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Appendix A:

Research Questionnaire on Analyzing Successful ERP  
Implementation and ROI of ERP

**Researcher** –S.P.Kandanearachchi (B.Sc. Eng)

**Objective:**    **Framework for Successful ERP Implementation**  
                       **Framework for Coupling ERP System with E-business, SCM and**  
**CRM**  
                       **Framework for ROI on ERP**

**Guidelines:**

The questionnaire consists of three Sections

Section A-ERP Implementation approach

Section B-Integration of E-business, SCM and CRM with Backend

ERP System

Section C-Cost and Benefits of the ERP System

**Please mark the “x” or underline for your selected answer category. Mark only one category for**

<b>Section A-ERP Implementation approach</b>						
<b>1.</b>	<b>ERP Product Features</b>	<b>V.High</b>	<b>High</b>	<b>Medium</b>	<b>V.Low</b>	<b>No</b>
1.1	User friendliness					
1.2	Functionalities					
1.3	Performance					
1.4	Appropriateness to the business					
1.5	Hardware & Software compatibility					
1.6	Use in Similar Business Area/ Companies (Market Usage)					
	<b>Implementation Partner (IP)</b>					
<b>2.1</b>	<b>Project Management</b>	<b>V.High</b>	<b>High</b>	<b>Medium</b>	<b>V.Low</b>	<b>No</b>
2.1.1	Level of expertise					
2.1.2	Communication					
2.1.3	Composition of the project team					
2.1.4	Role of project champion					
2.1.5	Industry Knowledge of the Memebers					
2.1.6	Project Delivery Time					
<b>2.2</b>	<b>Configuration Management</b>	<b>V.High</b>	<b>High</b>	<b>Medium</b>	<b>V.Low</b>	<b>No</b>
2.2.1	Studying of Client’s Business Process					

2.2.2	Studying of ERP's Business Process					
2.2.3	Mapping of Client's Business Process with ERP's Business Process (Client's Business Process Re-engineering)					
2.2.4	Level of Customerisation of ERP					
2.2.5	Time Duration for Customerisation					
<b>2.3</b>	<b>Financial Stability of the IP</b>					
<b>2.4</b>	<b>Product Support</b>					
	<b>Client</b>	<b>V.High</b>	<b>High</b>	<b>Medium</b>	<b>V.Low</b>	<b>No</b>
<b>3.</b>	<b>Management (Client)</b>					
3.1	Support from top management					
3.2	Clear objectives and goals					
3.3	Change management/culture					
3.4	Decision Making					
3.5	Quality of the project team (client) & Business Process Knowledge of the client members involved in					
3.6	End User Involvement					
3.7	Client's IT Literacy					
3.8	System Testing & Validation					
3.9	End User Awareness and Training					
3.10	Post Implementation Monitoring					
3.11	Method of Change Over	6Months Parallel Run	3Months Parallel Run	Phase Implem.	One Shot Live	
3.12	ERP Implementation Strategy	All Modules, All parts of the business	Single Module, All parts of the business	All Modules, Single part of the business	Single module, single part of the business	adhoc
<b>4</b>	<b>Measuring the Successfulness</b>	<b>V.High</b>	<b>High</b>	<b>Medium</b>	<b>V.Low</b>	<b>No</b>
	<b>Overall product benefits</b>					
4.1	Information visibility					
4.2	Process improvement					
4.3	Level of End User Satisfaction					
4.4	Cost reduction					
4.5	Competitive advantage					
4.6	Integration of various business processes					

<b>Section B-Integration of E-business, SCM and CRM with Backend ERP System</b>						
<b>5</b>	<b>Web Enable Features of the ERP</b>	<b>V.High</b>	<b>High</b>	<b>Medium</b>	<b>V.Low</b>	<b>No</b>
5.1	Web Enable features of HR Module					
5.2	Web Enable features of Sales & Distribution					
5.3	Web Enable features of Manufacturing and Production Planning					
5.4	Web Enable features of Financial Management					
5.5	Web Enable features of Material Management					
5.6	Features of the web portal E-business, SCM, and CRM					
<b>6</b>	<b>Enabling E-business with ERP</b>					
6.1	Corporate Vision for E-Business with ERP					
6.2	Strategic level support for the E-Business					
6.3	Studying of similar business companies involved in E-Business with ERP					
6.4	Further Business Process Re-engineering					
6.5	Additional Customerization to Component Based ERP					
6.6	Additional Cost Involvement					
<b>7</b>	<b>Enabling SCM with ERP</b>					
7.1	Corporate Vision for SCM with ERP					
7.2	Strategic level support for the SCM (Corporate level discussion with Suppliers etc)					
7.3	Studying similar implementation of SCM with ERP					
7.4	Further Business Process Re-engineering					
7.5	Additional Customerization to Component Based ERP					
7.6	Additional Cost Involvement					
<b>8</b>	<b>Enabling CRM with ERP</b>					
8.1	Corporate Vision for CRM with ERP					
8.2	Strategic level support for the CRM (Corporate level interaction with Core Customers etc)					
8.3	Studying similar implementation of SCM with ERP					
8.4	Further Business Process Re-engineering					
8.5	Additional Customerization to					

	Component Based ERP					
8.6	Additional Cost Involvement					
<b>9</b>	<b>Implementation Strategy of E-Business, CRM, SCM with ERP</b>					
9.1	Extending the ERP at once (ie: Considering the E-business, CRM and SCM whole together)	Yes		Phase by Phase		No
9.2	Use of ERP Consultant or Resource Person	Yes				No
9.3	Project leadership (Client Side)					
9.4	Project leadership (Vendor Side)					
9.5	Quality and Knowledge of the Project Team					
9.6	Project Duration Over Run					
9.7	Project Cost Over Run					
9.8	Technological barriers for Implementation					

<b>Section C-Cost and Benefits of the ERP System</b>						
<b>10</b>	<b>Investment as % of Annual Sales</b>		<b>% of Sales</b>		<b>Remarks</b>	
10.1	Cost of Hardware as % of Annual Sales					
10.2	Cost of Software as % of Annual Sales					
10.3	Cost of Implementation as % of Annual Sales (Training / Consultant fees etc)					
10.4	Cost of Ownership as % of Annual Sales ( Hardware, Software and Support Maintenance Cost)					
10.5	Additional Cost Implemented in Extending the ERP as % Annual Sales					
<b>11</b>	<b>Return as % of Annual Sales</b>		<b>% of Sales</b>		<b>Remarks</b>	
11.1	Direct Benefit or Returns that saved because of ERP System					
<b>12</b>	<b>Payback Period</b>					
<b>12.1</b>	<b>Payback Period</b>	<b>5yrs</b>	<b>4yrs</b>	<b>3yrs</b>	<b>2yrs</b>	<b>1yrs</b>
<b>12.2</b>	<b>Reduction of Business Cycle</b>	<b>5times</b>	<b>4times</b>	<b>3times</b>	<b>2times</b>	<b>1 times</b>

<b>Whether the ROI has been precalculated ?</b>	YES		NO	
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If ROI has been precalculated, what is the value ?

<b>Do you think the ERP implementation is success one?</b>	YES		NO	
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Any further comments on success/failure of the ERP Implementation?

**Any Special ERP Implementation Method applied?**

<b>Do you think the Extended ERP implementation (E Business, SCM, CRM ) is success one?</b>	YES		NO	
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**Any further comments on Implementation of E-business, SCM, CRM with ERP?**

**Any Suggestion to Improve the ROI from ERP System**

.....  
**Name and Designation**  
**Company Name:**



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