APPENDIXES

Appendix 1 – Questionnaire Form

Appendix 2 – SPSS Report – Factor Analysis

Appendix 3 – SPSS Report – Descriptive Statistics

Appendix 1 Questionnaire Form



UNIVERSITY OF MALAYA FACULTY OF BUSINESS & ACCOUNTANCY

A Survey on:

What Happens After Enterprise Resource Planning (ERP) Implementation: Understanding the Impact of Inter-dependence and Differentiation on Plant-level Outcomes

Dear Sir/Madam,

The main objective of this study is to effectively study the intermediate benefits of ERP at a local level by taking a post-implementation focus.

This survey is conducted as partial requirement for completion of Master of Business Administration degree from the University of Malaya.

Kindly **answer all questions.** Your response to each question in this questionnaire will only be analyzed in aggregate forms and be **kept strictly confidential.** In other words, individuals who respond to this questionnaire will not be identified. The survey will take approximately 10 minutes and your participation is very much appreciated.

Should you have any question or comment regarding this questionnaire, do not hesitate to contact me.

Thank you for your co-operation and assistance.

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Part A
Please indicate which would be the best statement that describes your opinions:
Please tick **ONE** answer for each statement.

IS S	Sophistication	Strongly Disagree	Disagree	Slightly disagree	Neither Disagree nor Agree	Slightly Agree	Agree	Strongly Agree
	(For question 1-8)The utilization of IT (information technology) devices and software applications including the internet and the World Wide Web in the following areas/activities is common:							
1.	Inventory department							
2.	Procurement							
3.	Shipping/Distribution							
4.	HR System							
5.	Marketing and Sales							
6.	Account Payable							
7.	Account Receivable							
8.	Firm's Supply Chain Management							
9.	Enterprise data are maintained within database management system							
10.	Computers are all networked							
11.	Documents are maintained using imaging technologies							
12.	Business transaction conducted with supplier/customers using EDI (Electronics Data Interchange)							
13.	Data can be shared easily among various internal systems (e.g. Finance, Accounting, Purchasing, etc) system							
14.	Order changes are automatically reflected in downstream processes or systems							
15.	The company system can easily transmit, integrate and process data between suppliers and customers							
16.	The company's systems allows continuous monitoring of order status at various stages of the process							
17.	Employees can easily retrieve information from various databases for decision support (e.g., cost information, reporting tools)							
18.	All product-related information is available on line (e.g. catalog, product description, detail specification, price, discount, etc)							
19.	Customers can customize their orders online without phone / fax or face-to-face interactions							

Interdependence		Strongly Disagree		e Slig disa		Neithe Disagre nor Agr	ее	Sligh Agre		Agree	Strongly Agree
To be successful, this plant/department must be in constant contact with the other plant/department]						
If this plant/department's communication links to these other plant/department were disrupted, things would quickly get ve difficult]						
Close coordination with the other plant/department is essent this plant/department to successfully do its job	tial for]						
Information provided by the other plants/departments is critic the performance of this plant/department	cal to]						
This plant/department works independently of the other plants/departments]						
6. The actions or decisions of the other plants/departments have important implications for the operations of this plant/department.]						
Differentiation - Key Manufacturing Strategy and Process Characteristics. Many		/								F	ew
Characteristics.		7	6	5		4	3	3	2	2	1
The number of different model numbers, configurations or formulations produced					ļ]	
The number of different active part numbers or material code numbers, excluding finished goods part numbers or finished goods code numbers											
3. Number of levels in the typical bill of materials								ı İ			
4. The average number of design changes per month]						
5. The number of new design introductions per month]	
The average amount of time that passes between the time an order is put into production and the time it is completed.]	
7. The need to identify or segregate material by individual piece or lot rather than merely by part number]	
Amount of production activity dedicated to processing (blending, purifying, converting, etc.) as opposed to assembly or fabrication.											
Customization		Strongly Disagree		e Slig disag		Neithe Disagre nor Agr	ее	Sligh Agre	,	Agree	Strongly Agree
1. The ERP system was altered to improve its fit with this plant]						
A standard version of the ERP software was implemented w changes being made	ithout]						
This plant/department works independently of these other plants/departments	_]						
When the ERP system was being implemented in this plant/department, the package was changed to better meet to needs of this plant/department	the]						

Part B Please indicate which would be the best statement that describes your opinions: Please tick **ONE** answer for each statement.

Task Efficiency	Strongly Disagree	Disagree	Slightly disagree	Neither Disagree nor Agree	Slightly Agree	Agree	Strongly Agree
Since ERP is implemented, plant/departmental employees such as buyers, planners and production supervisors need less time to do their jobs							
ERP saves time in jobs like production, material planning and production management							
3. Now that we have ERP, it is less time-consuming to do work like purchasing, planning and production management set-up.							
ERP helps plant employees like buyers, planners, and production supervisors to be more productive							
Improvements in Coordination with Other Plants	Strongly Disagree	Disagree	Slightly disagree	Neither Disagree	Slightly Agree	Agree	Strongly Agree
ERP helps the plant/department adjust to changing conditions				nor Agree			
with other plants/departments 2. ERP has improved the plant/department's coordination with other plants/departments							
ERP makes the plant/department aware of important information from these other plants/departments							
ERP helps the plant/department synchronize with other plants/departments							
Overall Business Impact of ERP on the Plant	Strongly	Disagree	Slightly	Neither	Slightly	Agree	Strongly
overall Submood Impact of Ern on the Falls	Disagree	- rougree	disagree	Disagree nor Agree	Agree	1.9.00	Agree
In terms of its business impacts on the plant/department, the ERP system has been a success							
ERP has seriously improved the plant/department's overall business performance							
3. ERP has had a significant positive effect on the plant/department							

Part C – Background and Activities of the Company Please tick the answer and fill in the blanks when necessary.

1)	Please indicate your company's PRIMARY business activity. (Choose one only) Manufacturing or Processing of Industrial Goods Manufacturing or Processing of Consumer Goods Wholesaling Retailing Services, please indicate:		
2)	Please specify the industry of your company		
	Plastic Products Furniture & Fixture Construction-related Food & Beverages Chemical Products	Textile & Clothing Electric & Electronics Rubber Products Automotive / Autoparts & Transportation Other, please indicate	
3)	Please indicate Years of operation Less than 1 1 to 2 2 to 3 3 to 4 4 to 5 5 to 10 More than 10		
4)	Please specify the numbers of employees Less than 50 50 to 100 100 to 300 300 to 500 500 and above		
5)	Country Of origin Malaysia ASEAN countries (Thailand, Vietnam, etc) Europe (UK, France, etc) Middle East (UAE, Qatar, Saudi Arabia, etc) Asia (China, Taiwan, Hong Kong, Korea, etc) Americas (United States, Canada, South America, etc) Australia and New Zealand others		
6)	Number of Branches/Manufacturing sites 1 Branches/Manufacturing sites 2 Branches/Manufacturing sites 3 Branches/Manufacturing sites or more		

7)	Job Function Scheduler/Planner/Buyer Materials Manager/ Purchasing Manager Operations Manager Plant Manager Other Position	
8)	Software Vendor SAP JD Edwards QAD Baan Oracle PeopleSoft Others	
9)	ERP Time Elapsed (Years) Since Implementation at Plant (since "go-live") Less than 1 year 1 to 2 years 2 to 3 years 3 to 4 years 4 to 5 years More than 5 years	

**** Thank you for your time and cooperation in completing this questionnaire ****

Appendix 2 SPSS Report – Factor Analysis

Appendix 3

SPSS Report – Descriptive Statistics