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APPEBDIX – B INTEVIEW QUESIONAIRE

Appendix B : Interview Questionnaire

Name :

Position :

What is your education (what degree(s) do you have) ?	
What is your previous work experience and roles ?	
How long have you been with the orgernisation?	
How long have you had your current position within the orgernisation ?	
Your role in this ERP Project Implementation	

Please rate the below :										
In general how do you believe the ERP System will affect how people do their work and work processes ?	Little				Medium			A Lot		
How confident are you with using a ERP in your daily work routines ?	1	2	3	4	5	6	7	8	9	10
How important is a integration of IS system in your work ?	Not Important at all		Not Impotant		Neutral			Important		Extreamly Important
I consider myself an experienced computer user.	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
Believe it was right of the orgernisation to conduct the ERP project.	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
It is important for me to have access to information in my work	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
Satisfied with the ERP project - the way it has been conducted.	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
Satisfied with the results of ERPsystem and my experiences with it.	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
Satisfied with the ERP vendor and the functionality that they provide	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
Satisfied with an implementation partner and his experiances in the industry	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
Satisfied with the top management and end user support for the system	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
How do you rate the functions the ERP System provides to orgernisation requirments in order to access information?	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
What technical problems have you encountered with the System?										
What are the resistance you may have expernced during the implementation										
Training in using the System	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
Information about the System	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
Change of your work processes	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
Help with technical difficulties	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
Information about change of processes	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
Possibility to express your views about how your work should be optimised with an Information System	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
Possibility to express your views about the System	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
Your views being heard and incorporated into the solution	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
The technical possibilities of the System	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
Possibility to contact implementation project	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
Communications channels in and out of the ERP project team	Strongly Disagree		Disagree		Neutral			Agree		Strongly Agree
According to your view project was successful /Not successful										

**APPENDIX C -SURVEY ON DEVELOPMENT - FREAMWORK FOR
SUCCESSFUL IMPLEMENTATION OF ENTERPRISE RESOURCE PLANNING
SYSTEM**

A. Organisation / Personal Information

1. Which sector are you working?

- Manufacturing Industry
- Service Industry
- IT Supplier / System Integrator
- Management Consultancy
- Distribution Sector
- Research Institute or University

2. Number of employees in the organisation?

- 0 to 49
- 50 to 99
- 100 to 499
- 500 to 999
- 1000 or more

3. Which sector are you working?

- Top Management
(CEO, CIO, Board of Directors)
- IT Middle Management
(IT/IS Management)
- Financial Management
- Management Consultant
- IT Executive
- General User

4. Is there a specific IT strategy in your company?

- Yes No

5. Does that strategy contain ERP implementation?

- Yes No

6. ERP initiative comes from

- External Consultants
- From Internal Management

7. Why does your company consider upon ERP?

- As a Industry Norm
- As a Strategic Business Tool
- Other competitors are doing so
- Current legacy systems are not adequate
- If other please specify.....

8. ERP business solution implemented as

- In-house Development
- Out source Development
- Off the shelves Package

9. What are the sectors covered by the ERP solution?

- Financial Management
- Manufacturing
- Distribution
- Human & Resource
- Other (Please specify) _____

10. In your opinion, the company is in readiness for ERP.

- Yes No



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B. Evaluation and Selection of ERP

11. Is there a formal ERP selection procedure followed by the company?

Yes No

12. Whether your company done a specific need analysis about the areas that covered by ERP?

Yes No

13. Is/was there any ERP business model developed for the organization.

Yes No

14. When did you do BPR (Business Process Re-engineering)?

Reengineered business processes before implementation ERP

Implemented ERP by changing business processes to suit processes supported by ERP

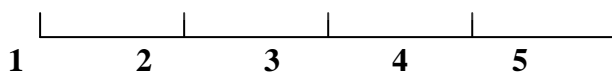
Reengineered business processes during implementation of ERP



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Has this approach (Q 14) been successful?

Not successful successful extremely successful



15. Whether there any conflicts/ issues during BPR?

Yes No

16. Did you do a cost / benefit analysis before starting the project?

Yes No

17. Did you use consultancy services?

Yes No

If yes,

Areas covered by consultants?

- Project Management
- Business Process Reengineering
- Change Management
- Application Consultancy
- Trainings & Education
- Technical Consultancy

Other (Please specify) _____

18. Rate the significance of factors listed below when evaluating an ERP for your company. (Please rate from 1 to 10)
(About ERP vendors and Support services)

Requirements fulfillment	
Functionality of ERP system's critical core modules	
Industry-specific solutions offered	
Critical business processes supported by ERP system	
Internal and External experts availability in ERP system	
Implementation partner availability/expertise	
Pricing models offered by vendors	
Training offered by vendor or third party	
Extended applications availability/compatibility	
Vendor's financial position	



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Project Implementation

1. Which methodology did you practice in your ERP implementation?

All module at Once Module By Module
(Big Bang) Implementation

2. What do you think about the above implementation methodology?

Ok Appropriate
To Certain Extent Ok Not appropriate at all

3. What is the status of the project?

Completed
Initiative Stage
On going
Not completed stopped after some work
Abandoned (organisation reverted to old ways of working.)

4. If not completed, what prevents you from the successful implementation of the ERP?

Cost overruns
Time overruns
No skilled personnel to develop
Lack of readiness in IT function
Lack of top level support
Other (Please specify) _____

5. Have the processes of the company changed due to ERP implementation?

Yes No

If yes,

What level have they changed?

0% 25% 50% 75% 100%
|-----|-----|-----|-----|
1 2 3 4 5

6. Do employees welcome the change of the work process?

Yes No

7. Did you face difficulties during the change of processes?

Yes No

If yes,
What were they?

8. What is the ERP package?

- | | | | |
|------------------------------|-----------------------|--------------------------|-----------------------|
| IFS | <input type="radio"/> | Oracle Application Suite | <input type="radio"/> |
| SAP (mySAP) | <input type="radio"/> | SAP (R/3) | <input type="radio"/> |
| People Soft | <input type="radio"/> | JD Edwards | <input type="radio"/> |
| Other (Please specify) _____ | | | |

9. Frequency of progress reviews?

- | | |
|----------------------|-----------------------|
| Once a month | <input type="radio"/> |
| Once in 2 weeks | <input type="radio"/> |
| Once a week | <input type="radio"/> |
| Once in 2-3 days | <input type="radio"/> |
| Daily (once or many) | <input type="radio"/> |

10. How did the changeover take place?

- | | | | |
|------------------------|-----------------------|------------------|-----------------------|
| Direct Change Over | <input type="radio"/> | Parallel Run | <input type="radio"/> |
| Module Wise Changeover | <input type="radio"/> | Pilot Changeover | <input type="radio"/> |

If parallel run,
For how long did you test the system before going live? _____

11. What do you feel about your system change over methodology?

- | | | | |
|----------------------|-----------------------|------------------------|-----------------------|
| Ok | <input type="radio"/> | Appropriate | <input type="radio"/> |
| To Certain Extent Ok | <input type="radio"/> | Not appropriate at all | <input type="radio"/> |

12. The total project life time _____

E.ERP Implementation Ideologies

Please select the most appropriate respond for the each question that you may think as important in successful ERP implementation.

1. Importance of well define business process, practices, stable and reliable IT Strategy

- Extremely critical and important for success
- Critical and important for success
- Somewhat critical and important for success
- Important but not critical/necessary for success
- Neither critical nor important for success

2. Importance of strong sponsorship and top management commitment with clear focus in ERP implementation (Business Plan and Vision)

- Extremely critical and important for success
- Critical and important for success
- Somewhat critical and important for success
- Important but not critical/necessary for success
- Neither critical nor important for success

3. Necessity of Business Process Reengineering

- Extremely critical and important for success
- Critical and important for success
- Somewhat critical and important for success
- Important but not critical/necessary for success
- Neither critical nor important for success

4. Well established Steering Committee and proper Change Management process

- Extremely critical and important for success
- Critical and important for success
- Somewhat critical and important for success
- Important but not critical/necessary for success
- Neither critical nor important for success

5. Predefine Communication channels and continuous review meetings

- Extremely critical and important for success
- Critical and important for success
- Somewhat critical and important for success
- Important but not critical/necessary for success
- Neither critical nor important for success

6. Proper responsibility assigning and Team compound

- Extremely critical and important for success
- Critical and important for success
- Somewhat critical and important for success
- Important but not critical/necessary for success
- Neither critical nor important for success

7. Team members knowledge about best business practices and technical knowledge and leadership; cross-functional teams, co-located together, and is on the project full time as their top and only priority;

- Extremely critical and important for success
- Critical and important for success
- Somewhat critical and important for success
- Important but not critical/necessary for success
- Neither critical nor important for success

8. PROPER MONITORING AND EVALUATION OF PERFORMANCE (MILESTONES SET AND MEASURE PROGRESS AND PERFORMANCE AGAINST GOALS MILESTONES ACHIEVEMENTS)

- Extremely critical and important for success

- Critical and important for success
- Somewhat critical and important for success
- Important but not critical/necessary for success
- Neither critical nor important for success

9. Importance of Project Champion

- Extremely critical and important for success
- Critical and important for success
- Somewhat critical and important for success
- Important but not critical/necessary for success
- Neither critical nor important for success

10. Proper Project Management Framework

- Extremely critical and important for success
- Critical and important for success
- Somewhat critical and important for success
- Important but not critical/necessary for success
- Neither critical nor important for success

I may want to follow up this discussion later as a part of the same research project. Would you be willing to talk to me again? If so, please give your contact details.

Name

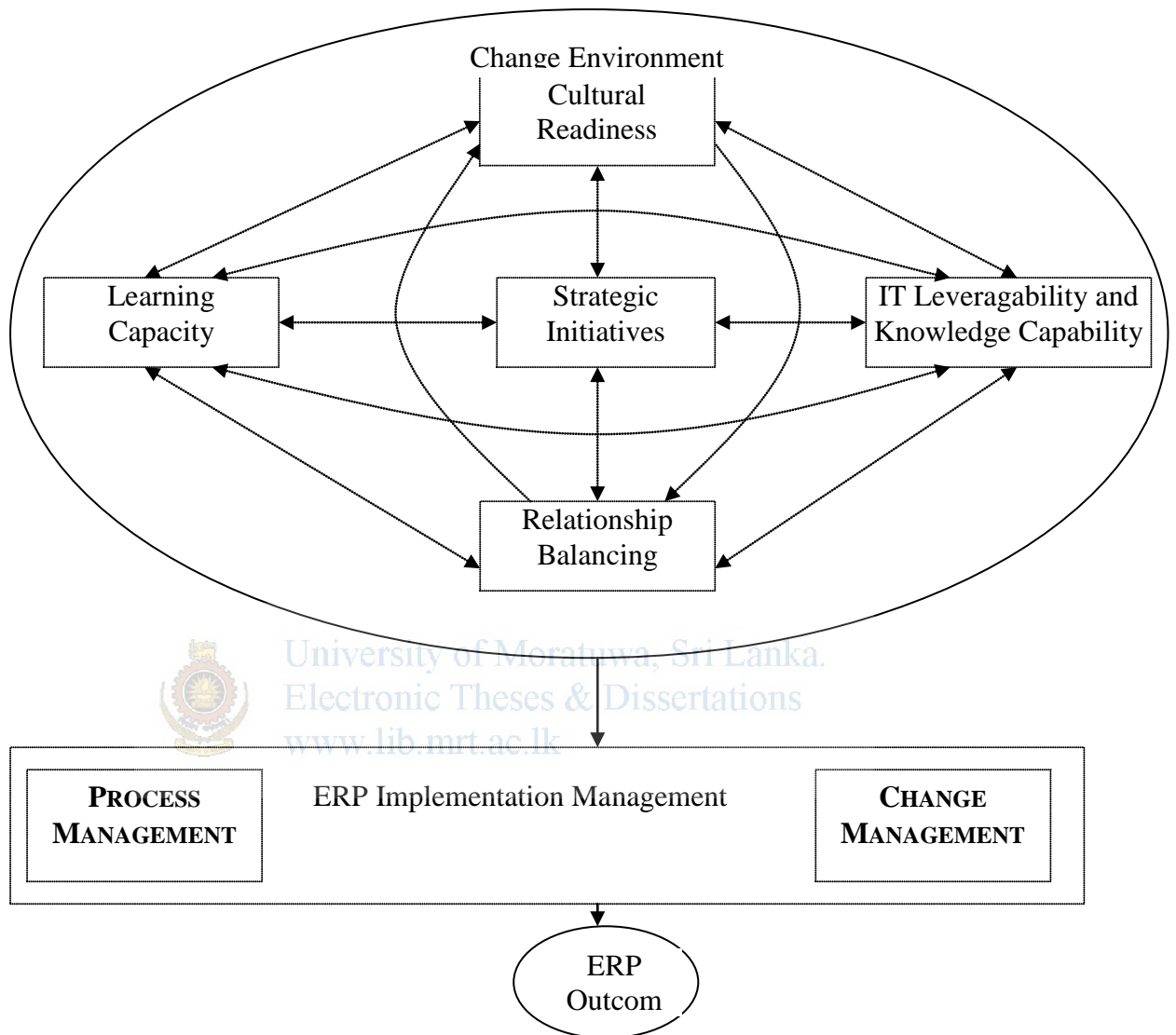
Designation.....

E-mail Address

Telephone Number

Thank you very much for your co-operation.
Dimuthu Cooray,
Dep. of Management Technology, Faculty of Engineering,
University of Moratuwa.

APPENDIX D - THEORITICAL FRAMEWORK FOR ERP IMPLEMENTATION MANAGEMENT



Source: Kettinger and Grover's model of BPC management

APPENDIX E –ALTER’S IS VIEW POINT

