

Proper planning of the project

A clear vision and planning are among the factors that were identified by Nofal and Yusof (2015) in their conceptual framework as critical to a successful ERP implementation. (Mahmood et al., 2019) argues that top management is in charge of carefully preparing the changeover process. During the planning and pre-implementation phases of an ERP system's life cycle, businesses must establish their business requirements and ERP system operations. This should be done to ensure that the two processes indicated are as compatible as possible (Desta, 2016). The conclusion of a study done by Saade and Nijher (2016) cited that top management, a clear vision, vigorous planning, the availability of the right resources, business process re-engineering, change management, a pro-active culture, accuracy of data, training, monitoring, and evaluation are amongst the crucial critical success factors in the ERP implementation. Considering this analysis, it is important to know that careful and thorough planning is essential in the implementation of these systems.

5.1.4 What framework or guidelines can improve the integration of a successful ERP system in a government institution?

The following elements emerged as principles that can enable a fully integrated ERP system in a government organisation, according to the findings of this study from the fieldwork in Chapter 4:

Follow ERP Implementation guidelines from the vendor

A participant mentioned that the vendor guidelines are also essential to follow in addition to any customisations, but no further information to support this was observed in the literature studied.

Guided by industry-wide principles of implementing solutions

Participants seem to believe that guidelines are necessary for successful implementation and that the organisation follows industry-wide principles or a framework when implementing ERP solutions.

Framework be built and adopted

Some participants indicated that a framework is built that can be used as a guideline in the successful adoption of an ERP system, but no further information to support this was observed in the literature studied.

Governance processes

Governance processes were one of the factors mentioned as a guideline that can assist in the successful implementation of ERP systems. This was not further substantiated in the responses from the survey nor in the literature observed.

Guidelines from Gartner

Participants suggested the organisation may be using Gartner guidelines and other guidelines from other organisations in implementing successful ERP systems. As derived from Gartner (2022)'s report analysis, major providers in cloud ERP include, amongst others, Oracle (Fusion Cloud ERP), Workday, Infor, SAP (S/4HANA) and Oracle (NetSuite). See Gartner (2022)'s magic quadrants for cloud ERP - product-centric enterprises in Figure 19.

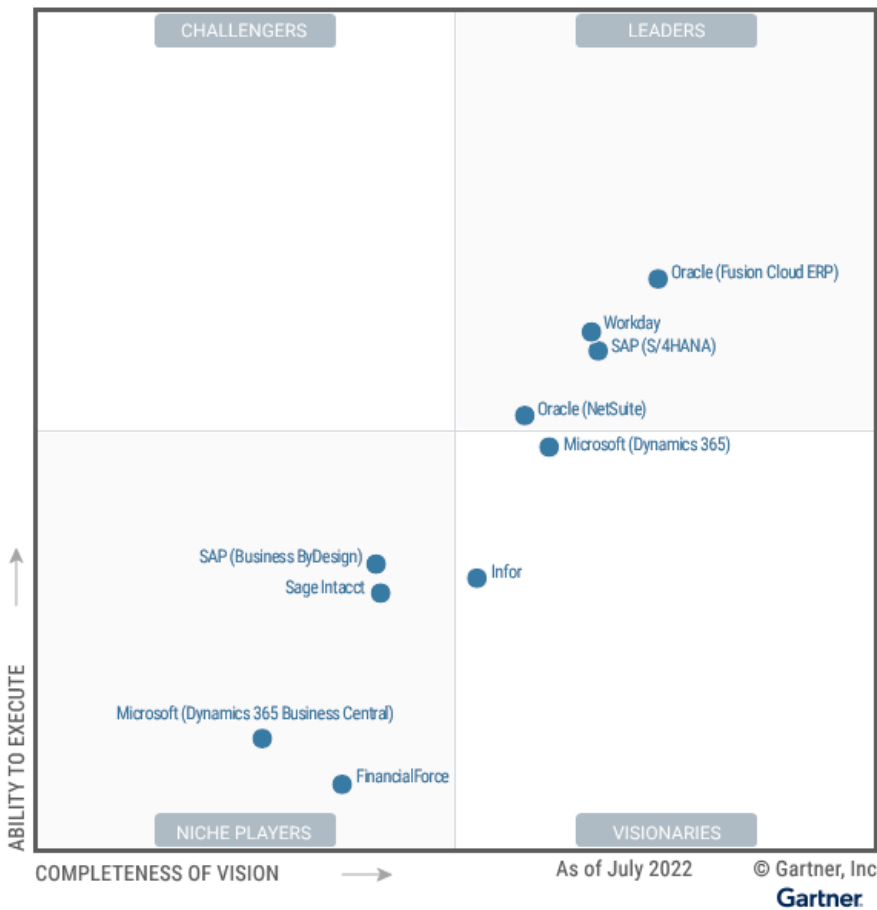


Figure 19: Gartner's magic quadrant for cloud ERP - product-centric enterprises (Gartner, 2022).

Gartner (2022)'s findings were derived from their research across organisations in various industries such as professional service organizations, healthcare, telecom, real estate, media, software and financial services. Additional industries such as the public sector and higher education were also considered. Gartner (2022)'s criteria for the ERP applications that were included were limited to only those applications that are integrated and contain at least three products in the suite. The findings were based on the vendor's ability to execute as well as the completeness of the vendor's vision. Gartner (2022) evaluates a vendor's ability to execute by examining the products, technology, services, and business practices that help them succeed in the market to increase their revenue. They also evaluate client retention and satisfaction rates, as well as the overall reputation. Furthermore, Gartner (2022) evaluates vendors' completeness of vision by assessing their capability to communicate their perspective on the market's existing and potential future developments, identify customer requirements and cloud technology trends, and for them to respond to competitive forces.

5.2 CONCLUDING REMARKS

5.2.1 Theoretical framework with guidelines to assist in the successful adoption of ERP systems in government institutions and other institutions

In this study, a framework is required to provide practical guidelines that can facilitate a successful implementation or adoption of an ERP system. In this section, a framework for understanding how the factors discussed can be investigated as possible guidelines that can assist in the adoption of a successful ERP implementation has been developed. These factors are differentiated into the ones critical for success, factors that can restrict a successful adoption, and the current state of adoption/implementation of ERP systems. The TOE framework is a hypothesis that claims that three aspects of an organisation's environment have an impact on innovation adoption and implementation. The technological, organisational, and environmental settings are the three factors that make up this set. All three elements are positioned to have an impact on technological advancement (Baker, 2012a). Because ERP systems have been widely used for complex innovation adoptions, the researcher has been able to explain the elements that influence ERP system adoption in governmental institutions using the TOE theoretical framework as well as the framework developed in this study. Figure 20 shows the framework developed in this study.

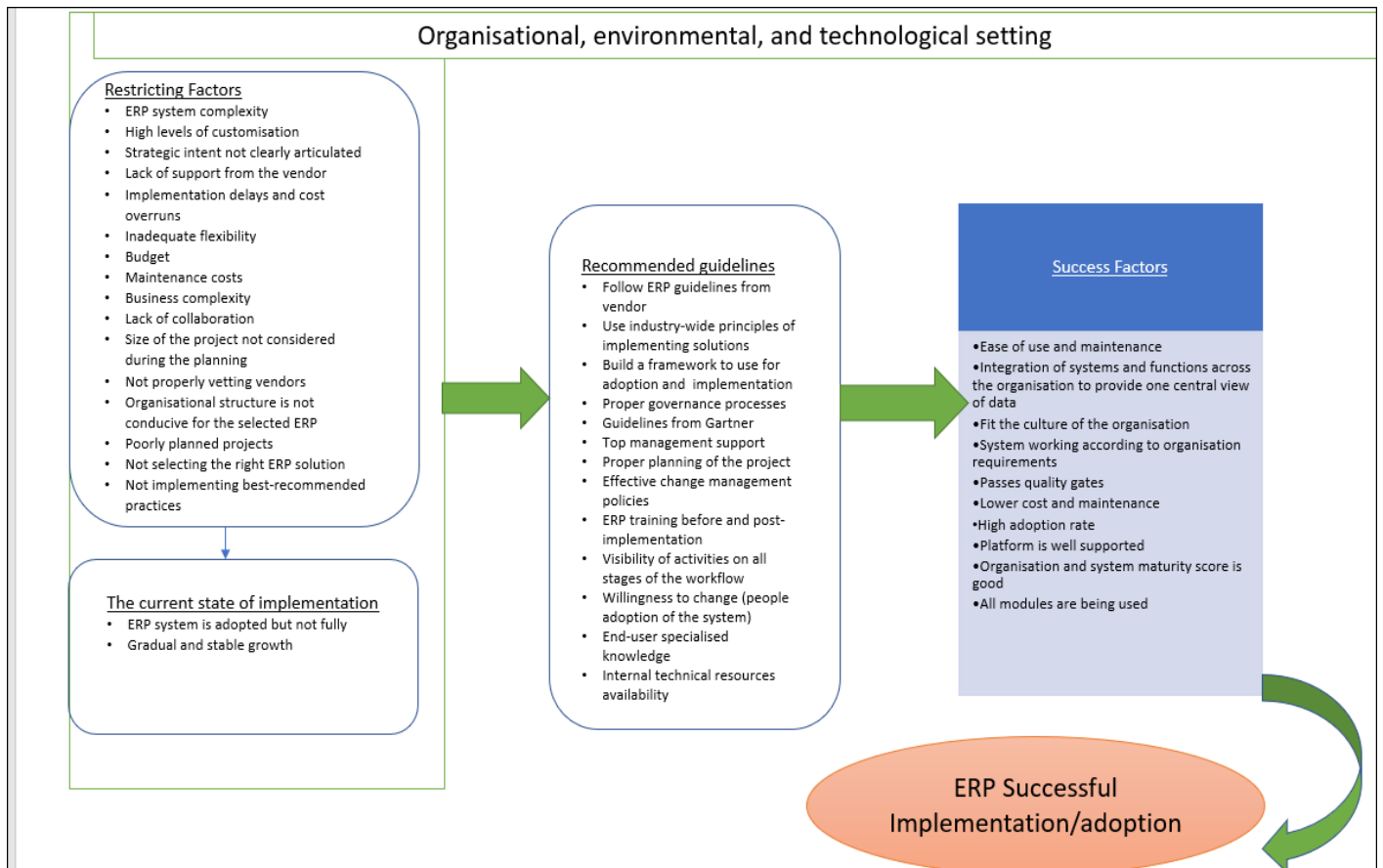


Figure 20: A framework of possible guidelines that can assist in the adoption of a sustainable ERP system

A framework was created to explain the variables and how they connect. To construct the framework, the researcher mainly used factors that were either mentioned in the literature or the field study as critical in the successful implementation of ERP systems. Furthermore, the guidelines that were highlighted by the participants as critical in the implementation of ERP systems in Figure 18 were incorporated into the construction of this Framework (Figure 20). Factors that affect the adoption of ERP systems were found in a mixture of organisational, environmental, and technological settings. A study conducted by (Peng, Sun and Guo, 2018) integrated personal, environmental, and technological antecedents into their research framework. The study revealed that personal, environmental, and technological factors directly interact with each other to contribute to technology use and acceptance (Peng et al., 2018).

The variables that impede the successful adoption of ERP systems as well as those that contribute to the successful adoption span across organisational, technological and environmental factors. In the framework in Figure 20, factors such as top management support, proper planning of the project, and ERP training before and post-implementation are among the factors that are critical for organisations to obtain benefits from investing in a sustainable ERP system. In the literature review as well as the field study, the organisational factors that impede the successful adoption of ERP systems were stated as strategic intent not clearly articulated in the organisation, lack of support from the vendor as well as not properly vetting the vendors at the beginning, poorly planned projects, not implementing best-recommended practices, not selecting the right ERP solution, inadequate budget for information systems implementations as well as an organisational structure that does not fully support information systems. If these factors are addressed adequately, then they become critical success factors. For instance, poorly planned projects as a restricting factor can be addressed by the proper planning of projects, which then leads to a successful ERP implementation/adoption. Likewise, ease of use and low maintenance becomes a success factor when addressing high maintenance costs (restricting factors). This then shows a dependency relationship between the restricting factors and some of the success factors.

Additional impeding technological factors that emerged from this study included ERP system complexity (Nemathaga, 2020), the system requiring high levels of customisation, implementation delays and cost overruns, inadequate system flexibility and high maintenance costs. Environmental factors that impeded a successful adoption included business complexity, ERP system complexity and the organisational structure not being fully adequate to support information systems implementations. These factors that restrict ERP systems adoption directly impact or determine the success factor when addressed correctly. The benefits of investing in a sustainable ERP system can be factors such as the integration of all systems/modules in the organisation that are easy to use and maintain as well as a system that is fit for purpose and meets the organisational requirements.

In this study, it also emerged that following the guidelines from the vendor, using industry-wide principles, proper governance processes, or even guidelines from Gartner (2022)

heavily influences the state of adoption in organisations and, ultimately, how successfully they become with ERP implementations. Building a framework through research can also assist organisations in their quest for successful ERP implementations and adoption. This can then serve as a proven guideline derived from previous research. The organisational framework must be well-structured to encourage the adoption of new technology (Baker, 2012b).

5.3 SUMMARY OF CONTRIBUTIONS

The findings of this study reveal that the elements that contribute to successful ERP system implementation or that prevent ERP system adoption are unaffected by the industry or the area where the organisation is located. Instead, they span several organisations and industries. There are several essential success criteria described in the literature by other scholars, as well as factors found in this study, that can provide suggestions for effective adoption or implementation. Even with these elements in place, organisations are still having difficulty implementing and maintaining a fully integrated system adoption. This study has contributed to the body of knowledge in the adoption/implementation of ERP systems in organisations found in South Africa and other developing countries. The survey also revealed the current state of adoption in the organisations, which may be similar to that of many other organisations across industries and locations.

5.4 FUTURE RESEARCH

More research could lead to a better understanding of a simple model that can help with ERP implementations in a variety of businesses and locations. A case study can also be conducted in one or more organisations to observe their ERP implementations and subsequent operations. This could be useful for company executives searching for a competitive advantage, as well as other researchers interested in learning more about ERP system implementation and adoption.

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Appendix A: Survey Questionnaire

Research Topic:

An investigation of guidelines for the adoption of a sustainable enterprise resource planning system: a South African government institution perspective

The Purpose of my Research:

The purpose of this study is to investigate the guidelines that can be used for South African government institutions in the adoption of a sustainable ERP system to improve their information systems strategy and thus reduce costs brought about by the inadequate use of resources.

Administration:

I am a master's student in the Economic Management Sciences Department, University of Pretoria. This research forms part of my full MCom Dissertation Informatics qualification.

You were chosen as a respondent because you are involved with the planning or implementation, and execution of projects and have the necessary knowledge and experience.

Confidentiality and Consent:

Your participation is voluntary, and you are allowed to revoke participation at any time without penalty or negative consequences. Throughout the survey, your confidentiality will be protected, and your participation will remain anonymous. Data will be analysed as a unit, and the responses will be grouped by the organisation or the department in the final report. This will ensure that the respondents will remain anonymous.

If you agree to take part, please complete the survey questionnaire that follows this cover letter.

By completing the survey, you indicate and give consent that you voluntarily participate in this research.

The research project has been subjected to ethical review in accordance with the processes specified by the University of Pretoria Research Ethics Committee. The project has been awarded a favourable ethical opinion for conduct. If you have any concerns, please contact me with the detail provided below.

Researcher name: Tahani Shimange

Email: Tahani.shimange@gmail.com/Tahani.Shimange@resbank.co.za

Phone: 0794930831

If you do agree to take part in completing these 32 questions survey, I would be very grateful. Please complete and return the survey by email by 30 October 2021. **The approximate time for completion is 40 minutes.**

Thank you for participating in this survey.

General Information

Please select/complete where applicable:

Sector	Public	
Organisation	South African Reserve Bank	
Your Position	Management	
	Non-Management	
	Support	
	Operations (Core Business)	
Position Level	Skilled workers, junior management, and supervisors	
	Professionally qualified: experienced specialists and middle management	
	Top management, senior management	

Please select/tick where applicable:

Organisational		Strongly Disagree 1	Disagree 2	Neither Agree nor Disagree 3	Agree 4	Strongly Agree 5
1	There is proper planning for ERP implementation projects.					
2	Everyone in the organisation shares a clear vision for ERP system implementation.					
3	The organisation clearly communicates its ERP system implementation strategy.					
4	The organisation clearly communicates how its ERP system implementation strategy will impact its operations and assist the organisation in achieving its objectives.					
5	The organisation has a clear understanding of how ERP systems can enhance its competitive environment.					
5	There is Senior Management Support for the successful implementation of ERP systems to manage the organisation's transformation and change.					
6	The organisation already has the required technological skills and expertise to operate effectively.					
7	There is an efficient innovation process to focus on ideas and take them from concept to implementation.					

8	The organisation is good at generating new ideas to improve performance.					
9	"The organisation takes a proactive approach to product innovation in the digital environment."					
Environmental setting		Strongly Disagree 1	Disagree 2	Neither Agree nor Disagree 3	Agree 4	Strongly Agree 5
1	There is consistent communication around the changes being made, especially among those that use the ERP system on a daily basis.					
2	We share the same culture of working in the organisation.					
3	"There is a solid dedication to training and development of people in the organisation when new ERP systems are introduced."					
4	The team is not penalised for making mistakes.					
6	Communication is effective across the organisation.					
7	We work well in teams.					
8	The organisation supports teamwork and also allows people to express their individualism.					
9	People are engaged in suggesting ideas for improvements to products and processes.					
10	Culture influences the way we do things in the organisation.					
Technological		Strongly Disagree 1	Disagree 2	Neither Agree nor Disagree 3	Agree 4	Strongly Agree 5
1	Our organisational structure supports new ways of working, for example, new ERP systems for a more effective way of working.					
2	The organisation has quality, good integrity data that enable effective decision-making.					

3	Overall, the organisation's ERP systems are well integrated and streamlined where possible.					
4	There are processes in place in the organisation to help us manage new ERP systems from development to launch.”					
5	The organisation's ERP systems are effective and easy to use.					
6	The organisation engages in effective re-engineering of business processes.					
7	ERP implementation projects are managed effectively.					
8	The organisation has effective change management strategies.					

Other Questions – please provide a brief explanation of each question

1. Can you briefly provide a short depiction of your position in relation to ERP implementation in the organisation?
2. What are the factors that influenced the adoption of ERP systems in large organisations in South Africa?
3. What are the kind of challenges you have come across when implementing ERP systems in the organisation?
4. Does the organisation follow any guidelines when adopting and implementing these ERP systems in the organisation?
5. What is the current state of adoption/implementation of ERP systems in the organisation?

Appendix B: Survey Data (Transformed)

Organisational Setting

Participant No	Question_1	Question_2	Question_3	Question_4	Question_5	Question_6	Question_7	Question_8	Question_9	Question_10
1	2	3	3	3	4	4	2	3	3	4
2	4	3	4	4	5	5	2	4	5	5
3	3	3	3	3	4	5	3	4	3	4
4	3	3	2	2	3	3	2	2	2	1
5	4	3	4	4	4	5	3	4	4	3
6	3	3	3	3	3	3	3	3	4	3
7	4	3	4	4	4	4	3	3	3	3
8	4	4	5	5	4	4	4	4	4	4
9	4	4	2	3	4	4	4	3	2	2
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11	4	3	4	3	3	4	3	4	2	2
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16	4	3	3	4	4	4	3	3	3	4
17	4	4	3	4	4	5	4	3	3	3
18	2	2	2	2	3	4	2	2	2	2
19	3	2	2	2	2	2	2	2	3	3
20	4	4	4	4	4	4	3	4	3	4

Technological Setting

Participant No	Question_1	Question_2	Question_3	Question_4	Question_5	Question_6	Question_7	Question_8	Question_9
1	4	3	4	3	4	3	4	2	5
2	4	4	3	4	5	3	4	5	5
3	3	3	3	3	2	3	3	4	3
4	2	3	2	3	3	3	2	2	3
5	4	5	5	3	5	4	4	4	5
6	3	4	3	3	4	4	3	4	4
7	4	4	4	3	3	4	4	4	3
8	4	4	5	4	4	4	4	4	4
9	2	2	2	3	2	4	3	4	5
10	3	5	5	4	3	4	5	3	4
11	4	3	4	3	4	4	4	3	5
12	5	4	4	3	5	5	5	4	5
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14	5	4	4	3	4	4	4	4	4
15	3	4	4	2	3	4	4	4	4
16	4	4	4	4	3	4	4	4	4
17	3	4	4	3	4	4	5	4	5
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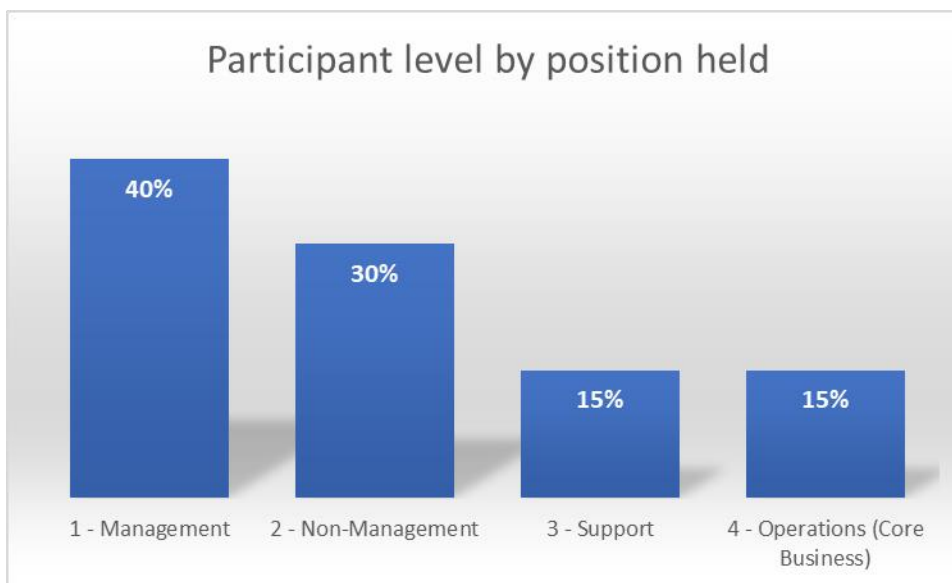
Environmental Setting

Participant No	Question_1	Question_2	Question_3	Question_4	Question_5	Question_6	Question_7	Question_8
1	3	3	4	3	2	3	3	3
2	5	5	5	4	4	4	3	3
3	3	2	3	3	3	3	3	3
4	2	3	2	3	2	2	3	3
5	5	4	4	4	4	4	4	5
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12	5	5	5	5	4	5	5	4
13	5	4	4	4	4	4	4	4
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15	2	4	2	4	2	1	4	4
16	3	3	4	4	4	3	4	4
17	4	4	4	4	3	4	4	4
18	3	2	2	2	2	2	3	3
19	3	3	2	3	3	3	3	3
20	4	3	2	3	3	4	4	2

Appendix C: Demographic Analysis in terms of Position

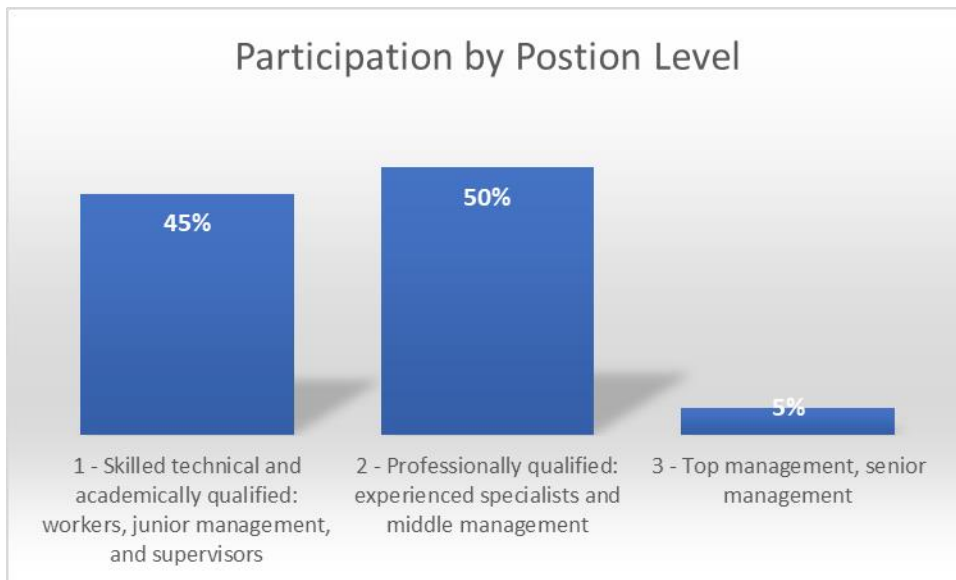
Participants by Position Level

Participants	Total	1 - Management	2 - non-Management	3 - Support	4 - Operations (Core Business)	TOTAL
Your Position	20	40%	30%	15%	15%	100%



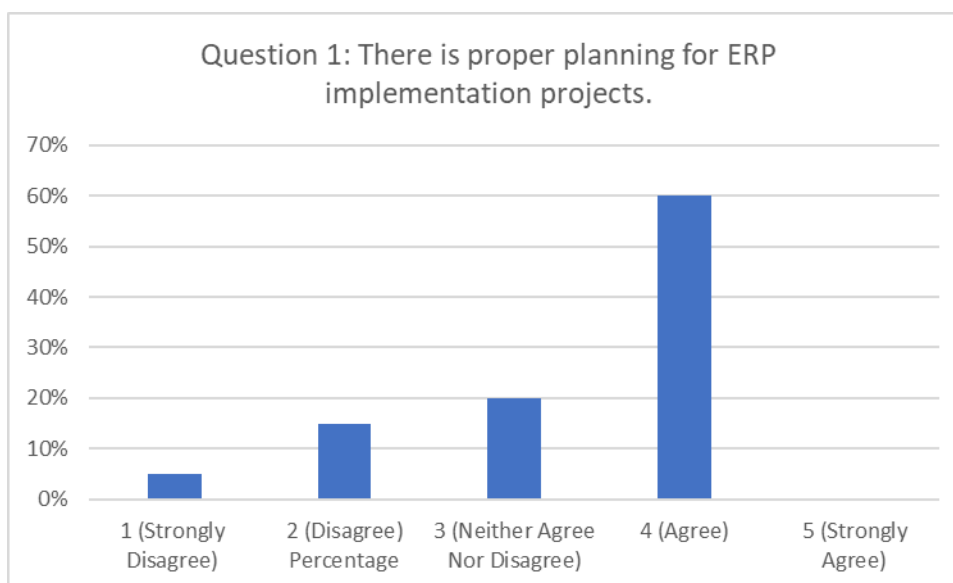
Participants by Position Level

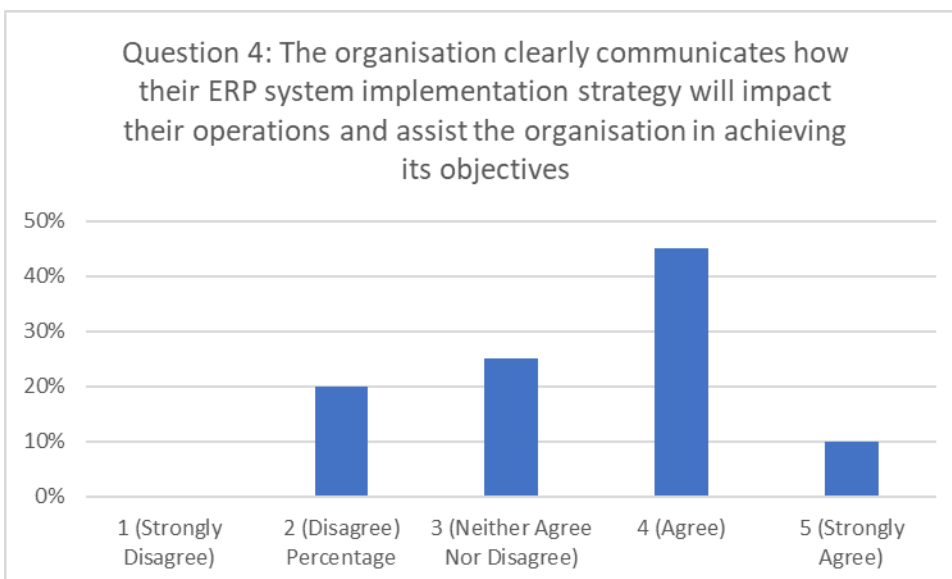
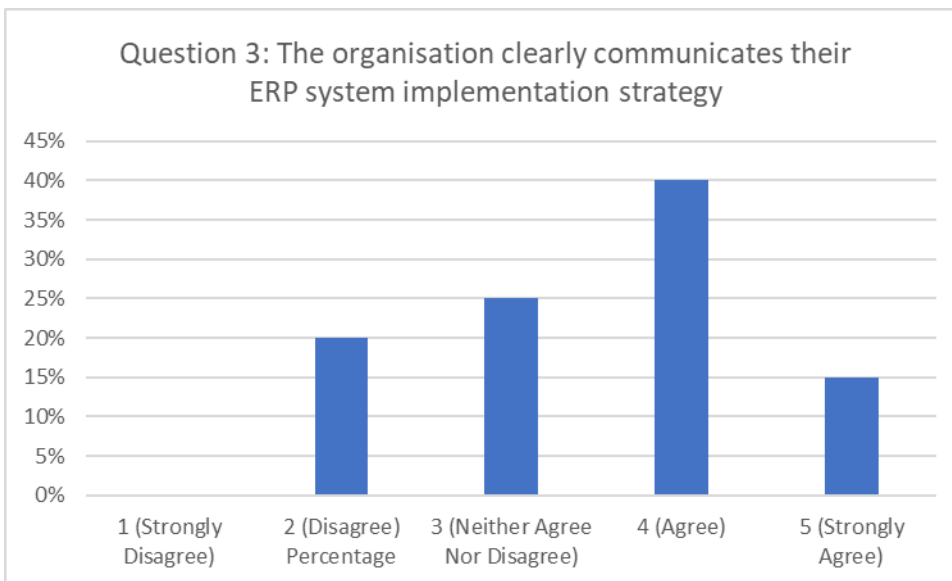
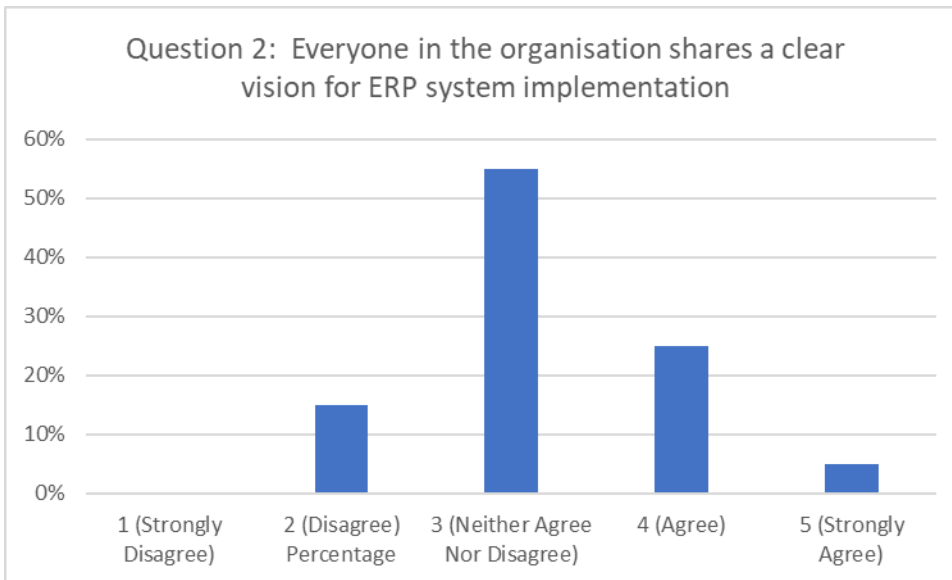
Participants	Total	1 - Skilled technical and academically qualified: workers, junior management, and supervisors	2 - Professionally qualified: experienced specialists and middle management	3 - Top management, senior management	TOTAL
Position Level	20	45%	50%	5%	100%

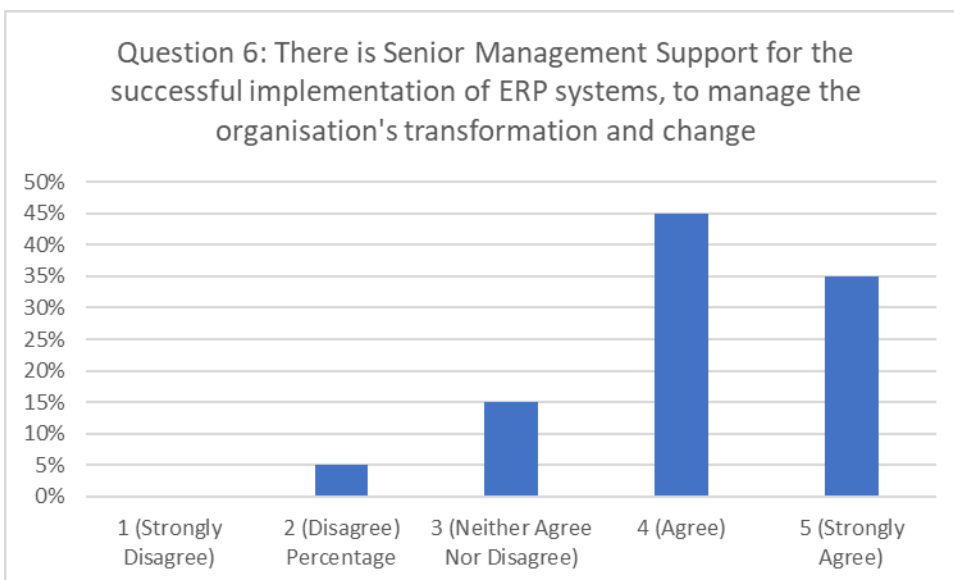
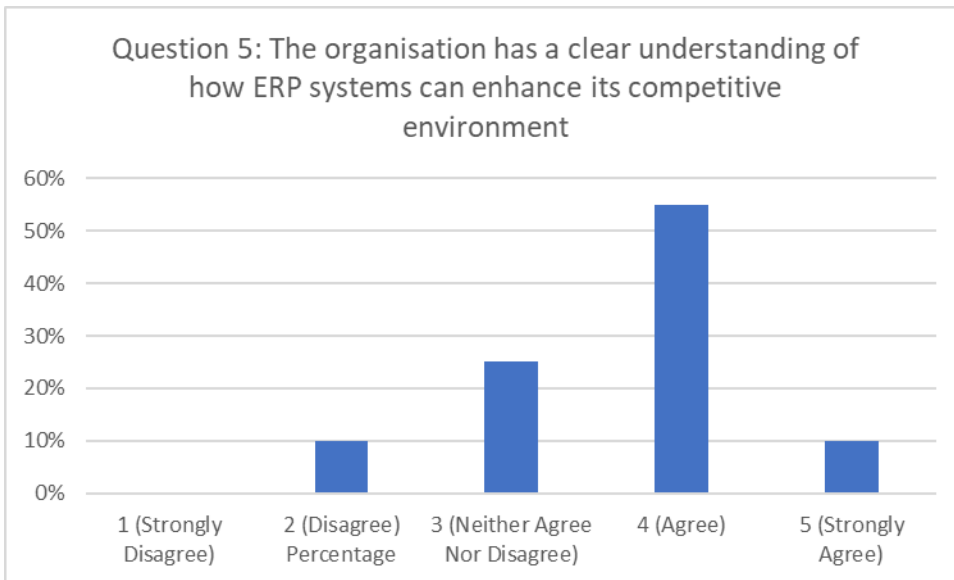


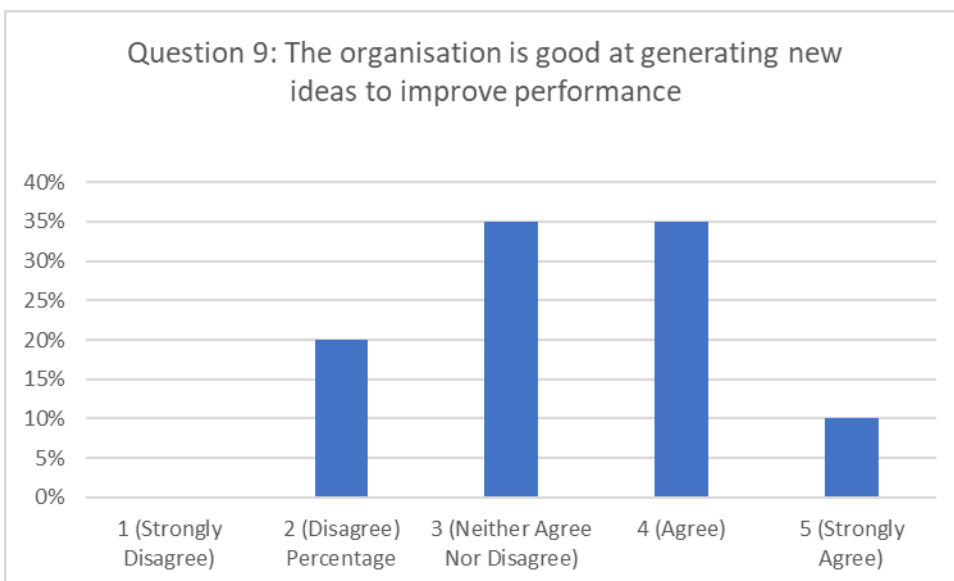
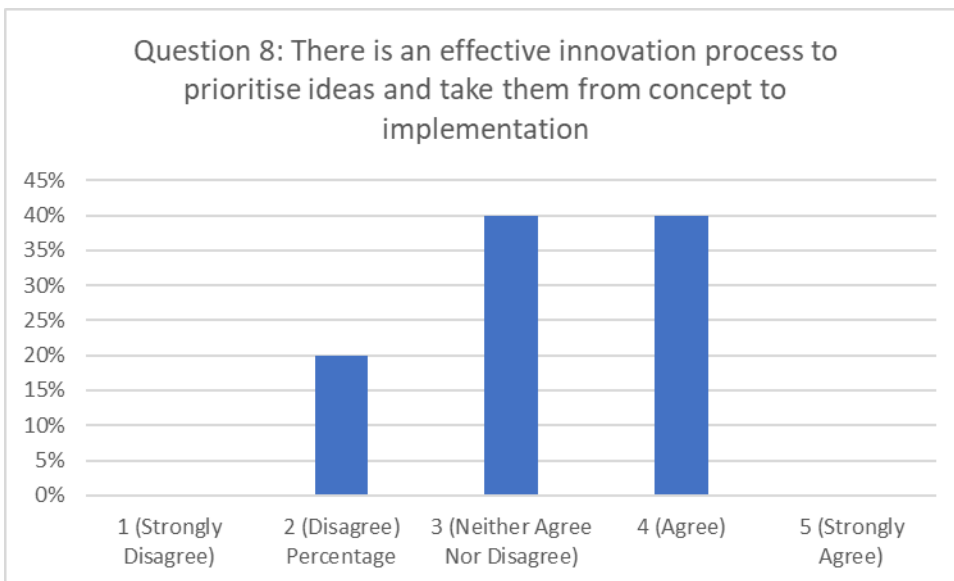
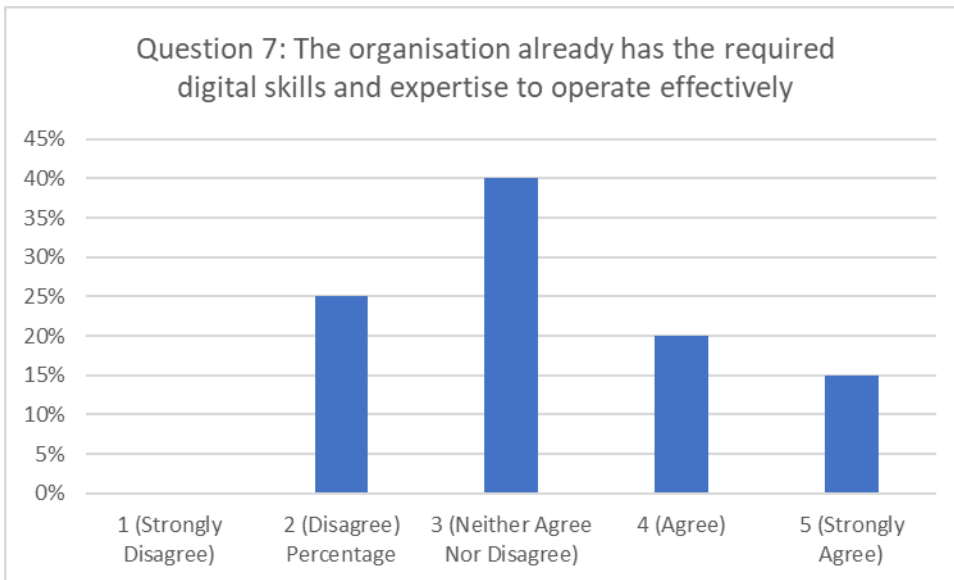
Appendix D: Organisational setting questions, responses, and analysis

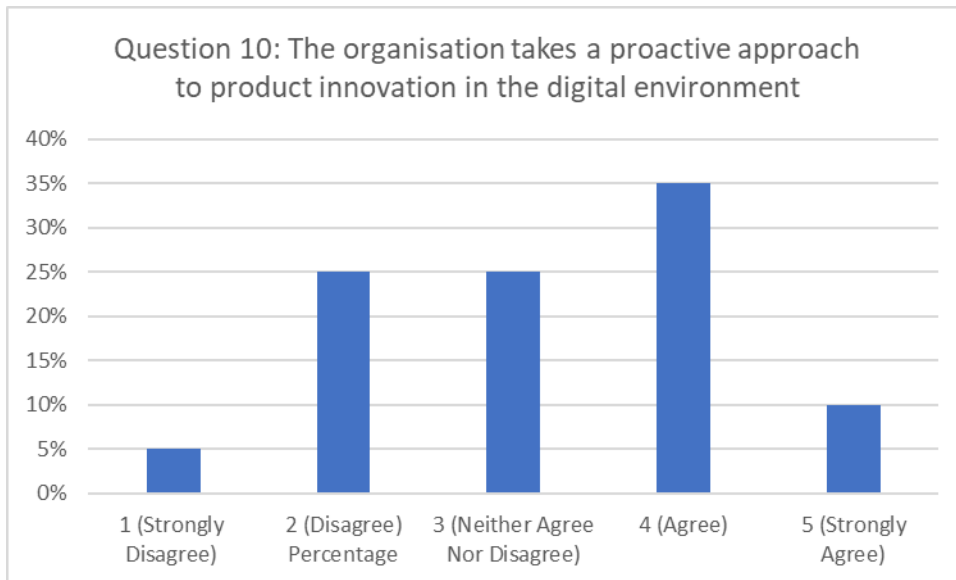
Questions	Total	1 (Strongly Disagree)	2 (Disagree) Percentage	3 (Neither Agree nor Disagree)	4 (Agree)	5 (Strongly Agree)	TOTAL
Question_1	20	5%	15%	20%	60%	0%	100%
Question_2	20	0%	15%	55%	25%	5%	100%
Question_3	20	0%	20%	25%	40%	15%	100%
Question_4	20	0%	20%	25%	45%	10%	100%
Question_5	20	0%	10%	25%	55%	10%	100%
Question_6	20	0%	5%	15%	45%	35%	100%
Question_7	20	0%	25%	40%	20%	15%	100%
Question_8	20	0%	20%	40%	40%	0%	100%
Question_9	20	0%	20%	35%	35%	10%	100%
Question_10	20	5%	25%	25%	35%	10%	100%





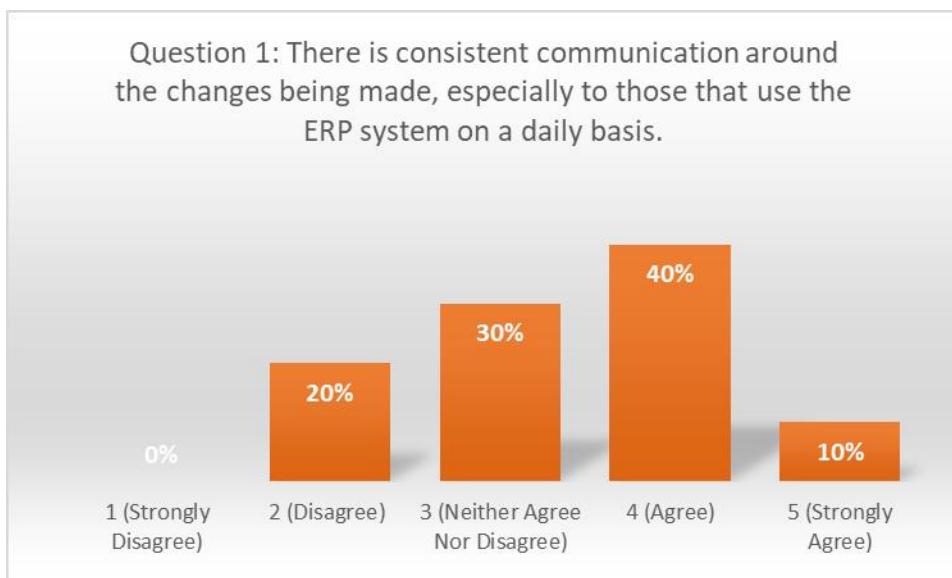




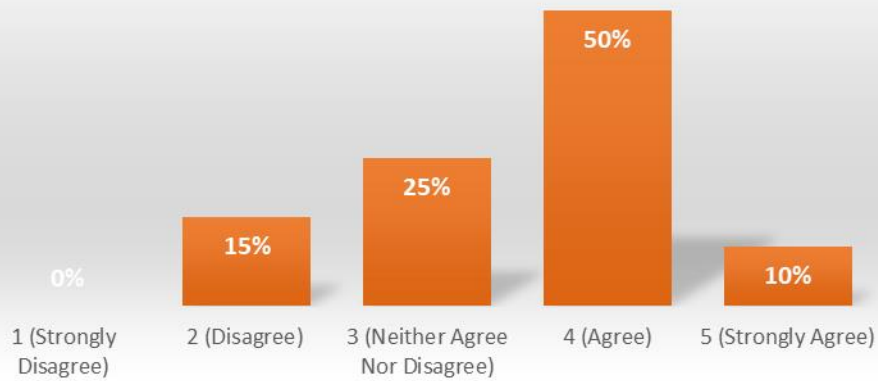


Appendix E: Environmental setting questions, responses, and analysis

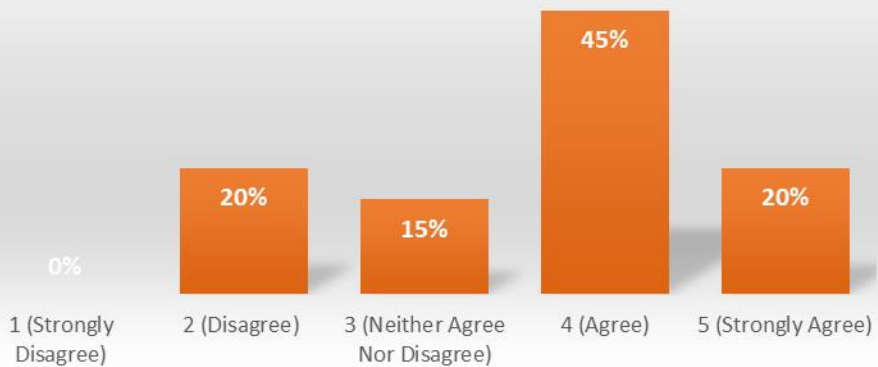
Questions	TOTAL	1 (Strongly Disagree)	2 (Disagree)	3 (Neither Agree nor Disagree)	4 (Agree)	5 (Strongly Agree)	TOTAL
Question_1	20	0%	20%	30%	40%	10%	100%
Question_2	20	0%	15%	25%	50%	10%	100%
Question_3	20	0%	20%	15%	45%	20%	100%
Question_4	20	0%	5%	65%	30%	0%	100%
Question_5	20	0%	15%	30%	40%	15%	100%
Question_6	20	0%	5%	20%	70%	5%	100%
Question_7	20	0%	5%	25%	50%	20%	100%
Question_8	20	0%	15%	15%	65%	5%	100%
Question_9	20	0%	0%	15%	50%	35%	100%



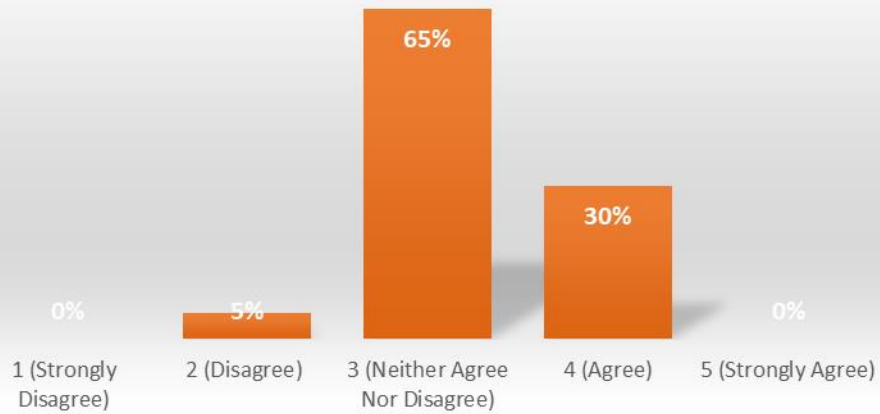
Question 2: We share the same culture of working in the organisation



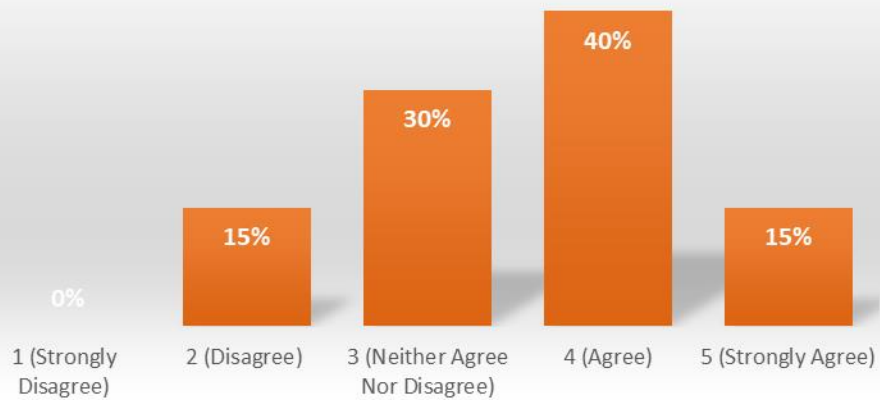
Question 3: There is a strong commitment to training and development of people when new ERP systems are introduced.



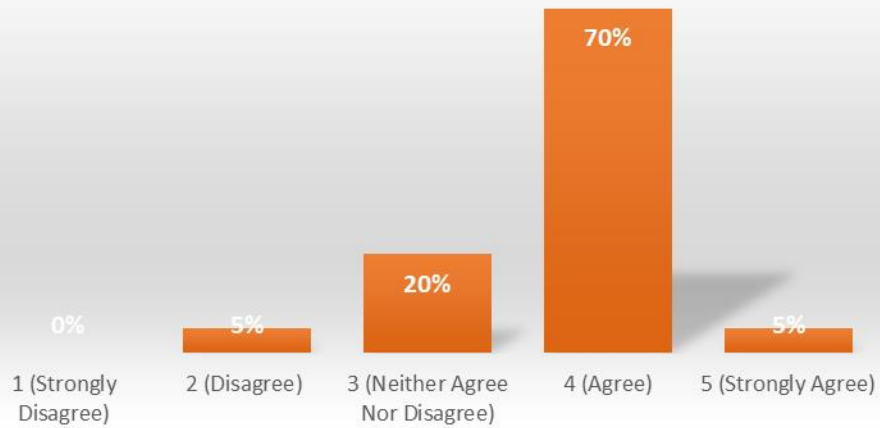
Question 4: The team is not penalised for making mistakes



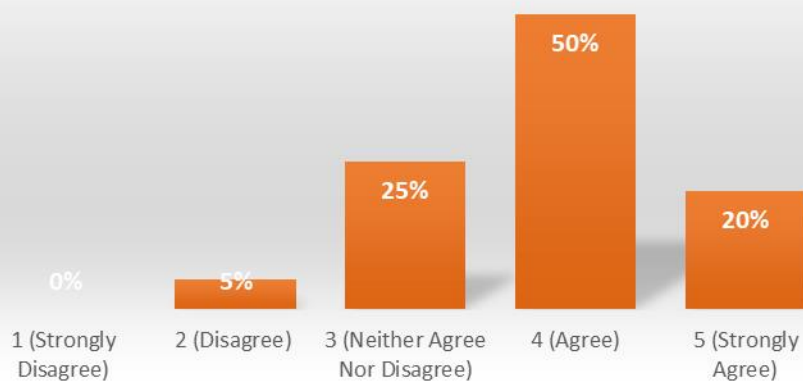
Question 5: Communication is effective across the organisation



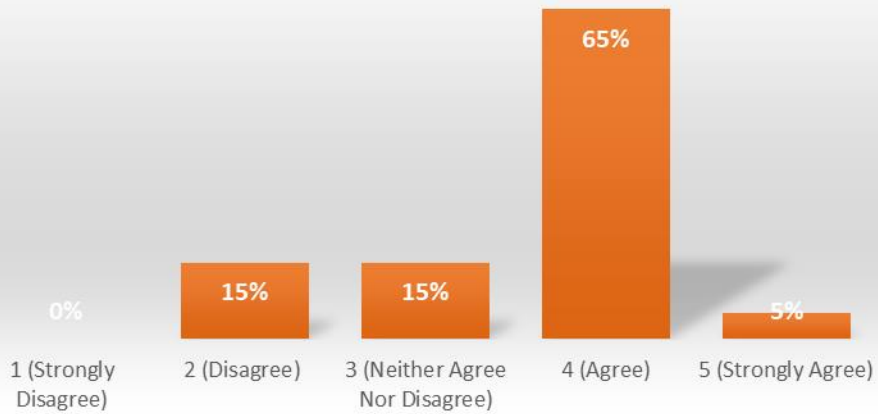
Question 6: We work well in teams



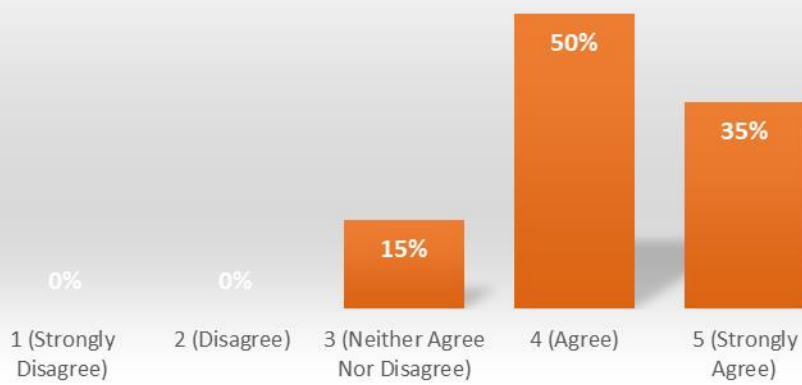
Question 7: The organisation supports teamwork and also allows people to express their individualism



Question 8: People are involved in suggesting ideas for improvements to products and processes



Question 9: Culture influences the way we do things in the organisation

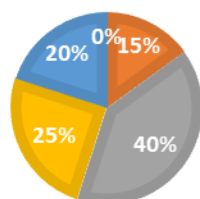


Appendix F: Technological setting questions, responses, and analysis

Questions	Total	1 (Strongly Disagree)	2 (Disagree)	3 (Neither Agree nor Disagree)	4 (Agree)	5 (Strongly Agree)	TOTAL
Question_1	20	0%	15%	40%	25%	20%	100%
Question_2	20	0%	15%	35%	25%	25%	100%
Question_3	20	0%	25%	15%	45%	15%	100%
Question_4	20	0%	5%	35%	50%	10%	100%
Question_5	20	0%	20%	25%	50%	5%	100%
Question_6	20	5%	15%	30%	45%	5%	100%
Question_7	20	0%	0%	40%	50%	10%	100%
Question_8	20	0%	5%	50%	35%	10%	100%

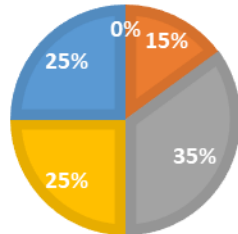
QUESTION 1: OUR ORGANISATIONAL STRUCTURE SUPPORTS NEW WAYS OF WORKING, FOR EXAMPLE NEW ERP SYSTEM FOR A MORE EFFECTIVE WAY OF WORKING

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neither Agree Nor Disagree)
- 4 (Agree)
- 5 (Strongly Agree)



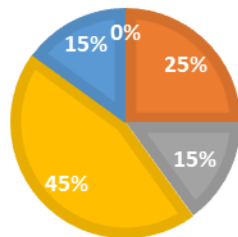
**QUESTION 2: THE ORGANISATION HAS QUALITY,
GOOD INTEGRITY DATA THAT ENABLES EFFECTIVE
DECISION MAKING**

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neither Agree Nor Disagree)
- 4 (Agree)
- 5 (Strongly Agree)



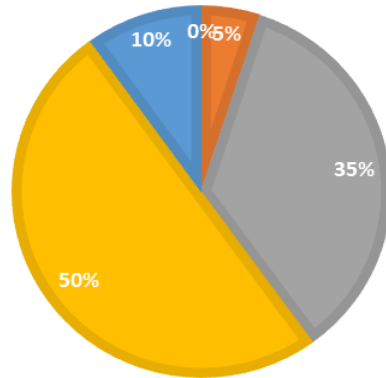
**QUESTION 3: OVERALL, THE ORGANISATION'S ERP
SYSTEMS ARE WELL INTEGRATED AND
STREAMLINED WHERE POSSIBLE**

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neither Agree Nor Disagree)
- 4 (Agree)
- 5 (Strongly Agree)



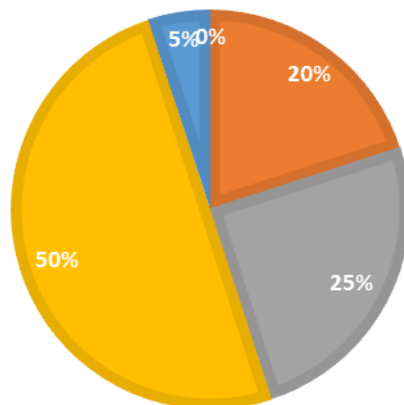
**QUESTION 4: WE HAVE PROCESSES IN PLACE TO HELP US
MANAGE NEW ERP SYSTEMS FROM DEVELOPMENT TO
LAUNCH**

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neither Agree Nor Disagree)
- 4 (Agree)
- 5 (Strongly Agree)

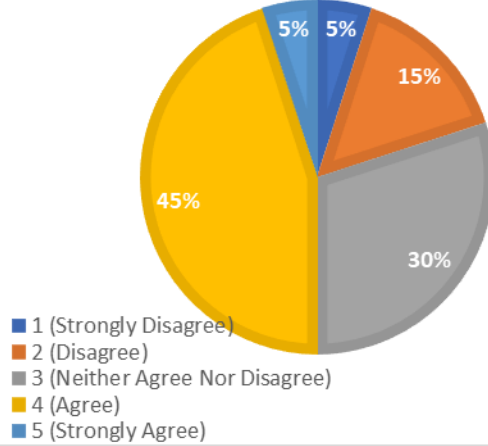


**QUESTION 5: THE ORGANISATION'S ERP SYSTEMS ARE
EFFECTIVE AND EASY TO USE**

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neither Agree Nor Disagree)
- 4 (Agree)
- 5 (Strongly Agree)

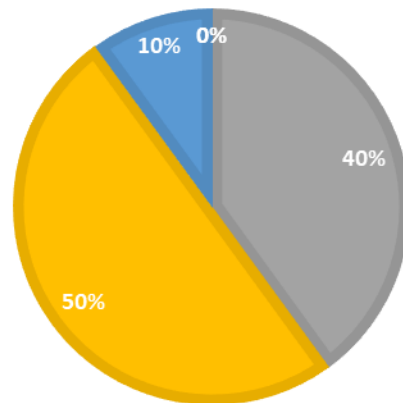


QUESTION 6: THE ORGANISATION ENGAGES IN EFFECTIVE RE-ENGINEERING OF BUSINESS PROCESSES



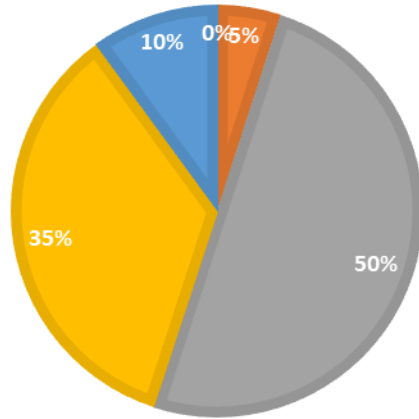
QUESTION 7: ERP IMPLEMENTATION PROJECTS ARE MANAGED EFFECTIVELY

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neither Agree Nor Disagree)
- 4 (Agree)
- 5 (Strongly Agree)



QUESTION 8: THE ORGANISATION HAS EFFECTIVE CHANGE MANAGEMENT STRATEGIES

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neither Agree Nor Disagree)
- 4 (Agree)
- 5 (Strongly Agree)



Appendix G: Open-Ended Questions and Response used in Qualitative Analysis

	Question	Participant 1	Participant 2	Participant 3	Participant 4
1	Can you briefly provide a short depiction of your position in relation to ERP implementation in the organisation?	“Responsible for testing the ERP solutions.”	“Product Head, looking after BEE reporting and funding.”	“I am in charge of the Technical QA Testing of all ERP systems enterprise wise.”	“Not involved”
2	What are the factors that influenced the adoption of ERP systems in large organisations in South Africa?	“Need for integration and centrality of organisational data Need to run banking, HR, pension, payroll.”	“Cost, ease of maintenance.”	“Choosing the right ERP, as well as ensuring its security and quality assurance.”	“Governance processes. Willingness to change and adopt new ways of work.”

	Question	Participant 1	Participant 2	Participant 3	Participant 4
3	What are the kind of challenges you have come across when implementing ERP systems in the organisation?	"Program/project planning; "inept following of the SDLC"; a lack of internal technical resources to drive implementation; and a lack of communication across various implementation teams."	"Skill to maintain and innovate on the ERP platform."	"Timelines. PMO pushing to implement too quickly before all activities are in place Implementation of ERP modules that are not necessary."	"Same as 2."
4	Does the organisation follow any guidelines when adopting and implementing these ERP systems in the organisation?	"Not that I know off."	"Yes."	"The organisation does have guidelines on ERP implementation."	"Unsure."
5	What is the current state of adoption/implementation of ERP systems in the organisation?	"Quite good."	"Very High."	"Digitisation is taking place within the organisation. ERP adoption is rapid within the organisation."	"Unsure."

	Question	Participant 5	Participant 6	Participant 7	Participant 8
1	Can you briefly provide a short depiction of your position in relation to ERP implementation in the organisation?	“The introduction of ERP in our organisation helped to integrate systems, and that led to improved turnaround time in service delivery.”	“Tester- Testing of the software to determine its quality.”	“Testing the ERP application to ensure that it’s working according to the company's need.”	“I am a user.”
2	What are the factors that influenced the adoption of ERP systems in large organisations in South Africa?	“An efficient way of managing service delivery, be it payments, recruitment, communication etc. Centralised systems like ERP help bring the organisation’s entities into synch with one another. It is much easier to share knowledge and understanding of common goals within an organisation.”	“To have 360 degrees view of the company data from one central view.”	“The ability to merge company programs into one, making it easy to access information.”	“Size, budget.”

	Question	Participant 5	Participant 6	Participant 7	Participant 8
3	What are the kind of challenges you have come across when implementing ERP systems in the organisation?	<p>“Integrating systems into the ERP It requires special knowledge for the users of the system. Technological expertise was an issue, and we needed to get outside expertise to get us through.”</p>	<p>“People adoption of the system.”</p>	<p>“Resistance to change.”</p>	<p>“Recovery testing.”</p>
4	Does the organisation follow any guidelines when adopting and implementing these ERP systems in the organisation?	<p>“Yes, we were guided by the basic industry-wide principles of implementing the solution.”</p>	<p>“Yes.”</p>		<p>“Yes.”</p>
5	What is the current state of adoption/implementation of ERP systems in the organisation?	<p>“Stable and gradual growth.”</p>	<p>“Still in the early phases.”</p>	<p>Yes</p>	<p>“Mature.”</p>

	Question	Participant 9	Participant 10	Participant 11	Participant 12
1	Can you briefly provide a short depiction of your position in relation to ERP implementation in the organisation?	I am in a quality management area, and my position is to ensure the ERP implementations have met the required requirements and passed all the quality gates to ensure successful implementation	No Answer Provided	No Answer Provided	"I do not get involved in ERP implementation as I am the user."
2	What are the factors that influenced the adoption of ERP systems in large organisations in South Africa?	"One of the elements that may influence ERP system adoption is business complexity. Another two factors could be the structure as well as the organisation's size."	No Answer Provided	No Answer Provided	"User involvement Employees and/or user skilling (IT skills) Top Management support."

	Question	Participant 9	Participant 10	Participant 11	Participant 12
3	What are the kind of challenges you have come across when implementing ERP systems in the organisation?	“Customization of the ERP systems to fit the culture of the organisation not implementing best-recommended practices.”	No Answer Provided	No Answer Provided	No Answer Provided
4	Does the organisation follow any guidelines when adopting and implementing these ERP systems in the organisation?	“Most organisations discard the guidelines when adopting and implementing the ERP systems.”	No Answer Provided	No Answer Provided	“Yes”
5	What is the current state of adoption/implementation of ERP systems in the organisation?	“In the current organisation, ERP system is adopted, and all the modules are being used.”	No Answer Provided	No Answer Provided	No Answer Provided

	Question	Participant 13	Participant 14	Participant 15	Participant 16
1	Can you briefly provide a short depiction of your position in relation to ERP implementation in the organisation?	“I have played a technical role during the implementation of ERP, and I have used the ERP system after implementation. Currently, I use the ERP application to fulfil some management roles and for other functions with the organisation.”	“My position is testing the ERP before it can be implemented for Users.”	“I was part of the initial implementation, but now I am just an interested stakeholder and the end-user of the system.”	“I am only a user of the system and, therefore, no comment.”
2	What are the factors that influenced the adoption of ERP systems in large organisations in South Africa?	“It is the prices, support, and availability skills to support the ERP system.”	“Ease of Use, some ERPS are too complex for End Users.”	“There is a need to streamline organisational processes and connect many technologies into a single platform where transactions can be completed end to end and all phases of the workflow can be monitored.”	“I am only a user of the system and, therefore, no comment.”

	Question	Participant 13	Participant 14	Participant 15	Participant 16
3	What are the kind of challenges you have come across when implementing ERP systems in the organisation?	When the team faces an issue and there is a vital milestone to meet, there is a lack of immediate response from the vendor.	Customisation to the meet organisational needs	Lack of appetite to adopt out-of-the-box standard processes. High levels of customisation. Lack of adoption because users tend to have specific preferences especially based on their previous experience at other organisations, e.g., SAP vs Oracle. Not articulating the strategic intent of the implementation with clear expectations and matrices to evaluate success or failure. Poorly planned projects result in delays and costs overruns.	I am only a user of the system and, therefore, no comment.

	Question	Participant 13	Participant 14	Participant 15	Participant 16
4	Does the organisation follow any guidelines when adopting and implementing these ERP systems in the organisation?	“They usually adhere to the recommendations and guidelines of Gartner and other reputable organisations. “	“Yes, they were following guidelines; however, with Technology, there are always glitches to be expected. Organisations are different.”	“Always departs from the guidelines provided by the software supplier. Lack of adoption of standards processes and opting to customise the systems.”	“I am only a user of the system and therefore no comment.”

	Question	Participant 13	Participant 14	Participant 15	Participant 16
5	What is the current state of adoption/implementation of ERP systems in the organisation?	“The ERP system has been well accepted in the organisation, and people use it regularly.”	“The ERP system is now operational, despite the fact that it took a long time to be fully implemented and operational. Customisation and user requirements were some of the delaying factors in the Implementation.”	“Low. Service management and Asset management have now been implemented independently of the ERP system even though the modules have been licensed with the original implementation. There is a potential for Core banking being implemented independently of the ERP.”	“I am only a user of the system and therefore no comment.”

	Question	Participant 17	Participant 18	Participant 19	Participant 20
1	Can you briefly provide a short depiction of your position in relation to ERP implementation in the organisation?	"I am a user of the ERP system."	"Currently an end-user."	"There is not a resource Planning tool in the PA that I am aware of. Resource planning is done without looking at the demand and capability of the resource."	"I am a Senior Test Analyst. My responsibility is to ensure that the quality of the software is exceptional and responsible for other artefacts such as the Test Approach, Integration Testing, to co-ordinate the project test activities across streams, Test Control and Report, customer management and process implementation, to extract test requirements and create/ execute test scripts (manual and automation) Review and manage defects, Lead reviews of test requirements and Support the Project Manager and Business Operations Executive as required."

	Question	Participant 17	Participant 18	Participant 19	Participant 20
2	What are the factors that influenced the adoption of ERP systems in large organisations in South Africa?	"The organisation's culture and change management intervention"	"Ease of use, training."	"As organisations evolve, skills are evolving, and some skills become redundant Automation or Robotic is becoming the norm."	No Answer Provided

	Question	Participant 17	Participant 18	Participant 19	Participant 20
3	What are the kind of challenges you have come across when implementing ERP systems in the organisation?	"Poor adoption of the system"	No Answer Provided	No Answer Provided	"All ERP systems need to be maintained on a regular basis, which results in maintenance costs. An ERP system might appear inexpensive to start with but failing to factor in the maintenance costs attached to it before implementation can end up costing the organisation tremendous large amounts to pay. This is again another reason to properly vet your vendors prior to making a decision."

	Question	Participant 17	Participant 18	Participant 19	Participant 20
4	Does the organisation follow any guidelines when adopting and implementing these ERP systems in the organisation?	"Yes, Correct"	"Not sure"	"I strongly suggest that a framework be built and adopted by organisations for ERP planning."	No Answer Provided

	Question	Participant 17	Participant 18	Participant 19	Participant 20
5	What is the current state of adoption/implementation of ERP systems in the organisation?	"I think we have a high adoption rate at the moment as the platform is supported well."	"We have Oracle, which looks like it needs enhancing due to features that are not adequate."	"Non-existent at the present moment as far as I am aware."	"I am not sure at all".

