discussions form a backdrop for our interpretation of the primary sources of data. The followed approach is particularly suitable for the analysis of ERP projects because it includes the influence

of critical factors, such as technical software configuration and project management variables, together with broader strategic influences, such as the overall implementation strategy.

FINDINGS AND DISCUSSION

Following the results of the data collected process, the critical factors that affect ERP implementation activities have been discussed in detail. These factors were identified during data collection by interviews. ERP deployment faced stressed implementation processes where the staff are not yet using ERP application. However, the implementation activities have faced number of good practices indicators as well as presented a number of negative impacts, which were determined using different techniques. Based on the interview activities, the researcher identifies critical success factor that affect implementation of the ERPpro project, the assessment result illustrated all participants agree that the organizational support was inadequate during the operation, the supports from the top management have been unclearly provided. According to people capabilities, trainings support was not provided to the project team members and majority of the interviewees believe that training is a significant factor and it need to be provided for both technical and functional team members of the project and consultants are also significant to be appointed into the project team.

However, the common result from the participants shows that data availability was also key success factor that help the project positively progress, but number of data still need to be well classified and clarified such as the case in data and coding of the spare parts in the warehouses located in different sites of the company's factories and the technique of classification of spare parts differs from one factory to another. The data was not be able to be tested in several test environments to check the accuracy and it were not also available the to the project implementer as required. The warehouse manager stated that:

" We have activities with number of distributed stores that are worried by creating more codes and data, and users are already technically struggling to manage what they have"

The project management were also identified as critical factor the implementation of ERPpro project. The company have selected staff who have inadequate knowledge for the ERP implementation and the project management phases. In addition, top management involvement was also one of the critical factors for the implementation of project. As discussed, results in the above, the interview project manager explained that the active procedures related to the implementation of the project phases are undecided, and this is attributed to several reasons such as:

lack of good coordination in managing the phases of work, lack of seriousness in implementation by the provider, lack of knowledge of ERP techniques by the team assigned to follow up the project, and also, lack of Clarity of vision and goal of senior management regarding the level to which the project can be benefited at the current stage.

Most of the interviewed participants agreed that centralised processes could be decentralise if there is a truly commitment to it but noted it would be extremely difficult to make that change, since it requires a culture and people change. Also, some believe that the need to switch to a decentralized system still not desirable for them, because the move to centralization allows them to save money in the short term and maintain profitability. The user's belief of the necessity and importance of adoption and access to a technology based central system that increases decentralization processes in the company. The ICT manager stated that:

" the decentralized workplaces indicates that the company need to ensure thousands employees in the five factories locations all have customized access to the computers, platforms, documents and databases"

The accounting manager stated that the ERPpro can support the company towards decentralised digital business transformation, and he added:

" ... the correctly use of ERP technologies will help company unlock new sources of value that will improve our experiences and relationships with whole company processes managers"

It is also stated that that the company process cannot decentralize without keeping transparency and strong business authority at operation management level. The director of ICT stated tha:

"If our company are not fully committed to transparency and good governance, the system could create a mess,".

It has been supported by the factory manager as he stated that:

".... our project could end up at the commitment of the factories general managers and the success is dependent on how good and truthful those team and managers are."



However, The AHLIA's most important push for centralized processes and incorporated solutions so far has still unsuccessful. AHLIA has seriously underestimated the critical decision-making elements of the decentralization decision, and following the top-down practice, was one of the negative influences on the context of the project.

ANALYSIS

In this study, data collection and data analysis were divided in the logic that data analysis began once data collection had been completed. Data analysis started based on results of interviews within the AHLIA case study which were coded before proceeding to another case study. The people, technology and processes readiness were mostly not at the level of ability to contribute to the changing of the work environment in the independent units of the company. Likewise, the nature of the data, its focus, the stages of information maturity, the method of managing it and making decisions did not proceed in a way that could allow the adoption of a decentralization activities so far. The company may need to reconsider the arrangement of effective stages to move towards decentralization by the effective implementation of ERPpro project from one stage to another according to a hybrid context between maintaining current centralization processes and enabling decentralization transformation.

Due to the study initial results, the company impossibility achieving a complete centralization or decentralization approach, rather, it could need to have both. Some of resone where the combined ERP project analysis and processes mapping indicates that complete centralization is impossible in the company as the top management level makes all decisions. On the other hand, due to the company transformation readiness, complete decentralization suggests no control over followers' actions. Hence, maintaining a balance between the two is equally important. However, Through the results, it is possible to respond to the research question (how ERP-based systems can support industrial companies to move to decentralization?) and introduce a joint framework that could positively influences the benefits of both models (centralisation and decentralization). This combination model gives greater open-mindedness.

However, to include the people capabilities, processes mapping and technology applications of both approaches side, and the focus would be on the aspects of coordination. The illustration shown in Figure 5 shows the projected model that can contribute to positive effectiveness in achieving the goal of decentralization through the inter-combination between centralization and decentralization CSFs (People, Process and technology) and focusing on coordination and alignment priorities to

achieve the better possible success outputs in improving decentralization principles and achieving less problem on operators. The ERPpro project could present combined centralized and decentralized model in its collaboration with the company as following:

Centralisation: the company need to assess its current centralised operation which depend on a single team that works on behalf of all other operation units in the company. This structure was a common in AHLIA company and direction always towards to focus decision-making at the top Level.

Decentralisation: Preliminary data collection suggestions that the initial level of ERP system implementation processes enhanced the development of the team's powers to participate in operational decision-making and to participate in setting development policies processes in the company. The ERPpro intial implementation processes, fairly indicates more potential resources with authority and decision-making of decentralistion processes resulted by adopting ERP technologies is distributed across a committee of the ERP teams. This structure has the benefit of enforcing more wider responsibility across the whole company, which in turn increases user-level enforcement and commitment.

Coordination: In this structure, the company have not well coordination establishment and no expert team were funded that could positively support the establishment of required sets the standards and blueprint to then coordinate with the rest of the company pros operation process and business strategy for decentralization and centralization combination. Figure 5 illustrate the study Conceptual decentralization model

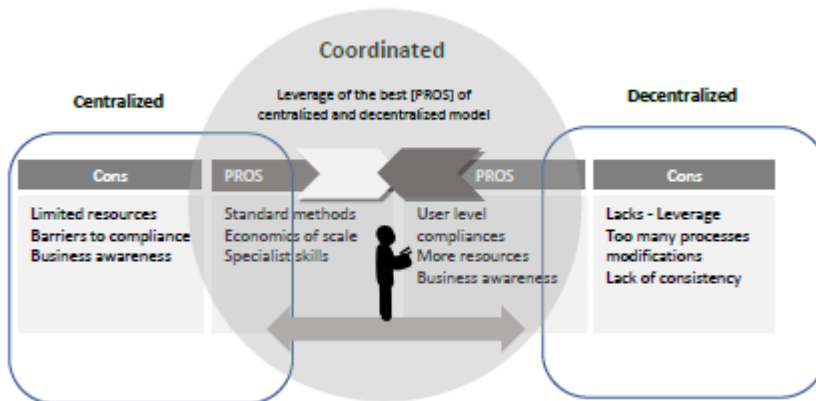


Figure 5 shows the Conceptual decentralization model

CONCLUDING REMARKS

This study traces the influence of decentralisation in the industrial sector based on ERP distribution and its business models; presents changes taken up by ERP applications; compares existing ICT-based business models and offers an indication of this emerging technology's promise and potential size. The study recommends AHLIA Company to adopt combined Centralised and Decentralised Structure. The study illustrates that the company aspect for adopting ERP for its decentralisation activities need to firstly identify the Centralization and Decentralization aspect, the study contributes to the aspect that both concepts are different modes of working of a company. In centralization, the higher positions of the management hold the decision-making authority. Further, in case of ERP deployment project for decentralization, the project aims to deploys the decision-making authority across the company and brings it closer to the foundation of action and information. However, based on the study results, the company may need to decide that a combination of centralisation and decentralisation is more effective for them. For example, functions such as accounting and purchasing may be centralised to save costs. Whilst tasks such as recruitment may be decentralised as units away from head office may have staffing needs specific to them.

The Centralization-Coordination-decentralization model guide managers in the development of an implementation strategy and will help them make decisions by identifying the role and influence. Based on the discussion above, one may envision a tentative framework which will help the future researcher direct their focus in their future work by breaking down decentralization into its dimensions and examining which ones can be tackled by means of blockchains and smart contracts.

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