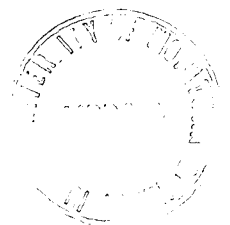


CHAPTER FIVE

CONCLUSION



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5.0 CONCLUSION

The decision to implement an Enterprise System is a strategic one. The decision will have major impact in every area of the organization ranging from front office customer care functions to back office strategic planning and decision making.

Many companies expect Enterprise systems integrate their business applications not only inside the organization but also across the organization as well. This today, Enterprise systems are increasingly becoming more complex and include inbuilt applications such as supply chain management, customer relationship management, decision support systems and executive information tools.

Therefore, the dynamic nature of the ES is significantly different from traditional Information systems, Thus, the time horizon for evaluation of such systems should extend from acquisition of such systems to a foreseeable period after the implementation. This enables a company to identify failing areas of a system.

The post evaluation of an Enterprise system requires a understanding of the major impact of ES on business strategy, the work profiles of the users of the organization, the product itself and the structure of the business process.

The framework proposed by this paper makes managers to bear in mind that ES post evaluation does not only refer to traditional quantitative ROI measures but should include new dimensions such as strategic, user expectations, product attributes, business process and productivity.

The conceptual framework takes into consideration 22 factors in evaluating the performance of an Enterprise system.

The chapter five involved in analyzing the data in depth in these different dimensions such as designation wise, functional division wise and company wise.

Performance of a system is a subjective judgment depends on the users expectation level on each attribute. The level of expectation one user (group) to another differs and the perception of the ES performance highly depends on the ability of the system to satisfy this expectation level of each user.

By taking into consideration of the conceptual model one can clearly identify the areas of satisfaction in most. The model provides the following advantages to the evaluators.

- Helps to identify the expectation level of each user on each attribute and identify what they value most
- Helps to identify the areas of the system that have not met the expectation level of the users and areas where the system is failing.

- Helps in efficient allocation of resources in especially in comparison with the importance level. The excess resources allocated to attributes where the users do not value most can be reallocated to high importance attribute.
- By conducting the proposed post evaluation method periodically the IT management could identify the core areas of the system that needs immediate attention.
- Helps to increase and maintain the overall perception level of the users about the enterprise system.

According to the data analyzed, user involvement records the highest gap between the expectation and the current performance. This could be due to several factors;

- Lack of user participation in the user requirement analysis stage by the project team
- Lack of participation and inputs by the user even when user participation encouraged
- Low level of user commitments to ES implementations due to fear of computerizations
- Sample of users involved in the user requirement gatherings do not represent all types of user profiles
- Restriction of number of users involved due to time constraints.
- Lack of communication with the project team and users

The paper proves that different user profiles carry different levels of expectations on same attributes and the overall perception about the system depends on the weightage of these expectations.

Therefore, encouraging a participative approach to ES implementation and selecting a well-balanced mix of users in the requirement analysis covering all user profiles and levels could increase the level of user involvement.

In conclusion, the post evaluation of ES solutions is a strategic and very complex having to extend beyond financial and non-financial benefits Induced by the new application. Past research have shown that it had difficulty in identifying positive returns and quantifiable returns from ES implementations. In enterprise systems, the difficulties associated with accurately predicting benefits could arise from implementation deficiencies and shifting business requirements, both of which could only be exacerbated by the pressure to go live. A post-implementation effort such as this, should be conducted continuously and is solely directed to identify shortcomings and address deficiencies cannot contribute to the establishment of those conditions that enable organizations generate better returns for their investments.

5.1 Agenda for future Research

The Research could be extended further by adding and substituting attributes in the conceptual model. The attributes in this research mainly focus on intangible benefits that could be derived. The research's attributes could be extended to monitor the performance of tangible benefits, business process reengineering and pre acquisition readiness etc.

APPENDIX I
SURVEY QUESTIONNAIRE



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Dear Respondent,

The purpose of this questionnaire is to collect information to conduct a research on Post evaluation framework of Enterprise Systems in Sri Lankan organizations, under the MBA in IT program of University of Moratuwa.

The information given will be kept strictly confidential and will not be used for any other purpose than for what is stated above.

A.1. Section A – General Information	
Name of the Company	
Name of the Enterprise System	
No of Employees using the system	
A.2. Modules Implemented of the ES	
Finance	
Distribution	
Manufacturing	
Plant maintenance	
Human resources	
Job costing	
Customer support	
Others (please specify)	

A.3. Objectives of the ES Implementation	
To Automate Manual Processes.	
To Integrate organization's processes.	
To gain a Strategic Competitive Advantage or match that of a competitor.	
To reduce Operational Costs.	
To introduce best business practices.	
To eliminates Information Asymmetries(to have information in one common database)	
To provide online and real time information.	
Others (Please Specify below)	

A.4 Responsibility on post evaluation of IT Investments	
IT Corporate Management	
Business Corporate Management	
Business unit Management	
IT Business unit Management	
Not Specified	

A.5 Current Post Evaluation Methods	
Projects on Time	
Projects with budgets	
Decreased Cost	
Increase in Productivity	
Increase revenue/ profits	
Added flexibility / scalability	
The total cost of ownership	
Length of time to payback	
Reduced head count	
Specific ROI formula	
Customer satisfaction / Value	
Other method	
No evaluation	

A.6 Users Profile			
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Position			
Manager	Executive	Clerical	
Division			
Financial	Distribution	Sales	Procurement
Frequency of Use			
Daily	Weekly	Monthly	
Years of Computer Experience			
0-10	11-20	21-30	

B.0 Section B – Attributes of the Conceptual Model															
Attribute	Importance					Old System					New System				
	Irrelevant	Not Important	Don't Know	Important	Critical	Very Poor	Poor	Average	Good	Excellent	Very Poor	Poor	Average	Good	Excellent
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Product Perspective															
Accuracy of Information in the ES															
Easy to Use (simplicity, learnability)															
User Controls to prevent errors															
Flexibility in creating new Reports															
Relevance of reports in the ES															
Usefulness of the ES															
Navigational easiness to search info															
Upkeep and Regular updating of the ES															
User Perspective															
Availability of comprehensive training															
User involvement in planning and designing of the system															
Availability of Quality documentation															
Rapidness of response to users problems															
Increase of productivity of the users due to the ES															
Increase of productivity of the Division due to ES															
Understanding of the system by the project team															
Strategic Perspective															
Systems ability to support the Strategic Plan															
Provides necessary strategic information															
System helps to create new strategies															
Business Process Perspective															
ES match the current Business Process															
Level of cross functional Integration															
Level of External Integration															
Level of Support to Value chain activities															

APPENDIX II

TABLES

• Table 4.10 : Expectation Vs Previous Performance (overall Results)

Attribute No	Description	Importance			Previous Performance			Gap	Gap %	Gap Rank	
		Rank	Mean	SD	Rank	Mean	SD				
1	Accuracy	1	4.3056	0.5726	1	3.6667	0.6631	-0.6389	-14.84	22	
2	Easy to Use	10	4.0972	0.4794	4	3.3542	0.6681	-0.7431	-18.14	19	
3	User Controls	5	4.1528	0.5972	8	3.0833	0.8952	-1.0694	-25.75	13	
4	Flexibility	16	3.9861	0.7960	10	3.0000	1.0106	-0.9861	-24.74	14	
5	Relevance	20	3.8472	0.6642	6	3.2292	0.8565	-0.6181	-16.06	20	
6	Usefulness	13	4.0000	0.6051	2	3.3958	0.6438	-0.6042	-15.10	21	
7	Navigation	8	4.1250	0.5291	14	2.8958	0.9280	-1.2292	-29.80	4	
8	Updating	17	3.9722	0.6914	15	2.8542	0.8503	-1.1181	-28.15	9	
9	Training	3	4.1806	0.6782	12	2.9583	0.9884	-1.2222	-29.24	8	
10	User Involvement	12	4.0417	0.8630	15	2.8542	0.8249	-1.1875	-29.38	7	
11	Quality Documentation	20	3.8472	0.5972	11	2.9792	0.9338	-0.8681	-22.56	16	
12	Response	13	4.0000	0.5035	19	2.8125	0.9375	-1.1875	-29.69	6	
13	Productivity of user	7	4.1389	0.5888	5	3.2500	0.6684	-0.8889	-21.48	17	
14	Productivity of the Division	2	4.1944	0.5726	3	3.3750	0.6058	-0.8194	-19.54	18	
15	Understanding the System	8	4.1250	0.6487	9	3.0625	0.7553	-1.0625	-25.76	12	
16	Strategic Plan 1	4	4.1667	0.6280	20	2.7083	0.9216	-1.4583	-35.00	1	
17	Strategic Plan 2	5	4.1528	0.5972	13	2.9167	0.9416	-1.2361	-29.77	5	
18	Strategic Plan 3	13	4.0000	0.7121	21	2.6875	0.8544	-1.3125	-32.81	3	
19	Match the BP	11	4.0556	0.6690	7	3.1250	0.8411	-0.9306	-22.95	15	
20	Functional Integration	18	3.9167	0.6318	15	2.8542	1.0717	-1.0625	-27.13	10	
21	External Integration	22	3.6111	0.7252	22	2.3750	1.2481	-1.2361	-34.23	2	
22	Supports Value Chain	19	3.8611	0.6917	15	2.8542	1.1297	-1.0069	-26.08	11	
Mean		4.035354			3.013258						



• Table 4.11 : Expected Vs Current Performance (Overall Results)

Attribute No	Description	Importance			Current Performance			Gap	Gap %	Gap Rank	Gap Difference
		Rank	Mean	SD	Rank	Mean	SD				
1	Accuracy	1	4.3056	0.5726	1	3.9028	0.8250	-0.4028	-9.35	18	5.48
2	Easy to Use	10	4.0972	0.4794	2	3.8472	0.6850	-0.2500	-6.10	20	12.03
3	User Controls	5	4.1528	0.5972	8	3.5278	1.1002	-0.6250	-15.05	10	10.70
4	Flexibility	16	3.9861	0.7960	10	3.4444	0.9021	-0.5417	-13.59	12	11.15
5	Relevance	20	3.8472	0.6642	6	3.6250	0.6152	-0.2222	-5.78	21	10.29
6	Usefulness	13	4.0000	0.6051	2	3.8472	0.6642	-0.1528	-3.82	22	11.28
7	Navigation	8	4.1250	0.5291	4	3.7917	0.7304	-0.3333	-8.08	19	21.72
8	Updating	17	3.9722	0.6914	7	3.5694	0.8363	-0.4028	-10.14	17	18.01
9	Training	3	4.1806	0.6782	19	3.1111	0.8969	-1.0694	-25.58	2	3.65
10	User Involvement	12	4.0417	0.8630	21	2.8889	0.7971	-1.1528	-28.52	1	0.86
11	Quality Documentation	20	3.8472	0.5972	11	3.4306	0.9011	-0.4167	-10.83	16	11.73
12	Response	13	4.0000	0.5035	9	3.5000	0.9345	-0.5000	-12.50	14	17.19
13	Productivity of user	7	4.1389	0.5888	18	3.1944	0.8498	-0.9444	-22.82	3	-1.34
14	Productivity of the Division	2	4.1944	0.5726	11	3.4306	0.8693	-0.7639	-18.21	9	1.32
15	Understanding the System	8	4.1250	0.6487	5	3.6389	1.0655	-0.4861	-11.78	15	13.97
16	Strategic Plan 1	4	4.1667	0.6280	15	3.3611	0.7374	-0.8056	-19.33	7	15.67
17	Strategic Plan 2	5	4.1528	0.5972	14	3.3889	0.8146	-0.7639	-18.39	8	11.37
18	Strategic Plan 3	13	4.0000	0.7121	20	3.0972	0.8250	-0.9028	-22.57	4	10.24
19	Match the BP	11	4.0556	0.6690	17	3.2500	0.8681	-0.8056	-19.86	6	3.08
20	Functional Integration	18	3.9167	0.6318	13	3.4028	0.9592	-0.5139	-13.12	13	14.01
21	External Integration	22	3.6111	0.7252	22	2.8056	1.0699	-0.8056	-22.31	5	11.92
22	Supports Value Chain	19	3.8611	0.6917	16	3.3194	0.9905	-0.5417	-14.03	11	12.05
	Mean		4.035354			3.426136					

• Table 4.14 : Expectation and Performance Data – Managers

Attribute No	Description	Importance			Previous Performance			Gap	Gap %	Rank	Current Performance				Gap	Gap %	Rank	Gap Difference
		Rank	Mean	SD	Rank	Mean	SD				Rank	Rank	Mean	SD				
1	Accuracy	1	4.6923	0.4804	1	4.0000	0.0000	-0.6923	-14.75	15	2	4.0769	0.8623	-0.6154	-13.11	12	1.64	
2	Easy to Use	5	4.3846	0.5064	8	3.5455	0.5222	-0.8392	-19.14	11	2	4.0769	0.6405	-0.3077	-7.02	17	12.12	
3	User Controls	8	4.3077	0.8549	10	3.4545	1.1282	-0.8531	-19.81	9	1	4.1538	0.8987	-0.1538	-3.57	20	16.23	
4	Flexibility	20	4.0000	0.7071	15	3.2727	1.1909	-0.7273	-18.18	14	2	4.0769	0.6405	0.0769	1.92	21	20.10	
5	Relevance	21	3.9231	0.2774	10	3.4545	0.6876	-0.4685	-11.94	18	6	4.0000	0.5774	0.0769	1.96	22	13.90	
6	Usefulness	17	4.0769	0.2774	2	3.9091	0.3015	-0.1678	-4.12	22	8	3.8462	0.5547	-0.2308	-5.66	18	-1.54	
7	Navigation	15	4.1538	0.3755	21	3.0909	0.9439	-1.0629	-25.59	5	9	3.7692	0.5991	-0.3846	-9.26	15	16.33	
8	Updating	5	4.3846	0.5064	18	3.1818	0.6030	-1.2028	-27.43	2	9	3.7692	0.8321	-0.6154	-14.04	10	13.40	
9	Training	2	4.5385	0.5189	13	3.3636	1.1201	-1.1748	-25.89	3	19	3.3077	0.7511	-1.2308	-27.12	1	-1.23	
10	User Involvement	3	4.4615	0.5189	18	3.1818	0.6030	-1.2797	-28.68	1	19	3.3077	0.4804	-1.1538	-25.86	3	2.82	
11	Quality Documentation	17	4.0769	0.2774	7	3.6364	0.5045	-0.4406	-10.81	19	13	3.6154	0.9608	-0.4615	-11.32	14	-0.51	
12	Response	17	4.0769	0.2774	15	3.2727	0.6467	-0.8042	-19.73	12	16	3.4615	0.9674	-0.6154	-15.09	9	4.63	
13	Productivity of user	13	4.2308	0.4385	10	3.4545	0.5222	-0.7762	-18.35	13	15	3.5385	1.0500	-0.6923	-16.36	7	1.98	
14	Productivity of the Division	5	4.3846	0.5064	5	3.7273	0.4671	-0.6573	-14.99	16	9	3.7692	1.1658	-0.6154	-14.04	10	0.96	
15	Understanding the System	3	4.4615	0.5189	8	3.5455	0.9342	-0.9161	-20.53	8	2	4.0769	0.8623	-0.3846	-8.62	16	11.91	
16	Strategic Plan 1	8	4.3077	0.4804	15	3.2727	0.9045	-1.0350	-24.03	6	13	3.6154	0.5064	-0.6923	-16.07	8	7.95	
17	Strategic Plan 2	8	4.3077	0.4804	13	3.3636	0.8090	-0.9441	-21.92	7	9	3.7692	0.4385	-0.5385	-12.50	13	9.42	
18	Strategic Plan 3	22	3.8462	0.8987	22	3.0000	1.0954	-0.8462	-22.00	10	21	3.1538	0.6887	-0.6923	-18.00	6	4.00	
19	Match the BP	8	4.3077	0.4804	18	3.1818	0.4045	-1.1259	-26.14	4	21	3.1538	1.0682	-1.1538	-26.79	2	-0.65	
20	Functional Integration	13	4.2308	0.4385	5	3.7273	0.9045	-0.5035	-11.90	17	18	3.3846	0.8697	-0.8462	-20.00	4	-8.10	
21	External Integration	8	4.3077	0.4804	2	3.9091	0.9962	-0.3986	-9.25	20	16	3.4615	1.1266	-0.8462	-19.64	5	-10.39	
22	Supports Value Chain	15	4.1538	0.3755	4	3.8182	0.7508	-0.3357	-8.08	21	7	3.9231	0.6405	-0.2308	-5.56	19	2.53	
Mean			4.2552			3.4711						3.6958						

• Table 4.15 : Expectation and Performance Data – Executives

Attribute No	Description	Importance			Previous Performance						Current Performance						
		Rank	Mean	SD	Rank	Mean	SD	Gap	Gap %	Rank	Rank	Mean	SD	Gap	Gap %	Rank	Gap Difference
1	Accuracy	1	4.3256	0.5657	1	3.8000	0.7071	-0.5256	-12.15	22	1	3.9302	0.7987	-0.3953	-9.14	17	3.01
2	Easy to Use	11	4.0698	0.3377	2	3.3600	0.7000	-0.7098	-17.44	20	4	3.7674	0.7184	-0.3023	-7.43	21	10.01
3	User Controls	9	4.1163	0.5438	8	3.0400	0.7348	-1.0763	-26.15	13	12	3.3256	1.0850	-0.7907	-19.21	10	6.94
4	Flexibility	17	4.0000	0.8452	14	2.8400	1.1060	-1.1600	-29.00	11	16	3.2558	0.9022	-0.7442	-18.60	11	10.40
5	Relevance	21	3.8140	0.7945	5	3.2400	0.9256	-0.5740	-15.05	21	7	3.4884	0.6314	-0.3256	-8.54	19	6.51
6	Usefulness	14	4.0233	0.7396	4	3.2800	0.6782	-0.7433	-18.47	19	2	3.8605	0.6755	-0.1628	-4.05	22	14.43
7	Navigation	4	4.1860	0.5878	9	3.0000	1.0000	-1.1860	-28.33	9	3	3.8140	0.8239	-0.3721	-8.89	18	19.44
8	Updating	19	3.9535	0.7545	11	2.9600	0.8888	-0.9935	-25.13	16	5	3.6279	0.9004	-0.3256	-8.24	20	16.89
9	Training	14	4.0233	0.7396	13	2.9200	0.9539	-1.1033	-27.42	12	20	3.0000	1.0000	-1.0233	-25.43	3	1.99
10	User Involvement	7	4.1395	0.8042	15	2.8000	0.9129	-1.3395	-32.36	7	21	2.7907	0.8326	-1.3488	-32.58	1	-0.22
11	Quality Documentation	20	3.9070	0.5696	11	2.9600	0.8888	-0.9470	-24.24	17	7	3.4884	0.8830	-0.4186	-10.71	16	13.52
12	Response	11	4.0698	0.5069	16	2.7200	0.9798	-1.3498	-33.17	6	9	3.4651	1.0083	-0.6047	-14.86	14	18.31
13	Productivity of user	2	4.2326	0.6109	6	3.1600	0.6880	-1.0726	-25.34	14	14	3.2791	0.7661	-0.9535	-22.53	5	2.81
14	Productivity of the Division	3	4.2093	0.5588	3	3.3200	0.6272	-0.8893	-21.13	18	9	3.4651	0.8266	-0.7442	-17.68	12	3.45
15	Understanding the System	4	4.1860	0.6270	9	3.0000	0.7071	-1.1860	-28.33	9	6	3.5581	1.0977	-0.6279	-15.00	13	13.33
16	Strategic Plan 1	4	4.1860	0.6988	20	2.5200	0.8226	-1.6660	-39.80	2	14	3.2791	0.7966	-0.9070	-21.67	7	18.13
17	Strategic Plan 2	9	4.1163	0.6622	18	2.6400	1.0360	-1.4763	-35.86	4	17	3.2326	0.8954	-0.8837	-21.47	8	14.40
18	Strategic Plan 3	11	4.0698	0.7366	20	2.5200	0.7703	-1.5498	-38.08	3	19	3.0465	0.8985	-1.0233	-25.14	4	12.94
19	Match the BP	7	4.1395	0.6008	7	3.1200	1.0132	-1.0195	-24.63	15	13	3.3023	0.8601	-0.8372	-20.22	9	4.40
20	Functional Integration	17	4.0000	0.6172	17	2.6800	0.9883	-1.3200	-33.00	8	11	3.4419	1.0758	-0.5581	-13.95	15	19.05
21	External Integration	22	3.6047	0.6044	22	1.8400	0.9866	-1.7647	-48.95	1	22	2.6047	1.0497	-1.0000	-27.74	2	21.21
22	Supports Value Chain	14	4.0233	0.5972	19	2.5600	1.1210	-1.4633	-36.37	5	18	3.1395	1.0819	-0.8837	-21.97	6	14.40
Mean			4.0634			2.9218						3.3710					

• Table 4.16 : Expectation and Performance Data – Clerical

Attribute No	Description	Importance			Previous Performance					Current Performance					Gap Difference		
		Rank	Mean	SD	Rank	Mean	SD	Gap	Gap %	Rank	Rank	Mean	SD	Gap		Gap %	Rank
1	Accuracy	6	3.9375	0.4425	5	3.0833	0.5149	-0.8542	-21.69	15	4	3.6875	0.8732	-0.2500	-6.35	14	15.34
2	Easy to Use	6	3.9375	0.6801	2	3.1667	0.7177	-0.7708	-19.58	18	1	3.8750	0.6191	-0.0625	-1.59	21	17.99
3	User Controls	2	4.1250	0.5000	10	2.8333	0.9374	-1.2917	-31.31	6	7	3.5625	1.1529	-0.5625	-13.64	8	17.68
4	Flexibility	6	3.9375	0.7719	5	3.0833	0.5149	-0.8542	-21.69	15	10	3.4375	0.8921	-0.5000	-12.70	9	8.99
5	Relevance	11	3.8750	0.5000	9	3.0000	0.8528	-0.8750	-22.58	13	4	3.6875	0.4787	-0.1875	-4.84	16	17.74
6	Usefulness	11	3.8750	0.3416	2	3.1667	0.5774	-0.7083	-18.28	20	2	3.8125	0.7500	-0.0625	-1.61	20	16.67
7	Navigation	6	3.9375	0.4425	18	2.5000	0.6742	-1.4375	-36.51	3	3	3.7500	0.5774	-0.1875	-4.76	17	31.75
8	Updating	15	3.6875	0.4787	21	2.3333	0.7785	-1.3542	-36.72	2	14	3.2500	0.5774	-0.4375	-11.86	11	24.86
9	Training	1	4.3125	0.4787	13	2.6667	0.8876	-1.6458	-38.16	1	14	3.2500	0.6831	-1.0625	-24.64	2	13.53
10	User Involvement	19	3.4375	0.9639	13	2.6667	0.7785	-0.7708	-22.42	14	20	2.8125	0.8342	-0.6250	-18.18	5	4.24
11	Quality Documentation	18	3.5000	0.7303	19	2.4167	0.9962	-1.0833	-30.95	8	18	3.1250	0.8851	-0.3750	-10.71	12	20.24
12	Response	14	3.7500	0.5774	15	2.5833	0.9962	-1.1667	-31.11	7	6	3.6250	0.7188	-0.1250	-3.33	19	27.78
13	Productivity of user	13	3.8125	0.5439	1	3.2500	0.7538	-0.5625	-14.75	22	22	2.6875	0.7042	-1.1250	-29.51	1	-14.75
14	Productivity of the Division	4	4.0000	0.6325	2	3.1667	0.5774	-0.8333	-20.83	17	19	3.0625	0.5737	-0.9375	-23.44	3	-2.60
15	Understanding the System	15	3.6875	0.6021	11	2.7500	0.4523	-0.9375	-25.42	11	8	3.5000	1.0954	-0.1875	-5.08	15	20.34
16	Strategic Plan 1	4	4.0000	0.5164	15	2.5833	0.9962	-1.4167	-35.42	4	11	3.3750	0.7188	-0.6250	-15.63	6	19.79
17	Strategic Plan 2	2	4.1250	0.5000	5	3.0833	0.6686	-1.0417	-25.25	12	8	3.5000	0.7303	-0.6250	-15.15	7	10.10
18	Strategic Plan 3	6	3.9375	0.4425	11	2.7500	0.7538	-1.1875	-30.16	9	16	3.1875	0.7500	-0.7500	-19.05	4	11.11
19	Match the BP	17	3.6250	0.8062	5	3.0833	0.7930	-0.5417	-14.94	21	16	3.1875	0.7500	-0.4375	-12.07	10	2.87
20	Functional Integration	19	3.4375	0.7237	19	2.4167	0.9962	-1.0208	-29.70	10	12	3.3125	0.7042	-0.1250	-3.64	18	26.06
21	External Integration	22	3.0625	0.8837	22	2.0833	1.1645	-0.9792	-31.97	5	20	2.8125	0.9106	-0.2500	-8.16	13	23.81
22	Supports Value Chain	21	3.1875	0.9103	15	2.5833	0.9962	-0.6042	-18.95	19	12	3.3125	0.7932	0.1250	3.92	22	22.88
Mean			3.7813			2.7841						3.3551					

• Table 4.21 : Importance and Performance Gap Ranks

Attribute No	Description	Company A			Company B		
		Importance Rank	Previous Perf. Gap	Current Perf Gap	Importance Rank	Previous Perf. Gap	Current Perf Gap
1	Accuracy	7	22	19	1	13	8
2	Easy to Use	3	18	21	15	18	20
3	User Controls	3	19	5	6	5	22
4	Flexibility	2	14	7	20	10	18
5	Relevance	13	21	17	22	17	19
6	Usefulness	13	20	22	11	22	10
7	Navigation	1	4	15	20	11	21
8	Updating	19	12	18	8	8	11
9	Training	3	9	2	6	6	2
10	User Involvement	15	10	1	2	2	1
11	Quality Documentation	19	11	16	15	18	9
12	Response	11	7	14	11	12	11
13	Productivity of user	8	16	4	11	14	11
14	Productivity of the Division	3	15	8	8	14	15
15	Understanding the System	11	17	20	2	7	7
16	Strategic Plan 1	8	1	10	10	9	6
17	Strategic Plan 2	10	3	11	5	1	3
18	Strategic Plan 3	16	6	6	15	2	4
19	Match the BP	17	13	9	4	4	5
20	Functional Integration	18	8	12	11	14	11
21	External Integration	22	5	3	15	20	16
22	Supports Value Chain	21	2	13	15	21	16

• Table 4.22 : Expectation and Performance Data – Company A

Attribute No	Description	Importance			Previous Performance			Gap	Gap %	Rank	Current Performance				Gap %	Rank	Gap Difference
		Rank	Mean	SD	Rank	Mean	SD				Rank	Rank	Mean	SD			
1	Accuracy	7	4.1163	0.4981	1	3.6316	0.6840	-0.4847	-11.78	22	3	3.6279	0.8172	-0.4884	-11.86	19	-0.09
2	Easy to Use	3	4.1628	0.4326	3	3.3158	0.7493	-0.8470	-20.35	18	2	3.7209	0.7012	-0.4419	-10.61	21	9.73
3	User Controls	3	4.1628	0.4326	2	3.3684	0.8951	-0.7944	-19.08	19	17	3.0698	1.0094	-1.0930	-26.26	5	-7.17
4	Flexibility	2	4.1860	0.7321	6	3.1579	1.0145	-1.0282	-24.56	14	13	3.2326	0.9471	-0.9535	-22.78	7	1.78
5	Relevance	13	4.0000	0.6172	4	3.2632	0.7335	-0.7368	-18.42	21	6	3.4884	0.6314	-0.5116	-12.79	17	5.63
6	Usefulness	13	4.0000	0.6547	5	3.2105	0.7133	-0.7895	-19.74	20	1	3.7442	0.7268	-0.2558	-6.40	22	13.34
7	Navigation	1	4.2558	0.5812	12	2.8421	0.9582	-1.4137	-33.22	4	4	3.6047	0.7603	-0.6512	-15.30	15	17.92
8	Updating	19	3.8605	0.7426	14	2.7368	0.9912	-1.1236	-29.11	12	7	3.3953	0.8206	-0.4651	-12.05	18	17.06
9	Training	3	4.1628	0.7214	10	2.9474	1.2236	-1.2154	-29.20	9	20	2.9302	1.0094	-1.2326	-29.61	2	-0.41
10	User Involvement	15	3.9767	0.8861	13	2.7895	0.9763	-1.1874	-29.86	10	21	2.7674	0.7508	-1.2093	-30.41	1	-0.55
11	Quality Documentation	19	3.8605	0.6008	16	2.6842	1.1082	-1.1763	-30.47	11	9	3.3023	0.9889	-0.5581	-14.46	16	16.01
12	Response	11	4.0233	0.4623	14	2.7368	1.1471	-1.2864	-31.97	7	8	3.3488	0.9731	-0.6744	-16.76	14	15.21
13	Productivity of user	8	4.0930	0.6479	9	3.1053	0.8093	-0.9878	-24.13	16	18	2.9767	0.7396	-1.1163	-27.27	4	-3.14
14	Productivity of the Division	3	4.1628	0.6145	6	3.1579	0.6021	-1.0049	-24.14	15	10	3.2791	0.7661	-0.8837	-21.23	8	2.91
15	Understanding the System	11	4.0233	0.6358	6	3.1579	0.8983	-0.8654	-21.51	17	5	3.5581	0.9077	-0.4651	-11.56	20	9.95
16	Strategic Plan 1	8	4.0930	0.7176	20	2.5789	1.2612	-1.5141	-36.99	1	11	3.2558	0.7589	-0.8372	-20.45	10	16.54
17	Strategic Plan 2	10	4.0465	0.6530	17	2.6316	1.3000	-1.4149	-34.97	3	11	3.2558	0.8754	-0.7907	-19.54	11	15.43
18	Strategic Plan 3	16	3.9535	0.7222	17	2.6316	1.1648	-1.3219	-33.44	6	19	2.9535	0.8985	-1.0000	-25.29	6	8.14
19	Match the BP	17	3.9302	0.7036	11	2.8947	0.9941	-1.0355	-26.35	13	16	3.1163	0.8510	-0.8140	-20.71	9	5.64
20	Functional Integration	18	3.8837	0.6435	17	2.6316	1.3000	-1.2521	-32.24	8	14	3.2093	0.9401	-0.6744	-17.37	12	14.88
21	External Integration	22	3.4651	0.7667	22	2.0526	1.3563	-1.4125	-40.76	5	22	2.4419	0.9587	-1.0233	-29.53	3	11.23
22	Supports Value Chain	21	3.8140	0.7590	21	2.3158	1.2043	-1.4982	-39.28	2	15	3.1628	0.9983	-0.6512	-17.07	13	22.21
Mean			4.0106			2.9019						3.2474					



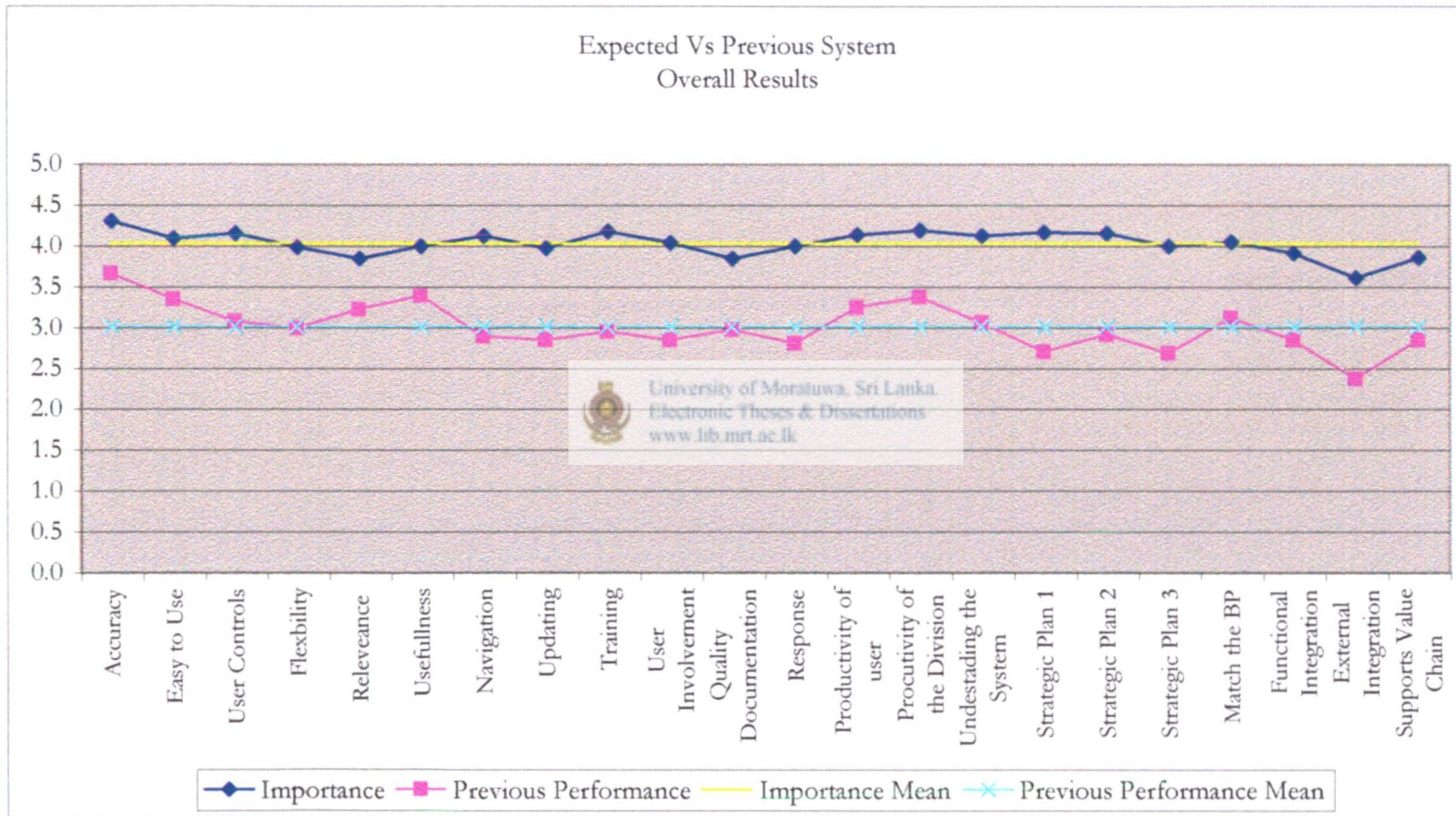
• Table 4.23 : Expectation and Performance Data – Company D

tribute No	Description	Importance			Previous Performance			Gap	Gap %	Rank	Current Performance				Gap	Gap %	Rank	Gap Difference
		Rank	Mean	SD	Rank	Mean	SD				Rank	Rank	Mean	SD				
1	Accuracy	1	5.0000	0.0000	1	4.0000	0.0000	-1.0000	-20.00	13	2	4.6667	0.4924	-0.3333	-6.67	8	13.33	
2	Easy to Use	15	4.1667	0.3892	6	3.4167	0.5149	-0.7500	-18.00	18	6	4.4167	0.5149	0.2500	6.00	20	24.00	
3	User Controls	6	4.5833	0.5149	19	2.8333	0.9374	-1.7500	-38.18	5	1	5.0000	0.0000	0.4167	9.09	22	47.27	
4	Flexibility	20	4.0000	0.0000	19	2.8333	1.2673	-1.1667	-29.17	10	13	4.1667	0.7177	0.1667	4.17	18	33.33	
5	Relevance	22	3.8333	0.3892	13	3.0000	1.2060	-0.8333	-21.74	17	16	4.0000	0.6030	0.1667	4.35	19	26.09	
6	Usefulness	11	4.3333	0.4924	2	3.9167	0.2887	-0.4167	-9.62	22	13	4.1667	0.3892	-0.1667	-3.85	10	5.77	
7	Navigation	20	4.0000	0.0000	17	2.9167	0.9962	-1.0833	-27.08	11	7	4.3333	0.4924	0.3333	8.33	21	35.42	
8	Updating	8	4.5000	0.5222	13	3.0000	0.6030	-1.5000	-33.33	8	4	4.5000	0.5222	0.0000	0.00	11	33.33	
9	Training	6	4.5833	0.5149	17	2.9167	0.7930	-1.6667	-36.36	18	20	3.6667	0.4924	-0.9167	-20.00	2	16.36	
10	User Involvement	2	4.9167	0.2887	12	3.1667	0.3892	-1.7500	-35.59	2	22	3.4167	0.5149	-1.5000	-30.51	1	5.08	
11	Quality Documentation	15	4.1667	0.3892	6	3.4167	0.5149	-0.7500	-18.00	18	19	3.9167	0.7930	-0.2500	-6.00	9	12.00	
12	Response	11	4.3333	0.4924	11	3.2500	0.4523	-1.0833	-25.00	12	7	4.3333	0.4924	0.0000	0.00	11	25.00	
13	Productivity of user	11	4.3333	0.4924	6	3.4167	0.5149	-0.9167	-21.15	14	7	4.3333	0.4924	0.0000	0.00	11	21.15	
14	Productivity of the Division	8	4.5000	0.5222	4	3.5833	0.5149	-0.9167	-20.37	14	3	4.5833	0.5149	0.0833	1.85	15	22.22	
15	Understanding the System	2	4.9167	0.2887	10	3.3333	0.4924	-1.5833	-32.20	7	4	4.5000	0.5222	-0.4167	-8.47	7	23.73	
16	Strategic Plan 1	10	4.4167	0.5149	13	3.0000	0.0000	-1.4167	-32.08	9	16	4.0000	0.0000	-0.4167	-9.43	6	22.64	
17	Strategic Plan 2	5	4.6667	0.4924	19	2.8333	0.3892	-1.8333	-39.29	1	16	4.0000	0.0000	-0.6667	-14.29	3	25.00	
18	Strategic Plan 3	15	4.1667	1.1146	22	2.4167	0.5149	-1.7500	-42.00	2	21	3.5833	0.5149	-0.5833	-14.00	4	28.00	
19	Match the BP	4	4.7500	0.4523	13	3.0000	0.6030	-1.7500	-36.84	4	13	4.1667	0.3892	-0.5833	-12.28	5	24.56	
20	Functional Integration	11	4.3333	0.4924	6	3.4167	0.7930	-0.9167	-21.15	14	7	4.3333	0.4924	0.0000	0.00	11	21.15	
21	External Integration	15	4.1667	0.3892	5	3.5000	0.7977	-0.6667	-16.00	20	11	4.2500	0.4523	0.0833	2.00	16	18.00	
22	Supports Value Chain	15	4.1667	0.3892	3	3.6667	0.9847	-0.5000	-12.00	21	11	4.2500	0.4523	0.0833	2.00	16	14.00	
Mean			4.4015			3.2197						4.2083						

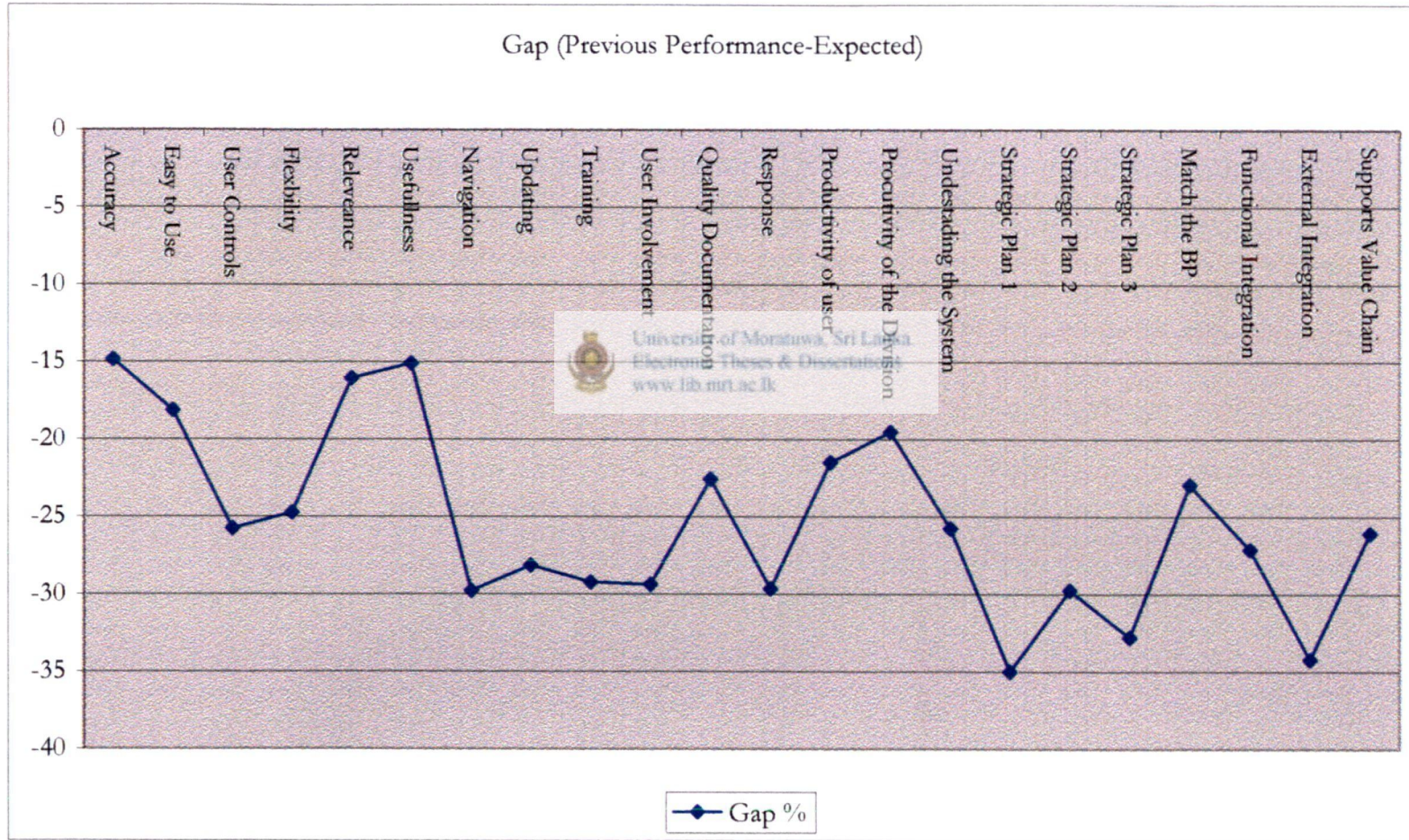
APPENDIX III

DATA GRAPHS

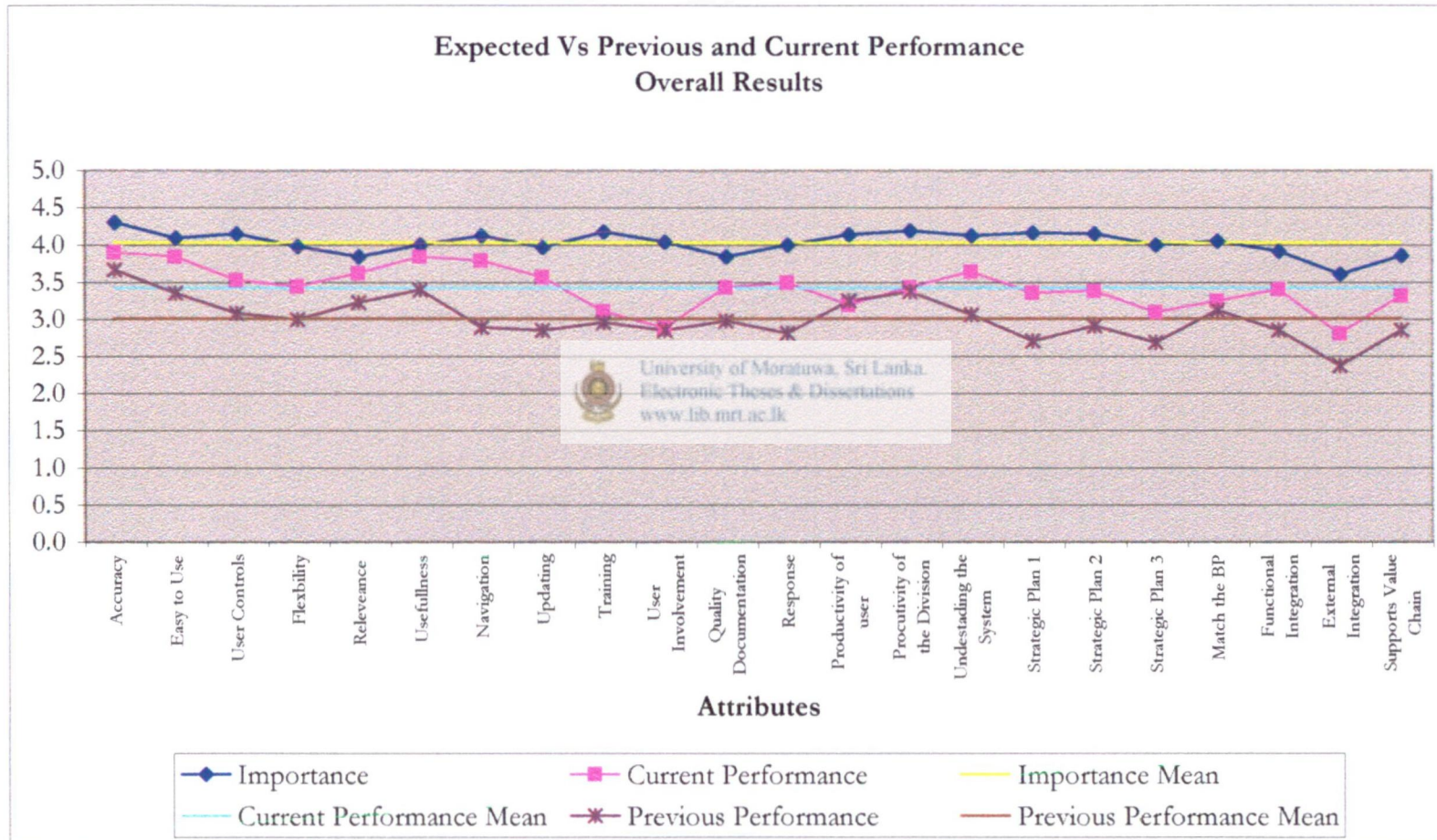
● Graph 4.9 : Expected Vs Previous system (Overall Results)



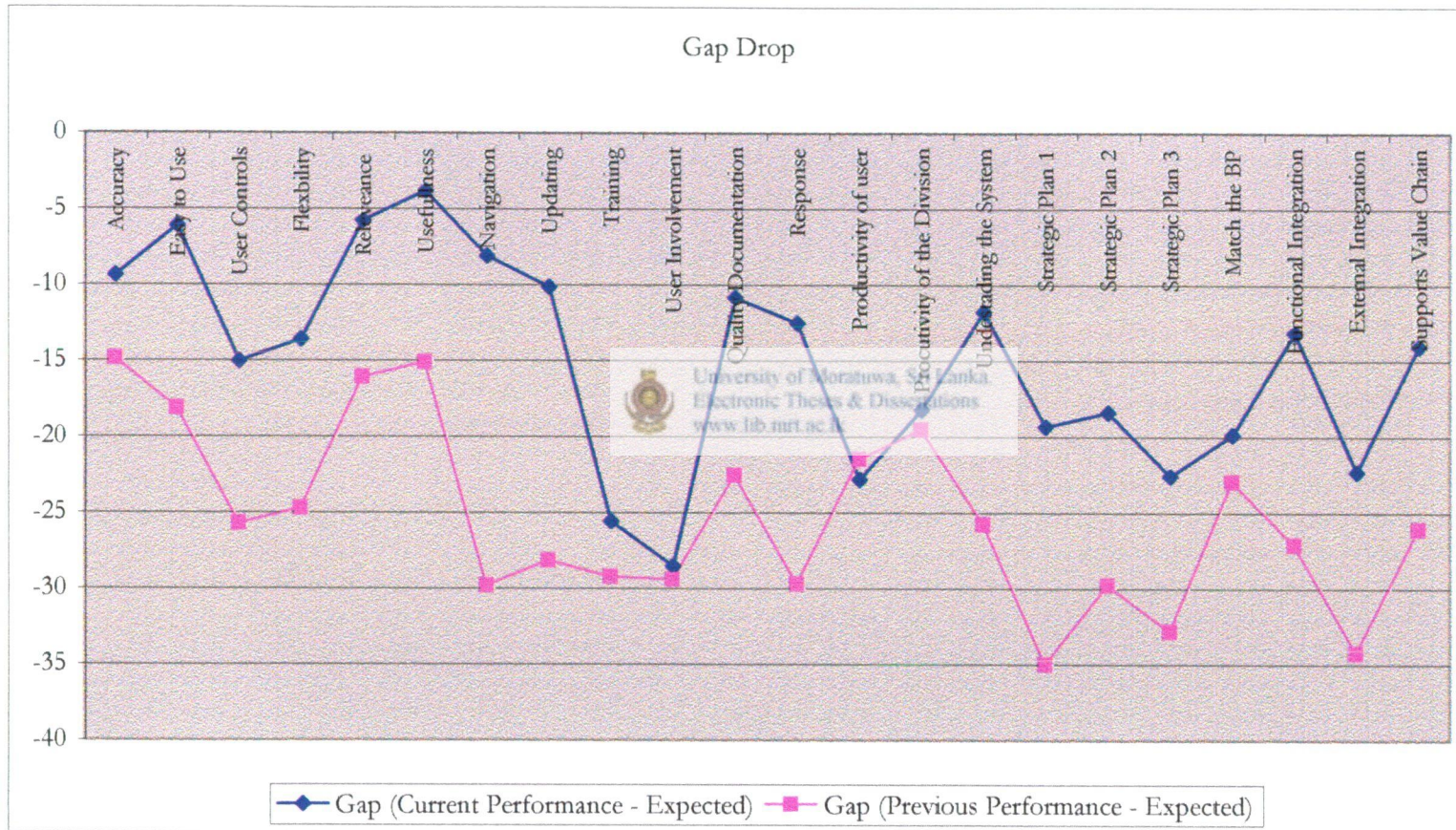
- Graph 4.10 : Gap (Previous Performance- Expected) – Overall Results



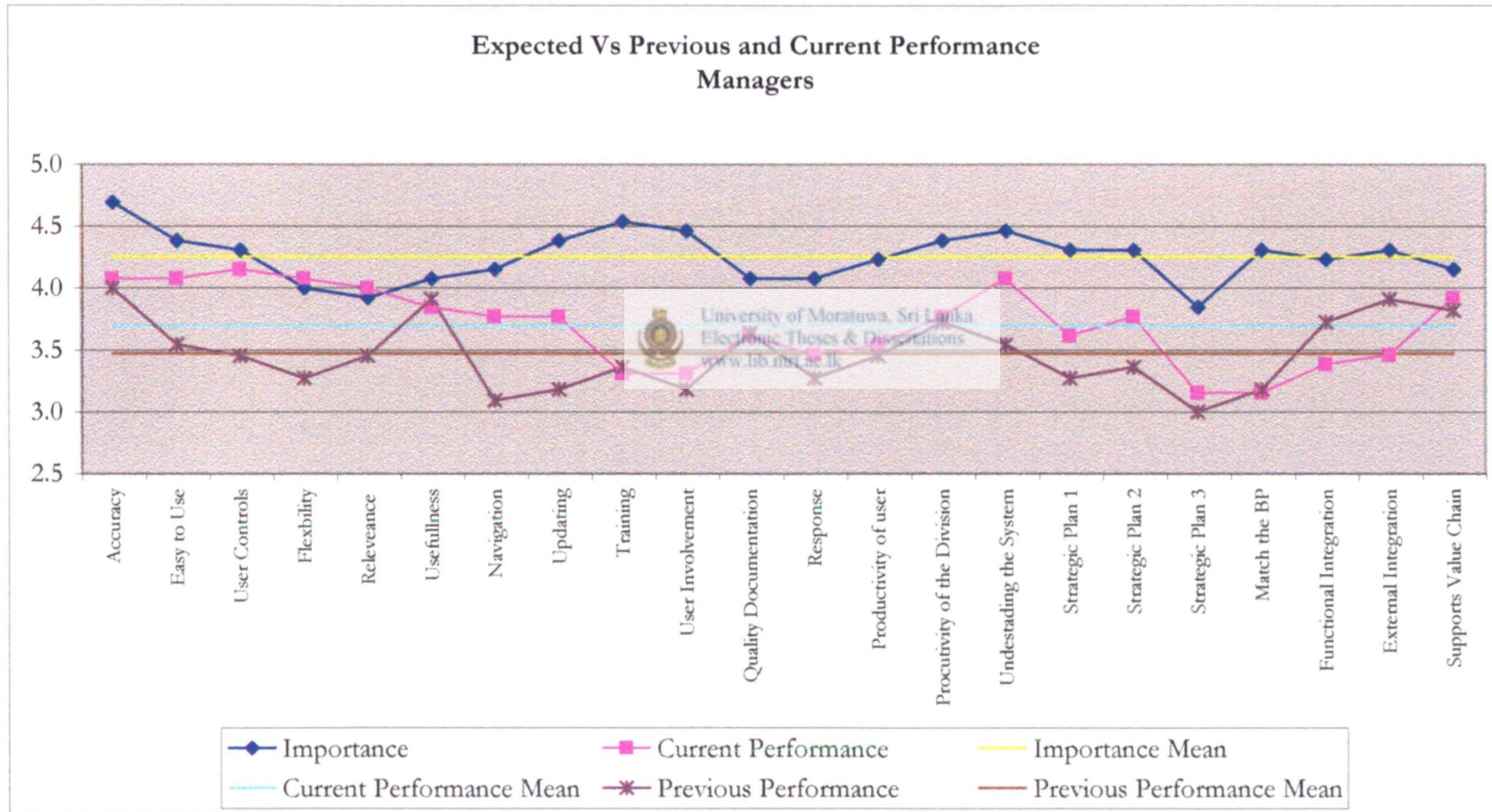
• Graph 4.11 : Expected Vs Current system (Overall Results)



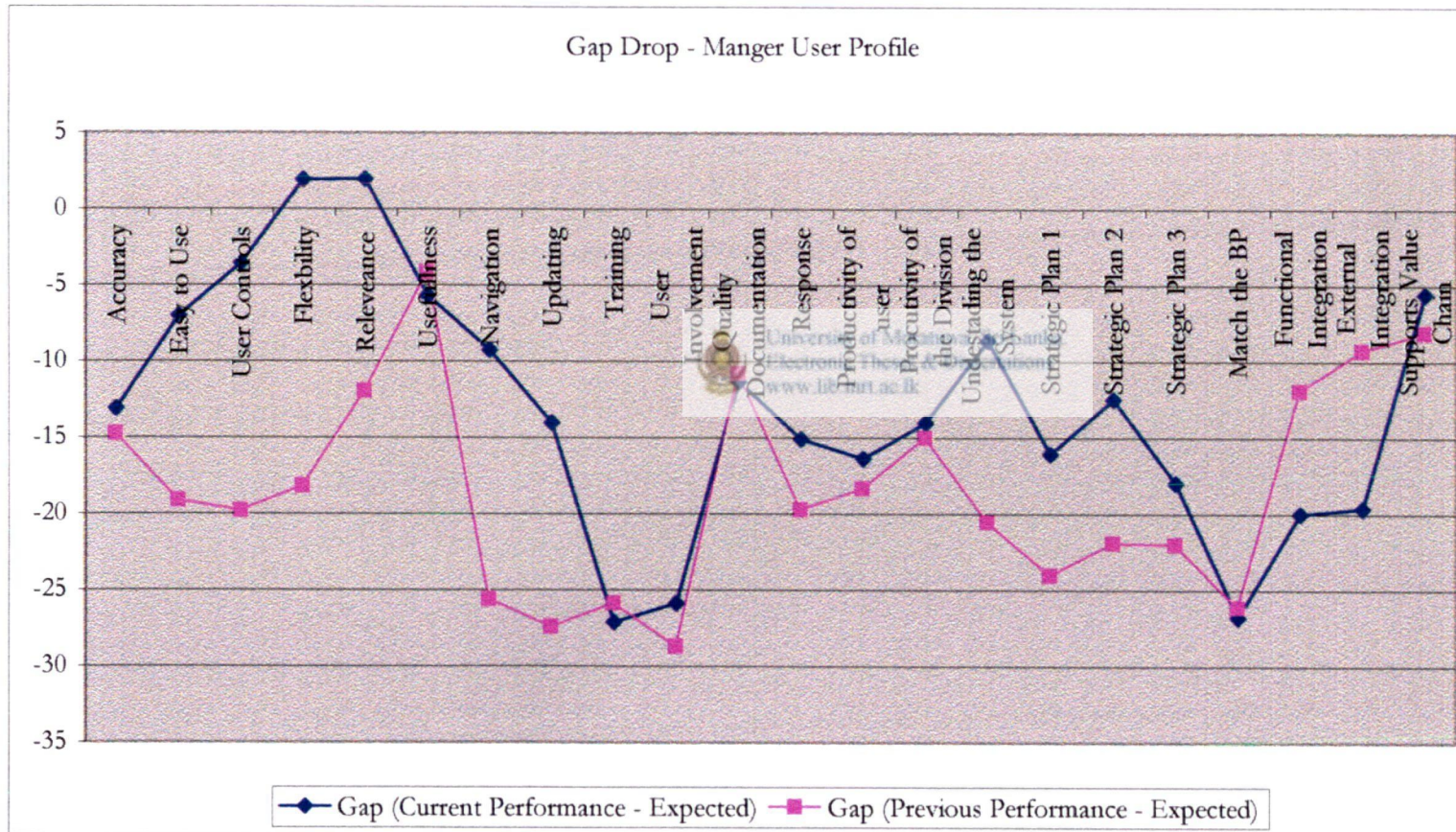
• Graph 4.12 : Gap (Current Performance - Expected) -Overall Results



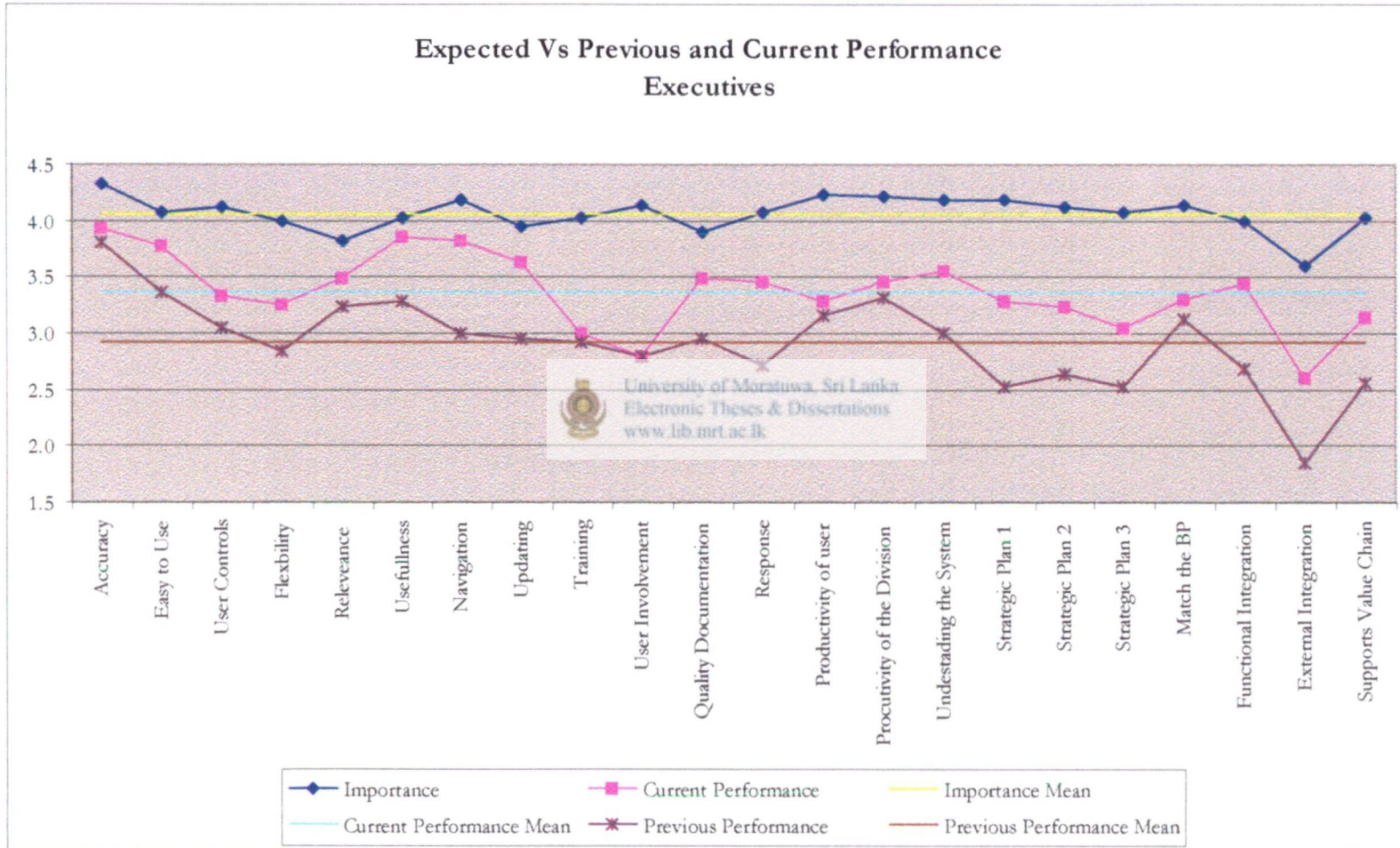
• Graph 4.13 : Expected Vs Previous and Current Performance of Managers



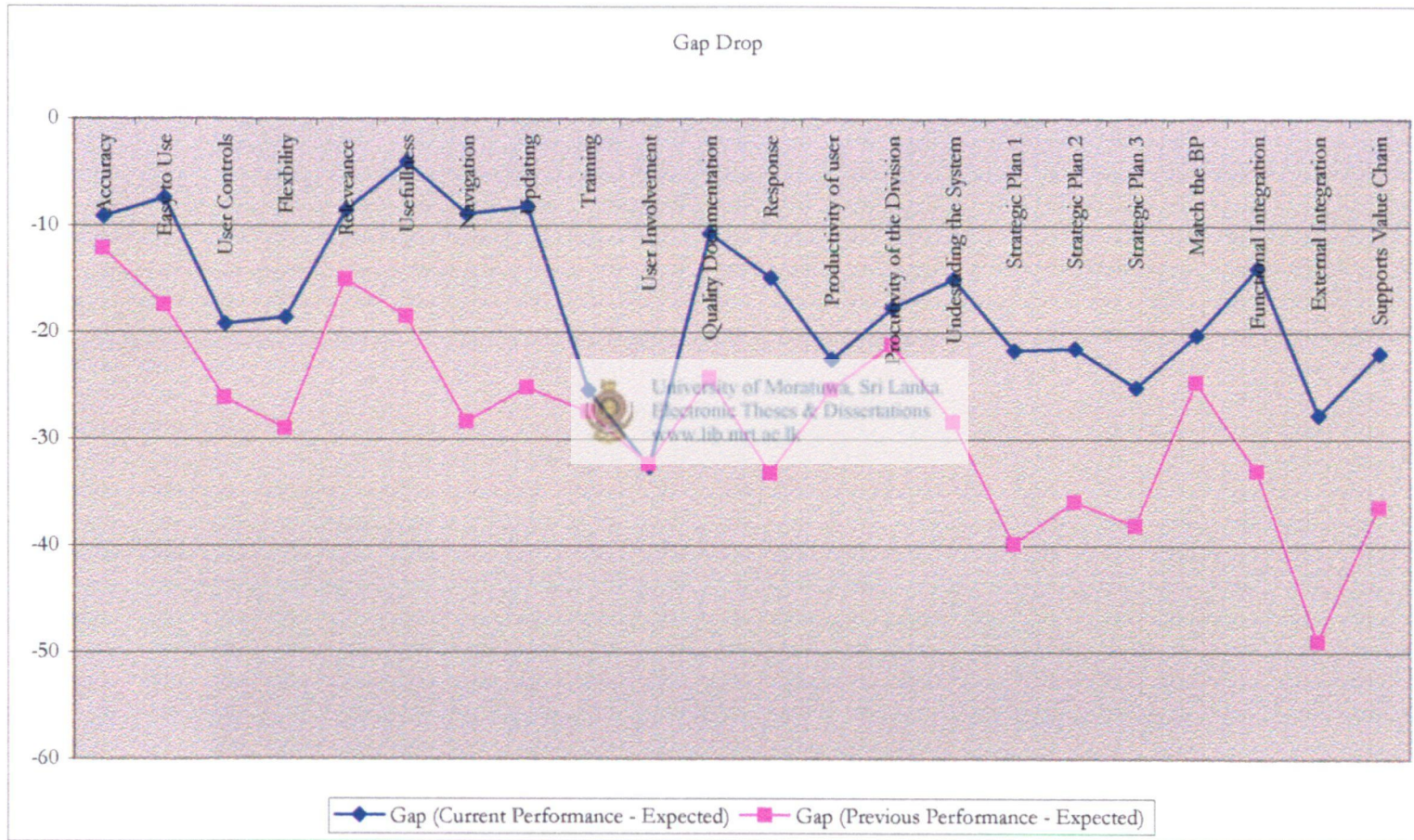
- Graph 4.14 : Gap (Current Performance - Expected) – Managers User Profile



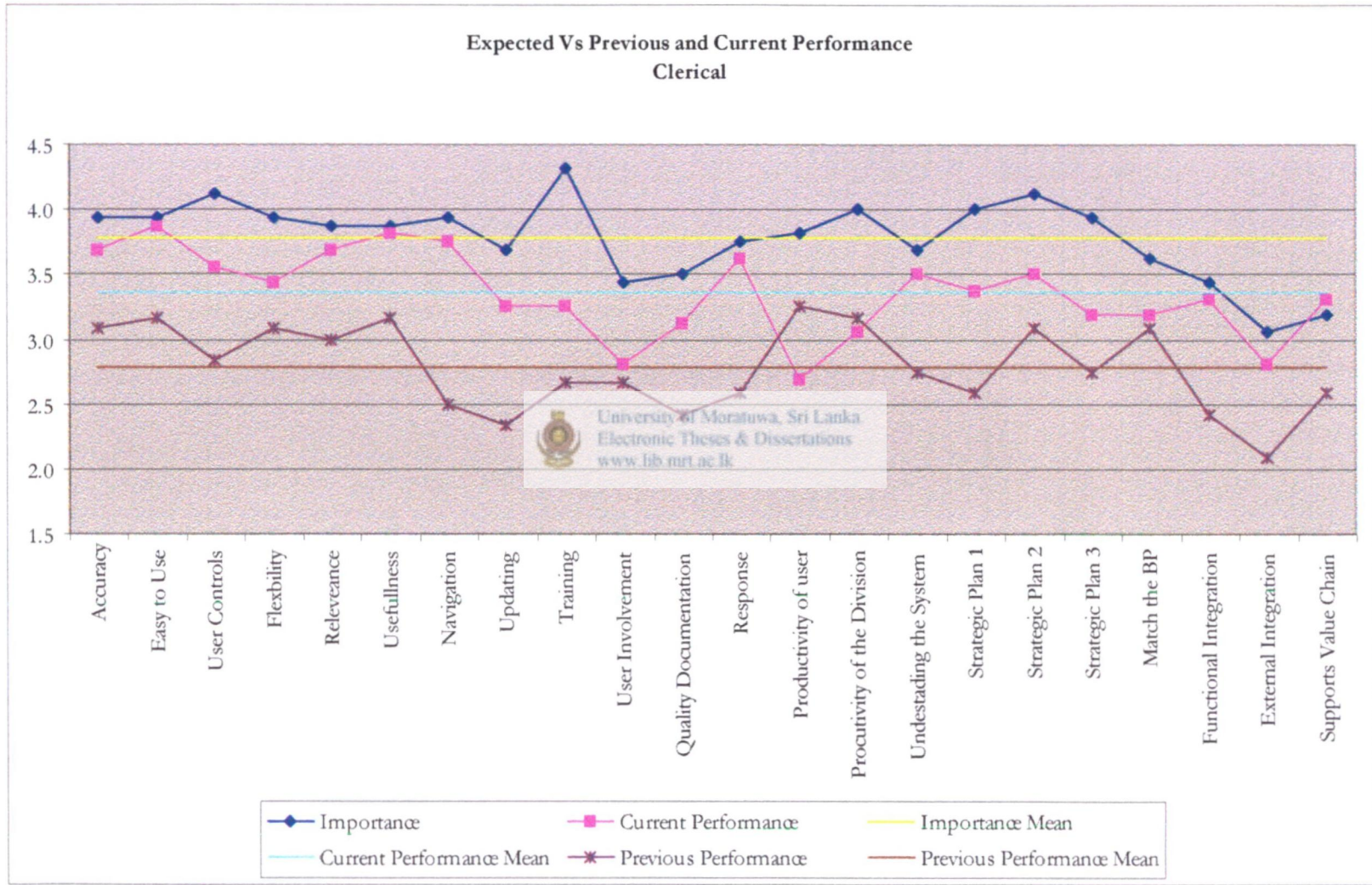
• Graph 4.15 : Expected Vs Previous and Current Performance of Executives



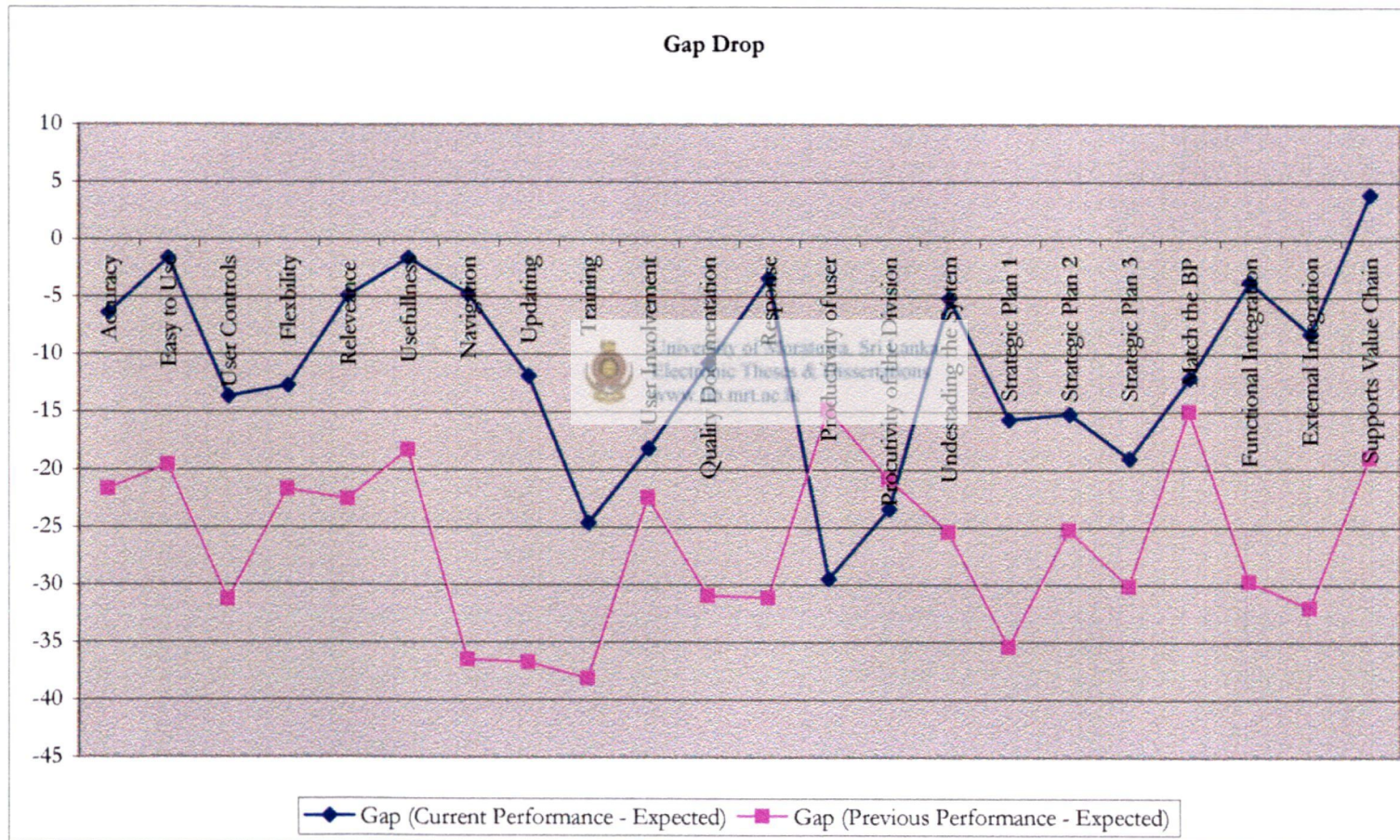
• Graph 4.16 : Gap (Current Performance - Expected) – Executives User Profile



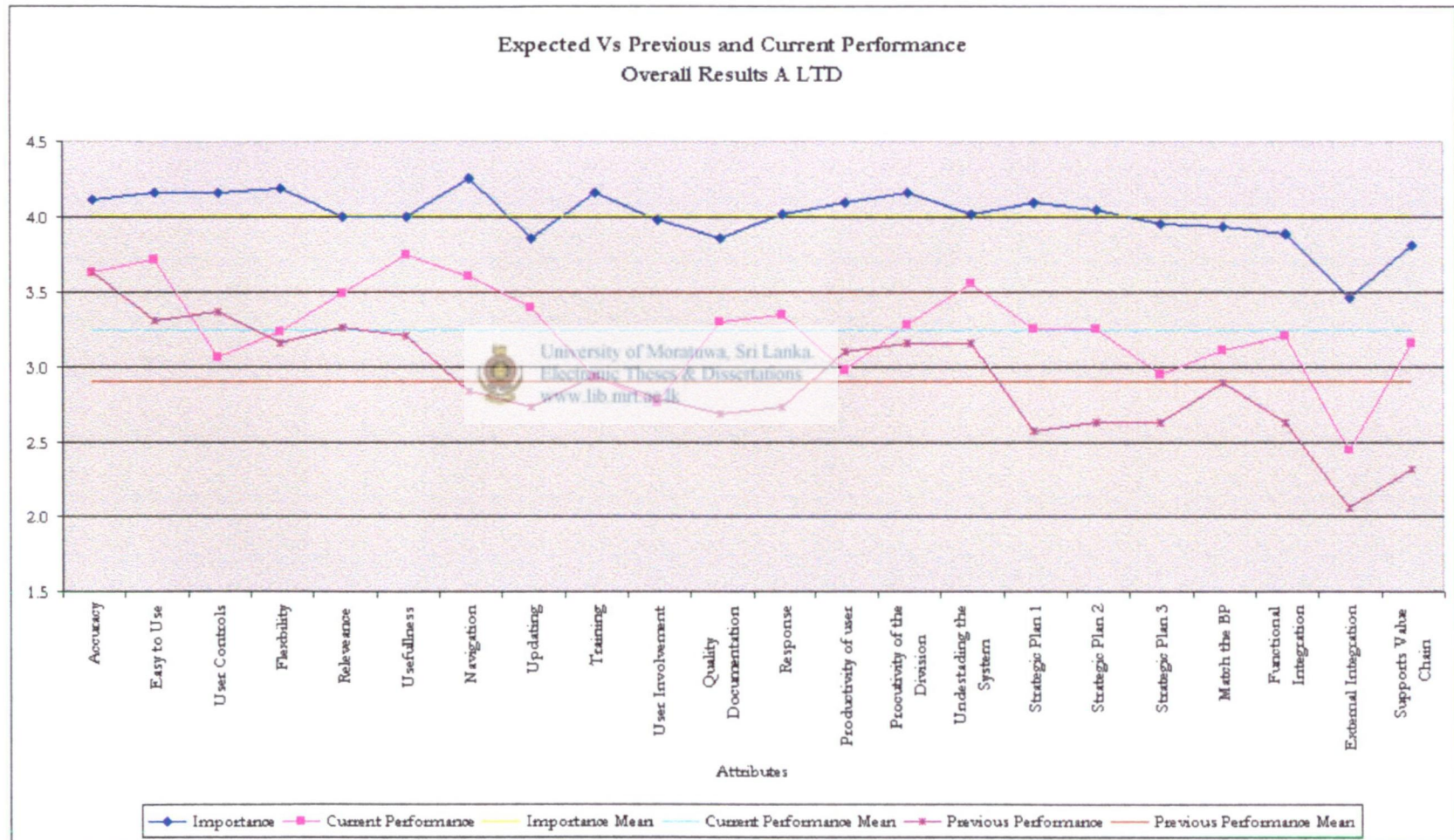
• Graph 4.17 : Expected Vs Previous and Current Performance of Clerical



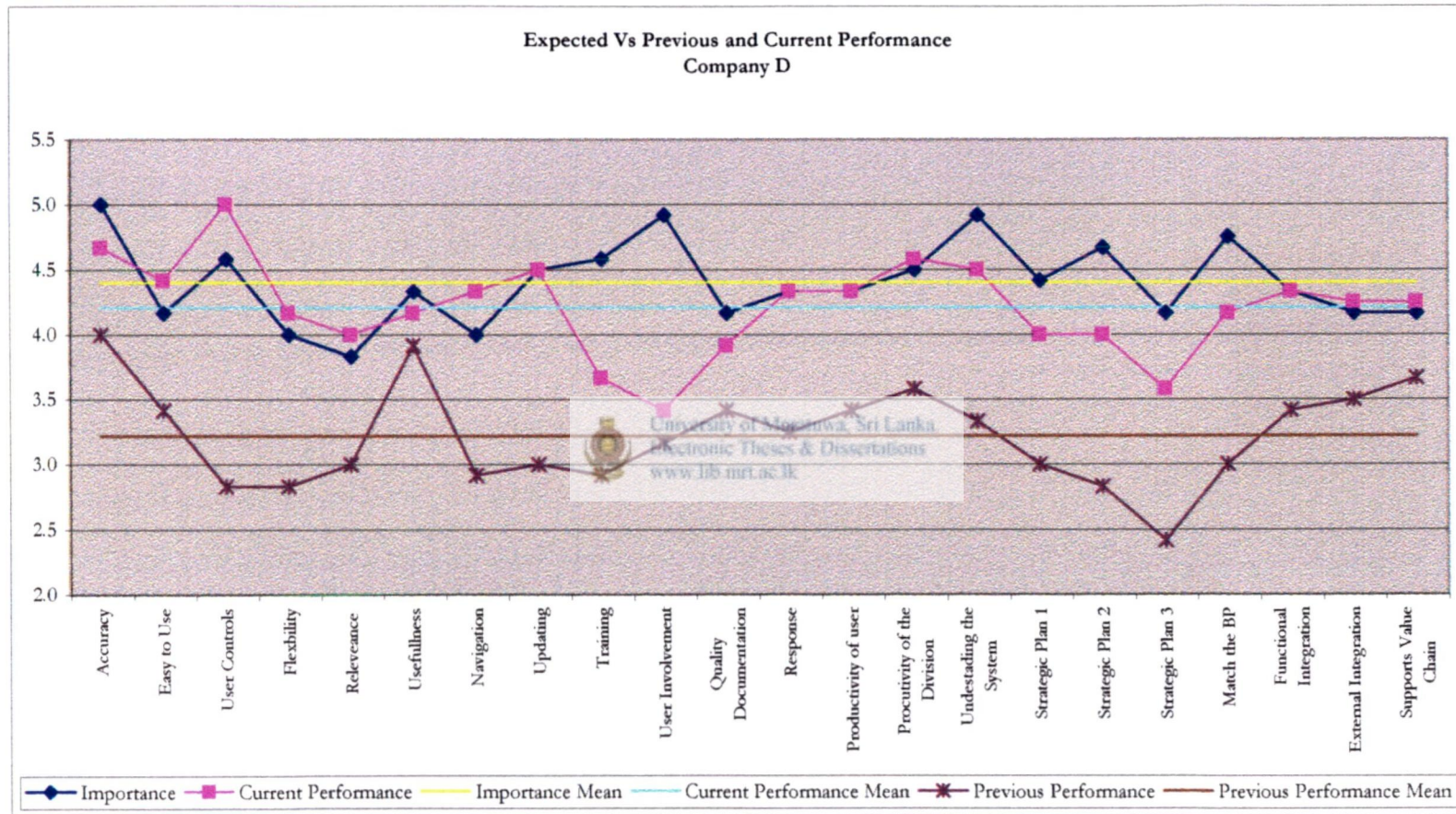
- Graph 4.18 : Gap (Current Performance - Expected) – Clerical User Profile



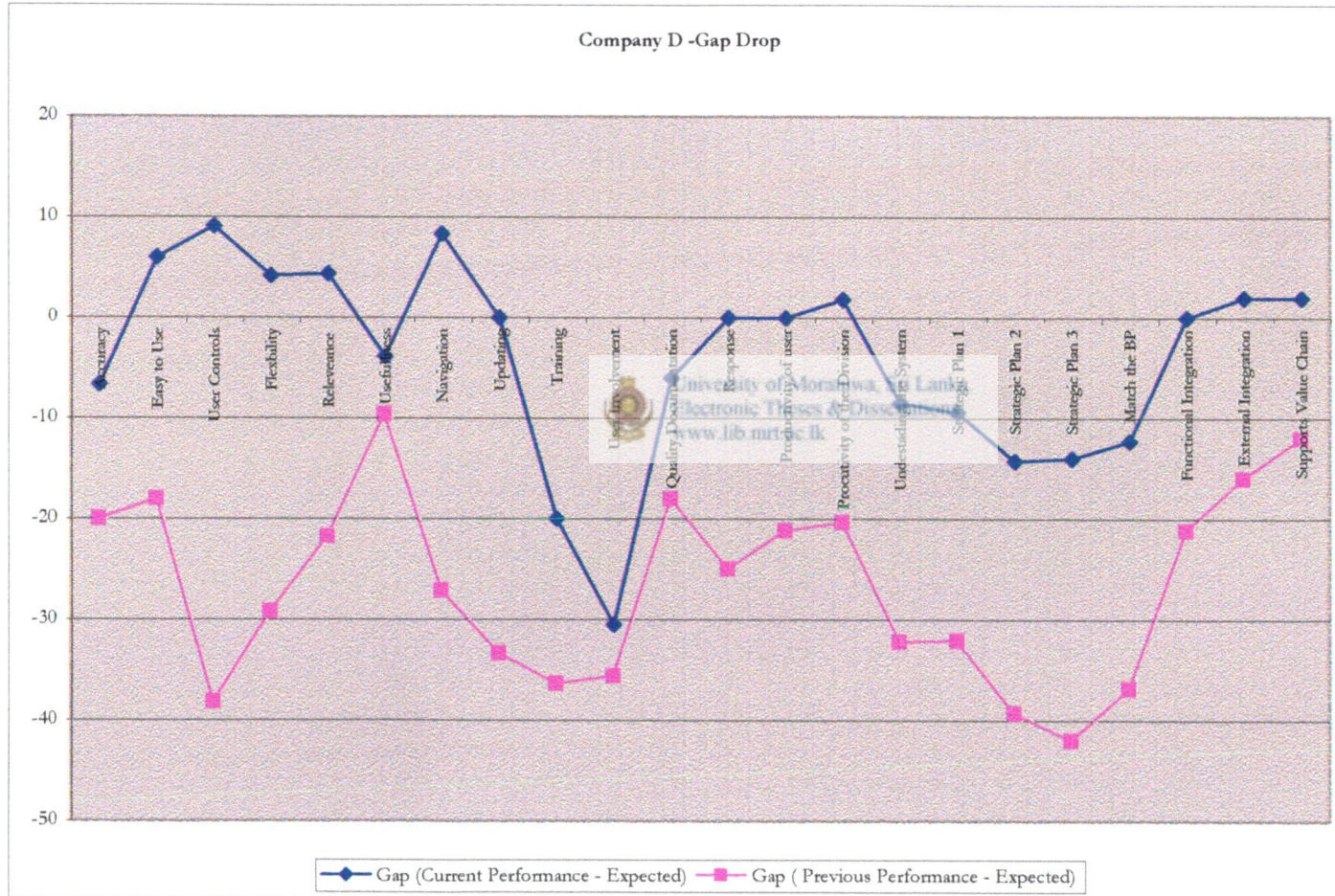
• Graph 4.23 : Expected Vs Previous and Current Performance of Company A



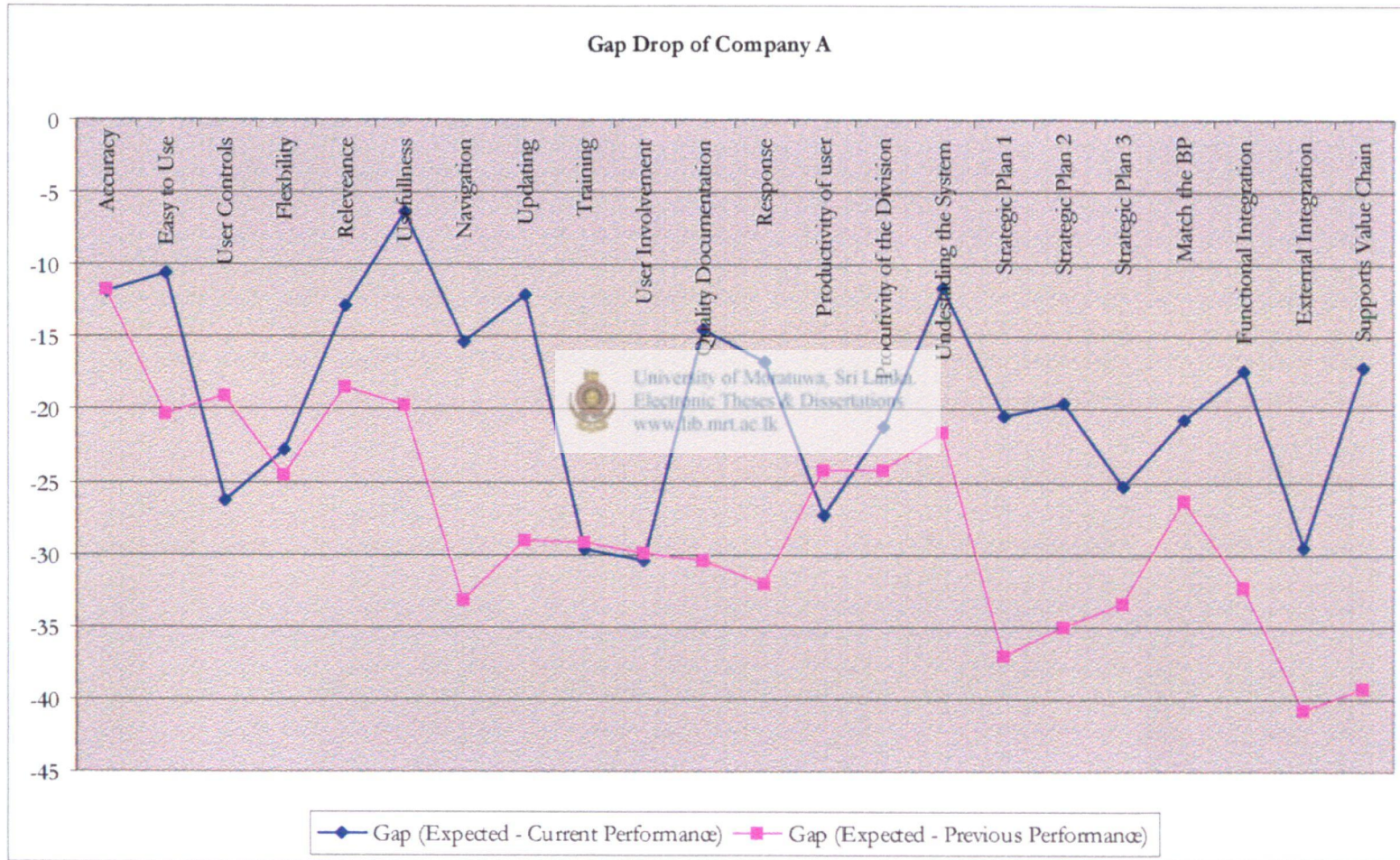
• Graph 4.24 : Expected Vs Previous and Current Performance of Company D



- Graph 4.25 : Gap Drop of Company D



• Graph 4.26 : Gap Drop of Company A



APPENDIX IV

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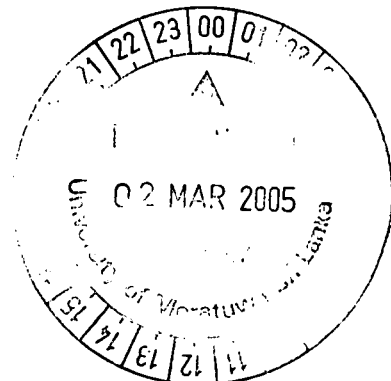
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APPENDIX V

DATA SHEET



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