

# ENTERPRISE RESOURCE PLANNING AND PROCUREMENT PROCESS IN PRIVATE ORGANIZATION; THE CASE OF ZANZIBAR TELECOM (ZANTEL) , DAR ES SALAAM - TANZANIA

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**Abstract - ERP adoption is a very expensive, complicated, and risky exercise that should be well planned, managed, and controlled. A contributing factor to successful ERP adoption is a proper procurement processes and selection of the right ERP soft ware.**

***Some of the adopted ERP systems fail to satisfy the customer's requirements, despite the high spending and substantial efforts that have been put into the adoption exercise. This is undoubtedly unsatisfactory. A way to avoid this problem is to adopt a well planned, managed, and controlled ERP supply chain management process. Supply chain function plays a key support role in the operations of the organization. The process must be well thought through action plans which are dynamic.***

**Key words: ERP, Supply Chain Management, Procurement**

Implementing ERP involves a series of activities, where each stage is related to certain organizational change factors that are important to the success of implementation {Gupta (2000), Willis, et al., (2002); Al-Mashari (2003)}.

While ERP originated from manufacturing and production planning systems used in the manufacturing industry, ERP expanded its scope in the 1990's to other "back-office" functions such as human resources, finance and production planning (Swartz, et al., (2001); Nieuwenhuyse, et al., (2011)). Moreover, in recent years ERP has incorporated other business extensions such as supply chain management and customer relationship management to become more competitive. Furthermore, two important new frontiers for ERP are electronic business (e-business) and supply-chain management (Wu & Wang, 2006 and Nah, Lau & Kuang, 2001). By linking supply-chain applications with other business systems, users can slash cycle times and reduce inventory. They can also reach beyond their own corporate walls to better connect with suppliers, distributors, and customers to engage in e-business.

## I. INTRODUCTION

Enterprise Resource Planning (ERP) is an approach to the provision of business support software that enables companies to combine the computer system of different areas of the business: - production, sales, marketing, finance, human resources, supply chain, procurement, etc – and run them off a single database (Bidgoli, 2004). This single database is the simple core of the concept: it enables different divisions and departments to easily share information and communicate with one another. It also allows the automation of previously paper – based processes, leading to various processing efficiencies.

Viewed from a technological point of view, information technology (IT) implementation means an organizational effort directed toward diffusing appropriate IT within a user community (Cooper, et al., 1990). Kwon (1987) suggested that the introduction of IT and the related change process divides mainly into initiation, adoption, adaptation, acceptance, routinization and infusion.

## II. STATEMENT OF THE PROBLEM

Despite ERP's promises to benefit companies and a substantial capital investment, not all ERP implementations have successful outcomes. ERP implementations commonly have delayed an estimated schedule and overrun an initial budget [Ehie (2005); Anussornnitisarn, et al., (2008)].

Furthermore, the literature indicates that ERP implementations have sometimes failed to achieve the organization's targets and desired outcomes. Much of the research reported that the failure of ERP implementations was not caused by the ERP software itself, but rather by a high degree of complexity from the

massive changes ERP causes in organizations, Scott, et al (2000); Helo et al., (2008); Maditinos, et al., (2012).

Majed (2000) reported that 70% of ERP implementation did not achieve their estimated benefits. In other studies the percentage of ERP implementation that can be classified as failures ranges from 40% to 60% or higher (Langenwalter, 2000). Failure to ERP system implementation projects have been known to lead to problem as serious as organizational bankruptcy [Bulkelery (1996); Davenport (1998); Markusetal (2000)]. In other words due to changes in business process across an organization, there can be resistance to adopting the ERP system.

This study therefore has tried to look on ERP could support supply chain management, as part of organization and trigger the overall organization performance, as supply chain is basically connected to the entire organization and spending almost 100% of organization monies.

### III. SPECIFIC OBJECTIVES

The study was guided by the following specific objectives:

- (i) To assess the expected support of ERP on Supply Chain Management
- (ii) To evaluate the advantages of ERP system in an organization with reference to ZANTEL
- (iii) To identify the key limitations (if any) in current ERP systems for efficiency Supply Chain Management support.

### IV. LITERATURE REVIEW

According to Boersma, et al., (2005) there is no universally accepted definition of ERP. Although various writers has defined ERP according to their knowledge, in which Deloitte(1998) defined ERP as a package software system that allows a company to automate and integrate the majority of its business processes, share common data and practices across the entire enterprise, and produce and access information in a real-time environment. Davenport (1998) defined ERP as packaged software product that can be bought 'off-the-shelf' by an organization in order to integrate and share information and related business processes within and across functional areas.

#### Theory and Concepts

##### Rational Comprehensive Theory of Planning

Theory -of- planning is concerned with the process by which decisions are taken. Focus of planning process began in several fields after the Second World War and has involved contributions mainly from the social and economic sciences. Planning can be referred to as a set of methods designed to prepare information in such a way that decisions can be made more rationally {Friedmann et al (1974) in Marios (1979)}.

Development of Rational Comprehensive (Synoptic) theory can be traced back to Auguste Comte (1798-1857). Comte applied the methods of observation and experimentation to the field of sociology and believed that persistent social problems might be solved by the application of certain hierarchical rules and that with the aid of science of sociology mankind would progress towards a superior state of civilization. Raine (2005).

Here the focus is made direct to the supply chain planning basing on the ERP system use by organizations. Planning the two together complehand the applicability of the theory on this matter.

### Expectancy Theory Overview

The Expectancy Theory of Motivation is best described as a process theory. It provides an explanation of why individuals choose one behavioral option over others. "The basic idea behind the theory is that people will be motivated because they believe that their decision will lead to their desired outcome", Redmond (2009). "Expectancy theory proposes that work motivation is dependent upon the perceived association between performance and outcomes and individuals modify their behavior based on their calculation of anticipated outcomes" . Chen, et al., (2008). This has a practical and positive benefit of improving motivation because it can, and has, helped leaders create motivational programs in the workplace. "This theory is built upon the idea that motivation comes from a person believing they will get what they want in the form of performance or rewards. Although the theory is not "all inclusive" of individual motivation factors, it provides leaders with a foundation on which to build a better understanding of ways to motivate subordinates".

### Organizational /managerial Applications of Maslow's Need theory

The greatest value of Maslow's need theory lies in the practical implications it has for every management of organizations. Greenberg, at al., (2003). The rationale behind the theory lies on the fact that it's able to suggest to managers how they can make their employees or subordinates become self-actualized. This is because self-actualized employees are likely to work at their maximum creative potentials. Therefore it is important to make employees meet this stage by helping meet their need organizations can take the following strategies to attain this stage

#### Concepts

The complexities of supply chain software comes together with the vast number of softwares spread allover to different functions within supply chain. These softwares do not carter for complete application even to a single function within the chain. Vendors do use variety of softwares to cover the information technology gap within supply chain, but it worth nothing as they are not functioning as required.

#### Relationship between ERP and SCM

##### ERP Support to Supply Chain Management

The presence of SCM within the ERP system of an organization is seen as a therapeutic process of information sharing and informed decision making which work together to eliminate many reasons fo meeting demand and supply equestion of the firm. Balancing the demand and supply equestion of the firm through the use of ERP system to SCM system confirms the certainty of inventory to be held by the

organization. The use of ERP system to make SCM work, it supports common data and information sharing across the supply chain system and hence facilitate steady demand of the organization. This gives the possibilities which to solve number of complex issues which couldn't be possible without ERP. SCM will be able to coordinate activities within and outside organization boundaries. Through having visible system of the organization, the inventory level within the organization will be substituted with information sharing with suppliers and hence this saves excess capital investment in inventory and capacity (Houlihan, 1986). The vulnerability of the supply chain is further minimized by better management of functional objectives and policies.

**Benefits of ERP System on to Organization**

ERP solutions are continually refined and updated. With the myriad of different systems that are available today, it's critical for organizations who are considering an ERP system for the first time or migrating to an alternative ERP solution to partner with a company that first assesses their needs and helps them identify the system that will support their business objectives. Equally, if not most important, is to work with a company that defines and integrates an ERP solution that seamlessly supports their business processes.

Since ERP solutions are the operational backbone of a growing or established organization, it's necessary to partner with a company that understands your business, can improve the quality and efficiency of your organization, and delivers a solution that will ultimately save time and expense. Brosdd (2000).

In current organizations, most of SCM applictaions are relying on the ones stored and provided by ERP. This brings one part of relationships prevailing between the two. For the organization supply chain management to work efficiently through proper information fed to the department, there must be a central information data base which will be used for decision making.

For proper management of the corporate functions, there must be a hub which every body within organization will depend to get information for bettement of the activities, within and outside the organization. The information refered are the one which are accurate, complete and timely for such decisions which will guide and guarantee company development in all the dimentions.

Currently, ERP is considered as the bettering ram that coordinates all the informations pertaining activities within and other integrated organizations which are in business together. From this point now, is where the SCM do benefit by getting readily available information from the single and major, trusted and up-t-date source of information.

A true Enterprise Resource Planning (ERP) system integrates both internal and external information flows used by the organization within a single, comprehensive solution. An ERP solution incorporates the practical systems

used by organizations to manage the basic commercial functions of their business, such as: planning, inventory/materials management, purchasing, manufacturing, finance, accounting, human resources, marketing and sales, services etc. The objective of the ERP solution is to drive the flow of information between all internal business functions while managing connections, or "touchpoints," to outside stakeholders. ERP solutions run on a variety of computer hardware and network configurations, including "on premises". Vulnt (2009).

Regardless of the configuration, typically ERP solutions use a common database to hold information from the various business functions that's accessible in some form or another by various users. The use of an integrated database to manage the solution's multi-module application framework within a common information system is one of the

**Informations Generated and Coordinated through ERP at Zantel**

As any city depends on a functioning infrastructure, companies operating in a digital world are relying on a comprehensive information systems infrastructure to support their business processes and competitive strategy. With ever-increasing speed, transactions are conducted; likewise, with ever-increasing amounts of data to be captured, analyzed, and stored, companies have to thoroughly plan and manage their infrastructure needs in order to gain the greatest returns on their information systems investments. When planning and managing their information systems architectures, organizations must answer many important and difficult questions. ZANTELE is also at its starting point of implementing ERP system. Currently the system is fragmented as most of the requirement are not yet fulfilled and need a grand coordination, not only that, but also to make sure that the use of ERP system is not isolating the company from others. There is another need of either doing step by step with other organization so as to have a collective development for togetherness in business. ZANTELE can also convince some other partnering organizations for the need of changing from traditional ways of gathering and disermiation of information, and join the modern ERP software system.

ZANTELE, currently is trying to describe solutions organizations use to design a reliable, robust, and secure infrastructure. Describe how organizations can ensure a reliable and secure infra-structure, plan for potential disasters, and establish IS controls. This study focuses on helping managers understand the key components of a comprehensive information systems infrastructure and why its careful management is necessary. With an increasing complexity of an organization's information needs and an increasing complexity of the systems needed to satisfy these requirements, the topic of infrastructure management is fundamental for managing in the digital world, Alhs (2009).

**Table 2.1: ERP compared to SCM**

S.N.	ERP	SCM
1.	Primary function of	SCM provides capability to the enterprise so that it can make

	ERP is to generate data	sense out of data to help to make decisions.
2.	ERP is the body of the enterprise	SCM is the brain of the enterprise.
3.	ERP systems are linear and interactive	SCM is constraint-based and optimized.
4.	ERP generates data	Data generated in ERP are used in the best possible way by optimizing the system in a SCM.
5.	ERP excels in the transaction management	SCM afford forecasting and the decision-support.
6.	ERP links processes only within the organization	SCM goes beyond the conventional boundaries of the organization and spans in the entire supply chain.

Source: Transtutors.com, 2015

researcher adopted non probability sampling i.e., purposive sampling to get those top management executives who have direct decision on ERP. For middle and functional levels, the researcher used probability sampling i.e., stratified sampling technique. Workers in these two levels were identified in some groups which are strata, each stratum having unique characteristics.

**Data Collection Methods**

Both primary and secondary methods of data collection were used involving questionnaires, interviews, observation and documentary review. Primary data were collected mainly by using two methods which are questionnaire and interviews as the major data collection instruments used. Questionnaire was the major method and supplemented by interview, observation and focus group discussion.

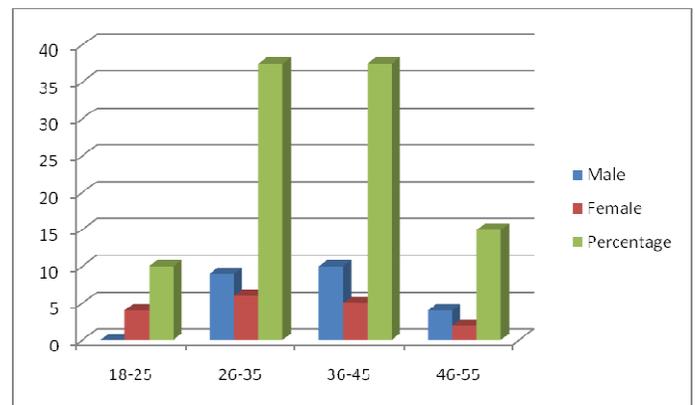
**Data Analysis**

In this research, the quantitative data collected were analyzed by using Microsoft Excel. The findings of this study were organized and presented in the form of descriptions, numbers and percentages by using tables and graphs.

**RESULTS**

The total number of employees in the organization were 75, the study involved 40 respondents out of the total population. At first the researcher wanted to consider demographic data of the participants in terms of gender and age. Figure 4.1 shows

**Figure 4.1 Respondents' Gender and Age**



Source: Field data, 2014

The study discovered there were respondents aged between 18-25 where there were no males of this age while there were four females which makes 10% of respondents of this category of age. Those between the age of 26-35 involved nine males and six females making 37.5% respectively. Those aged between 36-45 involved ten males and five females equal to 37.5% while respondents aged between 46-55 had four males and two females which is 15%.

From the above data therefore, one can conclude the majority of employees fall under the ages ranging between 26-35 and 36-45 irrespective of gender, which is the active group to contribute to organization's prosperity.

**Table 4.1 Respondents direct dealings with ERP activities in the organization**

Position	Response
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**V. RESEARCH METHODOLOGY**

**Area of study**

This study was conducted in Dar es Salaam, in Tanzania, at the offices of Zanzibar Telecommunication Limited (Zantel), located at drive-in adjacent to American Embassy where the researcher got data the implementation of ERP system in Supply Chain process. Zantel was chosen due to the fact that it's a recent established company and a private company which uses ERP software in a day to day activities, hence the adoption of technology is obvious.

**Research Design**

The case study research design was adopted of its flexibility in data collection and analysis. It also emphasis on contextual analysis of fewer events in depths and breath of the study variable, In addition it is less expensive than other research designs like survey design. Case study research design was used since the researcher focused on a single area which allows variety of data collection methods to be deployed. This type of study design allowed the researcher to intensively explore and analyze information over the life of a single unit.

**Population**

ERP system does not segregate any person within the organization. The researcher found that all of employee in the organization are the population to the study, though to start with the researcher decided to pick some of them from strategic departments of the organization. The total employees is 75.

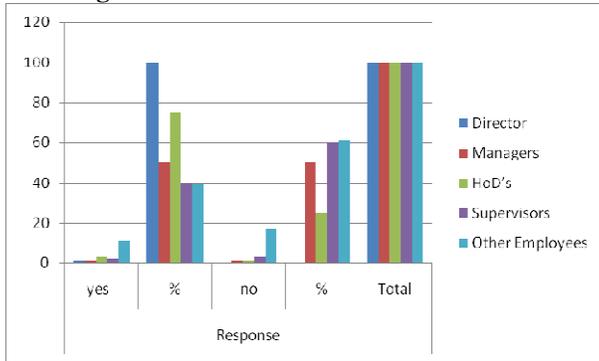
**Sampling Techniques**

The researcher adopted both probability and non probability sampling techniques when conducting the study to get a sample of 40 representatives. For the executive levels the

	yes	%	no	%	Total
Director	01	100	00	00	100
Managers	01	50	01	50	100
HoD's	03	75	01	25	100
Supervisors	02	40	03	60	100
Other Employees	11	39	17	61	100

Source: Field data, 2014

Figure 4.2 Respondents direct dealings with ERP activities in the organization



Source: Field data, 2014

The outcome revealed that, in dealing with ERP activities the director was involved in 100% while one manager (50%) showed he is dealing directly with it whereby another manager (50%) said he is not involved in dealing with ERP. Further, three head of departments (75%) said, they have been involved in ERP activities while one of them (25%) considered himself as not involved in any of the ERP activities. Two supervisors (40%) are being involved in all ERP activities, and other three (60%) respondents were not involved in anything about ERP in the organization. Other employees on the other hand were involved in the study, eleven (39%) of respondents were involved in all ERP activities where seventeen (61%) are not involved in ERP activities.

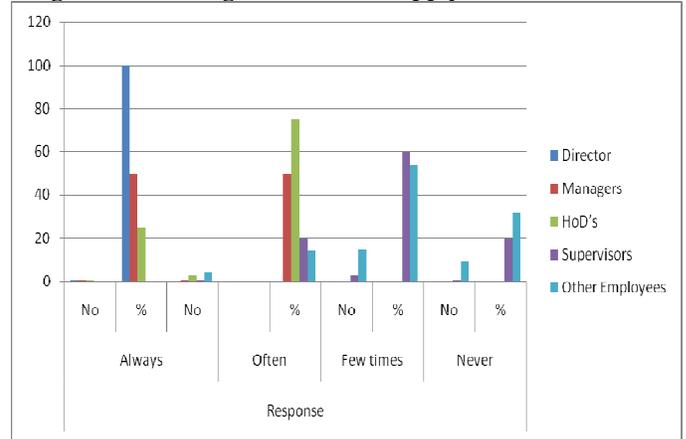
Therefore, the study shows majority of respondents are not fully involved in ERP activities, in some instances some of them are even not aware of it. This means it is impossible to meet the targeted goals timely. The management should involve employees in all levels for easy implementation of the ERP system.

Table 4.2 Dealing with ERP in supply chain

Position	Response							
	Always		Often		Few times		Never	
	No	%	No	%	No	%	No	%
Director	01	100						
Managers	01	50	01	50				
HoD's	01	25	03	75				
Supervisors			01	20	03	60	01	20
Other Employees			04	14	15	54	09	32

Source: Field data, 2014

Figure 4.3 Dealing with ERP in supply chain



Source: Field data, 2014

The findings show that, although it is practiced supply chain does not fully involve majority of the respondents, but they are doing unknowingly that they are doing supply chain activities. This means there are problems with sensitization and implementation of projects and programmes.

**Advantages of ERP system to ZANTEL**

The researcher wanted to know the benefits which the organization, i.e., ZANTEL is reaping from the ERP application in the organization. The following benefits were mentioned by respondents and basically was viewed from procurement and supply chain perspectives:

- 1. Enterprise-wide Visibility** – the software enables the visibility of all activities taking place in the organization hence support on correct and timely decision making on supply chain activities.
- 2. Automated Purchasing** – the system allows the automation of various purchasing activities. The system prevent number of drawbacks caused by manual system.
- 3. Vendor Performance** – the use of ERP system is also there as the scale to measure the vendors performance on various parameters. Negotiaons are easily carried out by both parties as everything is visible and transparent
- 4. Exposure of Fraud and Malfeasance** – any fraud and system malfunction will lead to failure of the system and hence cause loss to the organization. ERP system is there to make the system work for the organization. In supply chain there are many angles to mingle with frauds, ERP is one among the solutions to these problems.
- 5. Economies of Scale** – as activities are automated, the economies of cost savings, economies of better negotiation, price negotioan, delivery agreement and all the activities in supply chain can be easily on the advantageous side. There are various of the advantages, but these were mentioned most than others.

**Table 4.3 Advantages of ERP on Procurement and Supply Chain Chain Perspective**

Advantage Mentioned	Frequency	Percentage
Enterprise –wide Visibility	35	87.5
Automated Purchasing	35	87.5
Vendor Performance	34	85
Exposure to Fraud and Malpractice	33	82.5
Economies of Scale	31	77.5

Source: Research Field Data, 2014

**Respondent’s opinion on the ERP system in fulfilling company’s business strategy**

When asked on their opinion if ERP system fulfils the company’s strategy, the respondents replied basing on the following categories of percentages; 81-100, 71-80, 61-70, 51-60 and below 50. The director 01(100%) showed; ERP contributed between 71-80% in fulfilling company’s business strategy whereby the reply from managers differed significantly. This is because one manager (50%) said, the ERP contribution is between 61-70% while the second (50%) manager showed ERP contributed below 50%.

On the other hand, Head of departments who were five in number had different replies on the same issue. Two respondents (40%) showed ERP contributed between 71-80% in fulfilling business strategy, whereby the other two respondents (40%) showed ERP contributions as between 51-60%. The remaining one respondent (20%) showed the ERP contributions as being between 61-70% respectively.

Furthermore, when asked on the same supervisors which were five in number also differed in their view, that is; three respondents (60%) gave their views that the ERP contribution to fulfillment of company’s business strategy as being between 61-70%. Likewise two respondents (40%) had differed view on the same issue as contributed just between 51-60%.

Other employees also differed greatly on the ERP system fulfilling company’s business strategy. Twelve respondents (43%) said the system contributed between 71-80%, seven respondents (25%) considers the system contributed between 61-70% in fulfilling the business strategy. Moreover, five respondents (18%) had their view that the system contributed between 51-60% and the last category were four respondents (14%) who believed the system to have contributed below 50%.

Therefore, as it has been shown form the data above the respondents differed greatly on the ERP system in fulfilling company’s business strategy. At first instance the respondents had not shown the system to have contributed between 81-100%, this means it has not achieved its most highest level. Secondly, the managers, head of departments, supervisors and

other employees also differed greatly. This depicts the system has the weaknesses.

**Table 4.4 Respondents’ opinion on ERP application in everyday business operations**

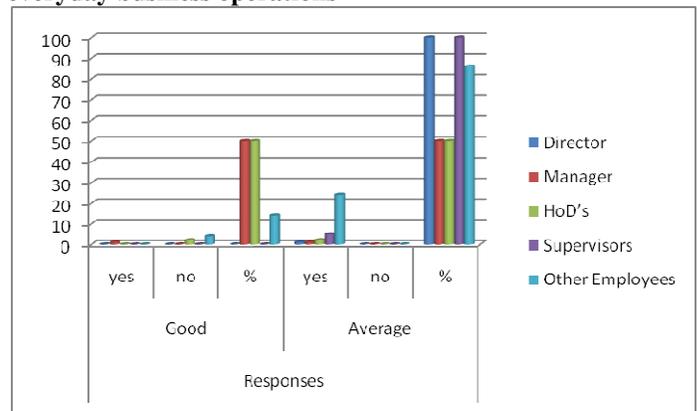
Respondents	Responses					
	Good			Average		
	yes	no	%	yes	no	%
Director	00	00	00	01	00	100
Manager	01	00	50	01	00	50
HoD’s	00	02	50	02	00	50
Supervisors	00	00	00	05	00	100
Other Employees	00	04	14	24	00	86

Source: Field data, 2014

Today’s companies, manage supply and demand in a business climate characterized by instability. In response, they seek Supply Chain Management - SCM Solutions for enterprise-wide order processing and warehouse and transportation management as well as collaborative planning and forecasting to maximize efficiency and strengthen supplier and buyer relationships.

Through the use of SCM, we can achieve better information engineering. In simple terms supply chain improvements have resulted in a reduced inventory levels, reduced logistics costs, and streamlined payments. These are SCM benefits - improvements to help produce macroeconomic benefits such as more stable economic output and higher productivity growth.

**Figure 4.4 Respondents’ opinion on ERP application in everyday business operations**



Source: Field data, 2014

When giving their opinion on ERP application in everyday business operations the respondents had to provide their responses basing on good or average categories. The director (100%) showed ERP application was at average while one manager (50%) showed as being good and another manager (50%) averaged it. Meanwhile, two HoD’s (50%) said the application as being good and other two respondents (50%) showed it at average level, no supervisor considered ERP

application as being good but all of the five respondents (100%) considered the ERP application as average.

Four employees (14%) showed ERP application not good while twenty four respondents (86%) agreed the application as being of average level. In general sense this means, the ERP application is not as good as supposed to be. Therefore, there is a need to enforce the application as intended.

#### VI. MANAGERIAL PROBLEMS FACED DURING AND AFTER ERP IMPLEMENTATION:

##### i. Project delays

All of the 40 respondents (100%) agreed that, the implementation of ERP system caused project delays. This means the system has not been internalized fully as expected, project delays means poor efficiency and service delivery.

##### ii. Project cost overrun

The director (100%) agreed that the system came out with some extra cost since its introduction. However, his expectation is basing upon the belief that it will later on increase production and service delivery. Managers on their side had different views since one director (50%) was not sure if the system came out with cost overrun, while another manager (50%) said, the system came out with some costs and added that, there were no preparations.

Head of departments also came different views on the same issue. While four respondents (80%) agreed the project to have increased costs, only one respondent (20%) believed the system had no costs. He added, there were preparations before implementation of the project. Supervisors also had their contributions about the project cost overrun. All of the five supervisors (100%) strongly agreed that the system had increased unnecessary costs and some of the funds were taken from other projects to implement the ERP system.

Other employees came with different views as seventeen respondents (61%) agreed the project came out with cost overrun. Other 08 respondents (28%) were not sure if the project had cost overrun and three respondents (11%) did not know anything about the project's cost overrun. Therefore these differences shows significance unpreparedness and cost overrun of the project. This is shown from respondents differed responses on the same issue.

##### iii. Employees resistance to change

Directors' and managers view supported employees were not prepared for change and therefore resisted over the project. Accordingly the director was not very sure of the main course of it. When asked if other employees were involved fully, he said, only managers and Head of departments are the ones fully involved, the rest were to wait at their departments for information which he was not sure if implemented as expected.

##### iv. Conflict with business strategy

Only the director, managers, head of departments and supervisors had to answer this question since are the ones implementing the business strategy. The director response (100%) said, the project had not conflicted the business strategy. But All the two managers (100%) believed the implementation of the ERP system had some conflicting ideas with business strategy. Apart from that four supervisors (80%) believed the system implementation conflicted the business

strategy. Only two supervisors (20%) were not sure if the system conflicted the business strategy.

#### **Key Limitations in Current ERP System for Efficient SCM Support**

Informations are currently substituted to inventory. If there is well integrate system through ERP there will be prudent decision regarding inventory management, logistics, purchasing, supply and customer service. Failure of ERP will lead to failure of SCM

Enterprise, these days, gets more involved in the operation and policies of its suppliers. Vendor audit, open costing, vendor development/training, on-line monitoring of scheduling and delivery to vendors, sharing technological capabilities, providing services of quality team to vendors/suppliers, etc., are few measures which may not be cost-effective in short run. But, in long run, this union is bound to prove beneficial, cost-effective and reliable. The cost of establishing and hence maintaining ERP could affect SCM if the cost soars to above capacity.

Having number of organizations doing business together is geared up with mutual trust among them. Supply chain is insisting on this with support of ERP through information sharing. Failure of ERP to support sharing, SCM will fail to create mutual trust.

Supplier is linked with the inputs from the end-user regarding specifications, timing and quality through SCM. Integration facilitates quick response time. Secondly, their interaction improves cost reduction effort through value engineering technique through information sharing by using ERP system. Failure of this will cause failure in Supplier input to upgrade through better manufacturability of supplied items, quick response time and better preparedness.

The era of multi-supplier-enterprise network is gradually phasing out. The new paradigm is "dependable, mutually-developed, partner-type, single sourcing". The potential benefits in single sourcing are more evident when integration, data-sharing, technology transfer and vendor development effort are accounted. Having non working ERP system within organization will also stop SCM to function fully.

Visibility of full supply-chain provides executives the ability to see problems before they arise is enabled by ERP software as SCM is dependent on this.

#### VII. IMPLICATION AND CONCLUSIONS

Training to employees and psychological preparations for organization changes are the basic tools which they need most to make them work comfortably with the desired changes. Process reengineering in ERP implementation is must as the business is changing its "usual" way of strategies. This affect the wide range of dimensions (i.e. ERP access, understanding of ERP use etc.).

All these dimensions, realized in ERP use affect operations either beneficially or detrimentally, externally or internally on a individual, team and, or organizational level. The same is happening to ZANTEL

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