

“OPTIMIZING OPERATIONAL EXCELLENCE: AN IN-DEPTH ANALYSIS OF IMPACT OF BUSINESS PROCESSES AND SUCCESS FACTORS IN ERP SYSTEMS W.R.T IT SECTOR”

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ABSTRACT

This article aims to explore the dynamic IT industry in Hyderabad, India, with a focus on ERP system implementation, integrated business process analysis, and the main factors affecting the efficiency of corporate operations. The primary goal of this study is to achieve operational excellence by analyzing the possibilities and difficulties faced by the IT industry inside this rapidly evolving technological hub. This study compares and contrasts several enterprise resource planning (ERP) systems and their effects on business productivity in an effort to assist IT organizations in Hyderabad in understanding how to enhance their operational operations. Several aspects will be investigated, including the use of administrative tactics and technological improvements. Experts in the field and those making decisions could find this useful. This article aims to provide noteworthy insights to both academics and business communities via the use of empirical research and case studies. In doing so, it hopes to help IT companies in Hyderabad improve their decision-making and operational excellence.

Keywords: ERP Systems, Business Process Optimization, IT Industry, Hyderabad, Operational Excellence

1. INTRODUCTION OF THE STUDY:

Businesses may need to put a significant amount of money into Enterprise Resource Planning (ERP) systems. Time and money are also required for the process, which requires teamwork and mutual aid. These factors have a significant impact on the quantity and quality of historical data, the accessibility of project management resources, the necessity of re-engineering business processes, the potential to automate business processes through integration with new technologies, and the approach, timeline, phases, and intricacy of ERP implementation. Implementation timeframes might range from a few months to years, depending on strategy and operational complexity. It is possible to swiftly deploy the core modules, including General Ledger, AR/AP, HR, and Payroll. It may take some time to integrate these modules with the required workflows, production processes, and CRM procedures. Enhancing information flows and reducing communication costs and time, ERP integrates and organizes inter-organizational operations involving suppliers and consumers (Migdadi & Abu Zaid, 2016). However, irrespective of the velocity chosen for the software implementation process, it is crucial to have a comprehensive and well-documented strategy. Due to the potential risks posed to resources and organisational stability, it is essential for

organisations to have a comprehensive understanding of the process. BPs is the series of steps that shows how the operational tasks are to be performed to complete a particular business activity. ERP systems provide several BPs as out of box solutions.

Automating these BPs will not only save time and cost but also enhance the productivity and optimise the operational efficiency. Infusion of ETs including AI, ML, Natural Language Processing (NLP), IoT, and Cloud Computing rapidly changing the nature and behaviour of ERP systems by enabling automation, reducing human intervention and allowing operations from any corner of the workforce. What we call "iERP" is an AI system that integrates enterprise resource planning with AI. The way it helps businesses is by quickly processing complex unstructured data with innovative ways and valuable insights. IERP has several advantages, including the fact that it simplifies operations, improves accuracy, and reduces the time it takes to process data. That was stated by Ruhi in 2016. ERP applications, in the present era, are accessed using mobile applications by employees, customers, suppliers, and management for different reasons including decision making and other operational activities. Accessing requisite data and information from anywhere and anytime will undoubtedly enhance the operational efficiency and optimise the productivity.

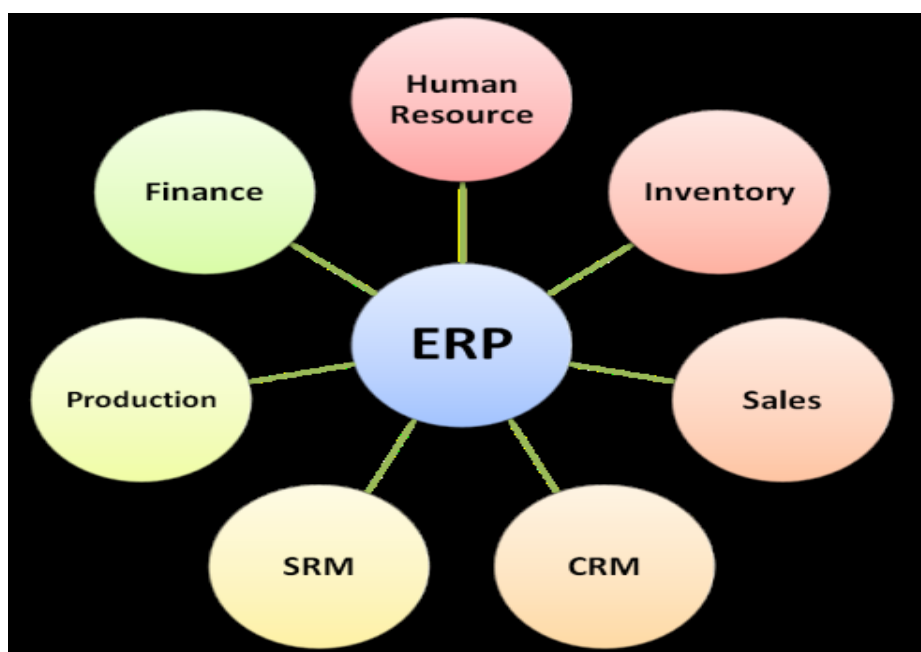


Figure 1: ERP System (Source: IPTEK, Journal of Proceeding Series)

After the successful implementation and go-live of ERP software product, organizational resources may finally breathe a sigh of relief. All staff will be fully engaged as they adapt to the new system, and in due course, the system will begin to provide its benefits. After the initial chaos has subsided and the system starts functioning efficiently, it is important to assess if the implementation process has successfully met the predetermined objectives and the desired outcome. The effectiveness of an ERP deployment depends only on the aspects that get your attention throughout its adoption.

2. SIGNIFICANCE OF THE STUDY:

For many businesses, computer applications are the lifeblood. Companies could not function without software. Evidently, "integrated business process software" is starting to play an increasingly important role in a wide range of businesses. All-encompassing company software is known as Enterprise Resource Planning (ERP), according to Sandy (2016). Enterprise resource planning (ERP) systems link crucial corporate applications and procedures. The following departments are involved: finance, general components, manufacturing, sales, marketing, maintenance, logistics, and warehouse management. The data stored on centralized systems is accessible to all relevant departments (Toruan, 2013). The use of enterprise resource planning (ERP) systems is low and inefficient, says Tjakrawala (2012). According to Krigsman (2010), the failure rate of IT projects ranges from 30% to 70%. This research is significant for the IT industry because it explores the complex interaction between business processes and ERP system success criteria. Insights for enhancing operational excellence may be gained by dissecting this intricate connection. To succeed in today's cutthroat digital market, you must be proficient in the use of Enterprise Resource Planning (ERP) technologies within the information technology industry. Improved operations and novel uses of technology to gain a competitive advantage in the IT sector may result from the study's conclusions.

3. STATEMENT OF THE PROBLEM

This research seeks to improve IT operational excellence by examining how business processes and success variables affect ERP systems. Despite IT businesses' broad use of ERP systems, little is known about how certain business processes interact with these systems to succeed. While some success characteristics are known, their impact on IT operational efficiency needs additional study. This research addresses the following questions:

- i. How do ERP systems affect IT business operations and operational excellence?
- ii. What makes ERP system deployment in the IT industry successful and how does it improve operational efficiency?

The study seeks to improve business processes and ERP system benefits in the IT sector by addressing these concerns.

4. LITERATURE – REVIEW:

Magal & Word (2009) Due to the complexity of data monitoring in a firm, manually controlled Information Systems (IS) that need data re-entry are impractical. Thus, to move from segregated departments to automated processes, companies must switch from task-focused information systems to ERP and other integrated business platforms. Enterprise systems streamline operations and offer comprehensive support by removing or considerably lowering the requirement for particular departments, services, interdependencies, or persons. The challenge is to avoid ambiguity across ERP components such business processes, functions, personnel, roles, tasks, and departments while providing a complete service or product to consumers. Business Processes (BPs) are systematic acts that achieve a goal. These processes might be basic and restricted to one functional area or complicated and include several functional domains in an organisation. Business procedures guide and oversee an organization's activities, ensuring the successful and structured attainment of stated goals.

Thus, Enterprise Resource Planning (ERP) helps corporations run by maintaining important business process data and allowing future changes (Granlund, 2007; Rom and Rohde, 2006). Many corporate processes are linked to ERP. Enterprise Resource Planning (ERP) is a set of interconnected actions that convert inputs into outputs of greater value (Magal and Word, 2009). Real, economic, and educational changes exist. Next argument will elaborate on the topic. Organisational effectiveness depends on separating management's decision-making from information delivery. Therefore, firms must be able to evaluate their progress towards targets (Nicolaou & Bhattacharya, 2008; Kanellou & Spathis, 2013). Many institutions have implemented ERP, however experimental research has shown conflicting evidence linking ERP implementation to company performance. Sánchez and Spraakman (2012) suggested that the gap may be attributed to a lack of proper assessment of the value of ERP business process characteristics. Similarly, other researchers (Kallunki et al., 2011) say that a lack of understanding of ERP's role in company processes inhibits understanding its influence on management control and business performance. Oracle, SAP, Sage Group, Microsoft, Workday, QAD, and Service Now use business process integration to successfully execute their solutions across diverse business domains, verticals, and countries. These ERP packages provide a solid base for running various applications and third-party apps. Many of these systems let organisations develop, integrate, and customise workflows digitally and optimise business processes across numerous domains.

According to Ali and Miller (2017), crucial success factors (CSFs) are the conditions that a business must satisfy to be competitive. The priorities for an efficient ERP implementation may vary from one organisation to the next based on the unique circumstances and management approaches (Elgir and Pourjabbar, 2018). To fully profit from ERP systems, businesses must meet the five criteria outlined by Loon et al. (2017). To meet the requirements, which include tracking the implementation process against certain milestones and performance indicators, it is necessary to choose a project champion, put together a capable project team, get user buy-in, and evaluate the ERP system. So, to find out what matters most for ERP deployments to be successful, Delgir and Pourjabbar (2018) looked at an Iranian financial institution. The study's authors state that for an enterprise resource planning (ERP) system to be successful, it must include four key characteristics. Make sure you choose the right ERP system, train your staff well, get management's support, and keep tabs on how well you're doing. Ahmed et al. (2017) investigated the successful implementation of enterprise resource planning (ERP) systems by small and medium-sized enterprises (SMEs) in Pakistan. In their view, the most critical success components for any company are a solid IT foundation, an educated and enthusiastic workforce, and well-defined goals for the company, consistent training, and satisfied customers. After reviewing 22 studies on CSF, Chausi et al. (2016) identified 10 CSFs that have to be present in any organisation planning to launch an ERP system. It is critical to have a well-defined plan, passionate backing from higher-ups, qualified employees, training programs, and comprehensive assessment and monitoring mechanisms. Woo (2007) examined the ERP deployment of a Chinese firm via a case study to determine their priorities. Project teams, project management, communication, process transformation, instructional and training

opportunities, team member education and training, and many more CSFs were all part of the author's list.

Enterprise resource planning (ERP) systems rely heavily on integration; say Rom and Rohde (2006). Despite much debate within the IT sector, the word "integration" remains undefined (Granlund, 2011). Several tiers of complexity are available for use when integrating business processes with information systems. Booth et al. (2000) recognized three main types of integration: data, hardware/software, and information. While the hardware/software integration feature defines the potential network connections between processors, the data integration function is responsible for storing and preserving all data in IIS. The last part, information integration, makes sure that all parts can transfer data smoothly. The commercial aspect of integration is information integration, while the technical aspects are data integration and hardware/software integration. Booth et al. (2000) said that system integration may not be enough when taking into account the combined effects of technological and economic factors. In their 2009 research, Chapman and Kihn looked at two parts of the integration system: one that integrates financial and non-financial data, and another that uses data from reports created by information systems (like ERP). Optimization, development, planning, assessment, and monitoring are all part of business process management (BPM), which takes a 360-degree approach (vom Brocke et al., 2016). According to van der Aalst et al. (2016), this approach combines technical, information technology, and managerial abilities in order to continuously improve the firm's operations. Business process management (BPM) seeks to understand what makes it effective and popular. This helps organizations become more process-oriented and improves their performance, according to de Bruin and Doebeli (2015) and Leyer et al. (2020).

5. OBJECTIVES OF PRESENT STUDY:

- i. To examine the concepts of business processes management and its influence on the objectives of an organisation.
- ii. To determine the impact of key elements that contributes to the success of ERP implementations.
- iii. To suggest the best practices towards ERP implementation strategies for Success.

6. HYPOTHESIS OF PRESENT STUDY:

Hypothesis 1:

Null Hypotheses (H₀):

- ❖ There is no significant relationship between the concepts of business process management and the achievement of organizational objectives.

Alternative Hypotheses (H₁):

- ❖ There is a significant relationship between the concepts of business process management and the achievement of organizational objectives.

Hypothesis 2:

Null Hypotheses (H₀):

- ❖ The key elements contributing to the success of ERP installations do not have a significant impact on operational efficiency within organizations.

Alternative Hypotheses (H1):

- ❖ The key elements contributing to the success of ERP installations have a significant impact on operational efficiency within organizations.

7. METHODOLOGY OF STUDY:

7.1 Research Design:

This mixed-method study examines business process management and ERP implementation success variables in the IT industry using qualitative and quantitative methods. Initial qualitative data gathering approaches will include interviews and focus groups with industry experts and practitioners to learn about business process management and ERP success factors. Next, quantitative surveys will assess business process management techniques, ERP installation success factors, and organisational goals in a larger sample of IT organisations. To find patterns, links, and correlations, statistical and thematic analysis will be used on qualitative and quantitative data. This mixed-method approach will help grasp the study topic and explore the relationship between business processes, ERP systems, and IT organisational goals.

7.2 Sample Design:

This research will use easy and stratified sampling to collect data from 50 IT professionals. Participants will be selected from professional networking platforms, internet forums, and industry-specific events using convenient sampling. This method will speed up data collecting, especially for investigations with limited resources or time. Stratified sampling will reflect varied IT professionals. This requires stratifying the population by occupational positions (developers, project managers, consultants, system administrators) and industrial sectors (software development, cyber security, IT consultancy). Study participants will be randomly recruited from each stratum. By using both sampling methods, the sample will represent IT workers' variety while collecting data efficiently. Online survey platforms, networking events and professional networking sites can help attract participants and expedite sampling.

7.3 Data Collection:

This study will use both qualitative and quantitative approaches to collect data. Qualitative data on business process management and ERP success determinants will be gathered via semi-structured interviews and focus group discussions with IT industry professionals and practitioners. Through transcription and theme analysis, this qualitative data will be examined to identify recurring patterns, subjects, and gain valuable insights. Quantitative data will be collected from 50 IT professionals using online surveys and networking events. The survey will include the domains of business process management, ERP success, and organisational objectives. The quantitative data will be analysed using descriptive statistics, correlation analysis, and regression analysis to identify the elements that have a significant impact on the operational efficiency of the IT Company. In order to thoroughly understand the research

problem and draw meaningful findings, a combination of qualitative and quantitative data will be triangulated.

8. LIMITATIONS OF STUDY:

Despite its extensive methodology, this research may have numerous shortcomings. First, the sample size of 50 IT workers may not adequately reflect the industry's variety and complexity. The use of self-reported data from surveys and interviews may lead to response bias and subjective interpretation, affecting the results' reliability and validity. The threat to external validity might be the use of a sample that might not reflect real-world conditions. Given the changing nature of technology and business processes, the conclusions may be limited by time as they represent the state of events during data collection. The results are subject to impact of timing of the intervention as part of the study. Online survey might not ensure the actual sample representation and data security. Finally, triangulation of qualitative and quantitative data may limit analysis and interpretation due to methodological constraints. These boundaries advocate the need for further research with a broader pattern and blended-method strategies to decorate the generalizability and intensity of the findings. Understanding these limitations helps contextualise the study's results and consequences.

9. RESULTS AND DISCUSSION:

Table 1: Data Analysis using One-way ANOVA technique for analysis variances of opinions among respondents towards critical success factors of ERP implementation:

ONE-WAY ANOVA						
Critical success factors(CSF) of ERP implementation		Sum of Squares	df	Mean Square	F	Sig.
Top Management Support and Commitment	Between Groups	67.236	9	67.236	3.98	0.046
	Within Groups	37979.184	41	16.895		Significant
	Total	38046.42	50			
Project Management and Evaluation	Between Groups	85.232	9	8.523	0.548	0.853
	Within Groups	2162.768	41	15.559		Not Sig
	Total	2248	50			
Business Process Compatibility	Between Groups	511.796	9	51.1796	13.6	0.000
	Within Groups	84605.531	41	37.636		Significant
	Total	85117.326	50			
Business Process Re-engineering	Between Groups	92.676	9	9.268	2.094	0.029
	Within Groups	615.064	41	4.425		Significant
	Total	707.74	50			
Minimal customization of Business Processes	Between Groups	220.524	9	22.0524	8.346	0.004
	Within Groups	59395.72	41	26.422		Significant

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	Total	59616.244	50			
ERP Project Team and collaboration	Between Groups	337.848	9	33.785	1.266	0.255
	Within Groups	3709.485	41	26.687		Not Sig
	Total	4047.333	50			
Well defined roadmap and scope	Between Groups	42.728	9	4.273	2.24	0.019
	Within Groups	265.146	41	1.908		Significant
	Total	307.873	50			
End User training and involvement	Between Groups	29.983	9	2.998	0.736	0.689
	Within Groups	565.89	41	4.071		Not Sig
	Total	595.873	50			
Identifying suitable ERP product and Vendor	Between Groups	14.679	9	1.468	0.252	0.99
	Within Groups	809.321	41	5.822		Not Sig
	Total	824	50			

This table presents the results of a one-way ANOVA analysis conducted on various critical success factors (CSFs) of ERP implementation in the context of a study. Here's how to interpret the findings:

❖ When it comes to the importance of top management support and commitment for ERP adoption, the statistical significance of the F-value (3.98) at $p < 0.05$ suggests that the various groups' mean evaluations vary significantly. Consequently, this component is critical for the successful adoption of ERP.

❖ The lack of statistical significance at $p < 0.05$ in the F-value (0.548) suggests that the average ratings of the various groups do not vary significantly when it comes to project management and assessment as essential success criterion for ERP deployment. For that reason, it seems that this section isn't crucial for deciding if ERP deployment was effective in this study.

❖ There has to be a well-defined strategy and scope, as well as re-engineering of current business processes and minimal processing alteration to ensure compatibility with existing operations. Significant F-values (13.599, 2.094, 8.346 and 2.24, respectively) for these factors at $p < 0.05$ demonstrate that the average scores of the various groups varied significantly. Thus, these are the most important things to think about while implementing ERP.

❖ The non-statistically significant F-values (1.266, 0.736, and 0.252, respectively) at $p < 0.05$ indicate that there was no significant difference in the mean scores on these critical success factors between the ERP Project Team and Collaboration, End User Training and Involvement, and Identifying Suitable ERP Product and Vendor groups. Hence, it's possible

that these characteristics don't have a substantial impact on the effectiveness of ERP adoption in this research.

In summary, factors such as top management support and commitment, business process compatibility, business process re-engineering, minimal customization of business processes, and a well-defined roadmap and scope are identified as critical for successful ERP implementation, as evidenced by their significant F-values. However, project management and evaluation, ERP project team and collaboration, end-user training and involvement, and identifying suitable ERP product and vendor may not have a significant impact based on the results of this analysis.

Table 2: Data Analysis using One-way ANOVA technique for analysis variances of opinions among respondents towards Failure factors of ERP implementation:

ONE-WAY ANOVA						
Factors of failure of ERP implementation		Sum of Squares	df	Mean Square	F	Sig.
Unrealistic Project expectations	Between Groups	85.232	9	8.523	0.548	0.853
	Within Groups	2162.768	41	15.559		Not Sig
	Total	2248	50			
Lack of top management commitment	Between Groups	101.667	9	25.417	1.717	0.149
	Within Groups	2146.333	41	14.802		Not Sig
	Total	2248	50			
Lack of business process management	Between Groups	219.452	9	220.524	8.346	0.024
	Within Groups	53959.72	41	26.422		Significant
	Total	54179.172	50			
Over customization of business processes	Between Groups	63.529	9	15.882	3.028	0.02
	Within Groups	760.471	41	5.245		Significant
	Total	824	50			
Inadequate and incompetent resources	Between Groups	23.17	9	5.793	0.715	0.583
	Within Groups	1175.523	41	8.107		Not Sig
	Total	1198.693	50			
Prioritizing technology over people	Between Groups	18.043	9	4.511	0.162	0.957
	Within Groups	4029.29	41	27.788		Not Sig
	Total	4047.333	50			
Lack of planning and change management	Between Groups	2.371	9	0.593	0.281	0.89
	Within Groups	305.502	41	2.107		Not Sig
	Total	307.873	50			
Incompatibility of the ERP product	Between Groups	34.297	9	8.574	2.214	0.07
	Within Groups	561.576	41	3.873		Not Sig
	Total	595.873	50			

Lack of enterprise wide communication and collaboration	Between Groups	22.659	9	5.665	1.199	0.314
	Within Groups	685.081	41	4.725		Not Sig
	Total	707.74	50			

This table presents the results of a one-way ANOVA analysis conducted on various factors contributing to the failure of ERP implementation. Here's how to interpret the findings:

- ❖ There is no significant difference in the mean scores of the three groups when it comes to unreasonable project expectations as a cause of ERP adoption failure, as shown by the F-value (0.548) which is not statistically significant at $p < 0.05$. Thus, it's possible that this component is unimportant in predicting ERP installation failure in this study.
- ❖ The factors that do not have statistically significant F-values at $p < 0.05$ include inadequate planning and change management, incompatible ERP products, top-down commitment to the project, prioritizing technology over people, insufficient and incompetent resources, and a lack of enterprise-wide communication and collaboration. These considerations suggest that, when it comes to ERP deployment failure, the average ratings across the main categories are quite similar. The results of this research indicate that these issues are not major causes of ERP implementation failure.
- ❖ Based on the statistical significance of the F-values (8.346 and 3.028 respectively) at $p < 0.05$, it can be inferred that the various groups have significantly different average scores when it comes to these characteristics—specifically, the lack of business process management—that cause ERP installation failure. The majority of ERP deployments fail due to two main reasons, according to this study: over-customization of business processes and poor business process management.

In summary, lack of business process management and over customization of business processes are identified as significant factors contributing to ERP implementation failure, as evidenced by their significant F-values. However, factors such as unrealistic project expectations, lack of top management commitment, inadequate and incompetent resources, prioritizing technology over people, lack of planning and change management, incompatibility of the ERP product, and lack of enterprise-wide communication and collaboration may not have a significant impact based on the results of this analysis.

10. RECOMMENDATIONS OF THE STUDY:

After studying the essential success and failure elements of ERP adoption inside organisations, some suggestions may be made to improve ERP project effectiveness:

- ❖ **Maximize Top Management Support and Commitment:** Establish a culture of strong leadership and commitment to ERP efforts. Top management should provide continued commitment towards ERP implementation starting from kick-start to go-live, support the ERP maintenance, and provide resources to assure operational success.
- ❖ **Setting reasonable expectations for ERP initiatives** requires aligning them with feasible goals and objectives. To minimise unreasonable expectations and implementation problems, organisations should review project feasibility, scope, and results.

- ❖ Prioritise Business Process Management: Establish strong procedures to connect ERP systems with organisational processes. Complete process analysis, process redesign, customizations, and tune-in best practices are needed to optimise ERP adoption results.
- ❖ To reduce the risk of ERP installation failures, organisations should prioritise excellent communication and cooperation across all levels and departments. To maintain alignment and agreement throughout implementation, open communication, cross-functional cooperation, and information exchange are needed.
- ❖ To avoid over-customization of ERP systems, organisations should carefully examine and balance customisation to satisfy business objectives without unduly complicated alterations. Prioritising standardisation and customisable features helps reduce over-customization issues like higher implementation costs in terms of infrastructure, technology and other resources and undue project delays.
- ❖ To ensure effective ERP adoption, organisations need to invest in sufficient resources and competencies, such as qualified and skilled staff, technical infrastructure, and financial allocations. To improve staff skills and ERP system use, organisations should prioritise training and development.
- ❖ Successful ERP installation requires effective change management methods to navigate organisational transformations. To reduce change resistance and allow seamless transitions, organisations should create thorough change management strategies, involve stakeholders early, and offer enough support and training.
- ❖ Prior to ERP selection, organisations should thoroughly evaluate various ERP packages to guarantee compatibility with their business needs, technological infrastructure, and long-term strategic goals. Assessing functional capabilities, scalability, vendor reputation, and support services helps make educated selections and reduce product incompatibility concerns.

By following these guidelines, organisations may reduce the risk of ERP deployment failures and increase the chance of success, achieving ERP's intended advantages of operational efficiency and company development.

11. CONCLUSION:

Finally, this analysis determines the most important aspects for the IT department under investigation to successfully implement ERP. Overly customized procedures and poorly managed business processes are two of the most prominent causes of failed deployments. A well-defined roadmap and scope, compatible business processes, minimal process modification, and re-engineering of business processes are essential factors for successful deployments. These results show how particular and deep the problems are with ERP adoption when taken as a whole. Organizations have a better chance of getting the advantages while reducing the risks associated with ERP adoption if they are aware of the critical success and failure criteria for the project. The only way to make ERP more resilient and flexible in the IT industry and beyond is to do ongoing research and work together as an industry. That can be helped by enhancing methods of execution.

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