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Appendix 4.1

Questions

Basic questions

- How long have you been working here?
- What are your roles in the finance department and beyond?
- Give me a few words to describe the climate, culture of your department.
- How well do you believe that you are part of the culture of the organisation?

After the SAP implementation

- How have your roles and responsibilities changed as a result of the SAP implementation? For example? Why?
- How has the actual work that you do changed as a result of the SAP implementation? Examples? Why?
- What are the essential problems that have arisen as a result of the SAP implementation? Why do you think?

- have these problems impacted on how work is done? How?
- have there been security implications from these problems?
- do you and your colleagues talk about these problems? In what way?
- what do you see as the source of these problems (why)? Examples?
- have problems arisen due to the changes arising from the SAP implementation (&why)? Examples?
- have problems arisen from poor implementation of the SAP implementation (&why)?
- are there any other explanations for these problems? Any other problems?

- Have many employees experiences problems with the SAP implementation, have these been supported by the top of the University? Why?
- What was your first impression when the installation took place? Has this changed?

Culture-related questions

- Were there, or are there now detailed regulations, rules and procedures for most of the things you do/did?
- Are good results being rewarded? Why do you think so?
- Is risk-taking too risky, how do you feel about that?
- Have many employees experienced problems related to job stress? Has something been done about it?

- Who could be characterised as a hero within your department?
- Does the management freely share information?
- How would you characterise the general climate prevailing in the department, before and after?
- Short-term results are more valued than long-term results?
- Are policies and procedures loose and informal or tight and formal? Examples?
- Are people treated fairly, you think, no matter their gender, status, age, or educational background? Examples?
- Is the quality of the physical facilities satisfying?
- How would you characterise the dominant climate prevailing within City?

Appendix 4.2

Transcribed Interviews

Interview 1

M: How long have you been working in the department generally?

R: Unfortunately about 10 years. Different departments though but in the actual University.

M: The roles that you have now in the department are the same as the ones you had before SAP was implemented?

R: Yes the accounts payable section

M: What do you do in the position you have, roughly?

R: Accounts payable officer. Basically, it is a responsibility section, and I am responsible for getting the bills paid in the month ending, also responsible for when thing go wrong, or for any problems.

M: How well do you believe you understand the culture of the University and of the department?

R: It has changed over the last years because, obviously, of a turnover of staff, but we are, tend, the management to be a bit away from the general running of the University, as we deal with the finance, the bills of the University. A subculture if you want.

M: Do you have any contact with the rest of the University, for example the education departments?

R: Yes, we do, with the staff of the education departments, we do go for a few beers and for social events. However, with the lecturers, people like that, there is not a lot of contact, only made if somebody is going to come and speak to us about something. We tend to deal with the admin staff of the departments, so we have a lot of contact there, but not with the lecturers.

M: How well do you believe that you are part of the culture of either the University or of the department, do you feel you really fit there?

R: Well, I must admit I was thinking of moving back to Australia two years ago, but it didn't really work, however I do believe I fit in quite well quite enjoy it as well, social life is quite convenient as well

M: How have your roles and responsibilities changed, if at all, as a result of the SAP implementation?

R: The day to day running of things has not really changed at all. The only problem is, or the only main difference is that I tend to learn a lot more about the system than the rest of the staff because I had the most compared to the others of the 2 week training offered to us.

Especially since the person who has been implementing Sap from the IT side has left, so after Christmas I was trying to get to grips. There is only one more person who really knows about it.

M: So, the others had also training but less than you did?

R: Most staff had tops one afternoon of training

M: Was it restricted by SAP or what?

R: Firstly, they were trying to get everybody trained. But we had the double problem that we just had another system beforehand and there was staff that has never used something else at else, I luckily had, so they suddenly got a brand new computer with windows and everything and a new system, so that took a lot of time for them to get used to it. So, basically I got, had to learn everything and make sure I would get it right and generally the only main difficulty is that if anything goes wrong with the system I have to ask and try to sort it out.

M: Were there any consultants that came here?

R: Yes, there was a chap from a company called *Diagonal*, that came for about six months, who are consultants and are tailoring systems like these. There was also a chap who was from the finance office who was liasing with me to try to get the Accounts Payable section tailored to what we wanted it to do. So, there was a consultant from an outside firm and then someone from the University who was liasing with me, whom I had to tell him what, I wanted the system to do and he then consulted the consultant.

M: Were there like direct questions you had to answer for him to understand your needs and what you wanted the system to do?

R: He had a fair idea of what to do, but sometimes he came around to ask specific questions, like should the invoice or cheque should be produced. Then I anyway went away for two weeks, learned the system, and found out what I needed him to do.

M: Were the two weeks enough?

R: No, it was basically only enough in order to see how it works, which was fine, but it takes time to find out how to solve problems. Still, I was lucky enough to get the two weeks, lot of people did not get that. Many people wanted more training as it is important when dealing with a new system as big and complex as this one.

M: And the period of the six months the consultants came, were these six months enough, or you think they should have stayed longer?

R: The University stuff are quite weird, so on the accounts payable package they changed the system to do some things it is not supposed to do the first year, and after that they will be re-implementing the system as it should be form the beginning, and the system will do what it is supposed to do. It worked all right, but this year they are supposed to be implementing the computer purchasing which will bring it back to where what is supposed to do, that it why most of the times we were customising it by ourselves.

M: Can you do extra training if you want to?

R: We could do, but you have to take time off your job something, which is very difficult. I do not really have the time.

M: How has the actual work that you do changed as a result of the SAP implementation?

R: It has got basically about three times more.

M: Because you have to learn as well?

R: No, this is once you have learned. It is the actual work itself that has increased about three times.

M: Isn't the system supposed to help?

R: This is a THE question. What they said was that all the information that the department want's to try and look on (before they just had basics, but now it is supposed to have more...), has to be imported and the whole point is that it is somewhere.

M: So, do you thing that after some time after all the information has been imported that it is going to be faster and easier?

R: No, it is going to be the same, still three times more work. For example in the old system if you want to put a new vendor it will take you like two screens to put that on, and after that it is done. Whereas on this system there are like six or seven and we have to put information on each one. So as it is different to be part of the University we have to do all the job. If we were like a part of company it might be that some of the work might have been done by another department. So, with the old system we used fewer screens and had less work.

M: What are the essential problems that have arisen as a result of the SAP implementation?

R: No time to do anything, absolutely. Before, we were able to run the section, to do queries and stuff like that, now we have like a hundred of invoices still to be done. It is the time factor and we have to do extra stuff.

M: So, what are you going to do about it?

R: I have asked for a couple of things, but nobody has done anything about them.

M: Have these problems impacted on how work is done? How?

R: Yes, there are a lot more mistakes and the system itself makes it very easy for you to do mistakes.

M: So, more mistakes, more human effort needed, more time...

R: They have actually got a situation whereas before, the old system would have, lets say, the first four letters of the company's name and then that would be a vendor number, whereas in the SAP system now it is just four digits. What they have done is, they have overlapped the account number, like a department's code, has overlapped with a vendor's number. So, this is a very easy way to pay the wrong company. The old system will tell you this is the wrong vendor, whereas in the SAP system you can put anything in there. You cannot check batches.

M: Have there been any security implications from these problems?

R: Not security, just basically paying the wrong people.

M: Do you and your colleagues talk about these problems?

R: No. It was highlighted that this would happen and we were just told to be more careful.

M: What do you see as the source of these problems and why?

R: Personally, to me it is the lack of force, lack of planning with people, cause each department had their own testing bid, basically you get the system up and you go practice the area. The two weeks that I got, I had to go and make sure that everything worked, I did not really see how things actually work together. I do not know who to really blame for that.

M: The others, do they have like similar problems?

R: Yes, but I do not think, however, any major problems, because if it tends to be a problem they put it down in the Accounts Payable. If for example, even for the simplest things, they want to find out how their budget stands, what vendor is that they are applying, the suggestion was that the Accounts Payable section then just puts the company name in the corner, in every single invoice.

M: Have problems arisen from poor implementation of the SAP implementation?

R: Not REAL problems. Pure little things not major problems. With this new computer system that can cut out a lot of that. Because, what would happen is that the department would literally would put on an acknowledgement order on the vendor and then we will have an invoice and match it up, so you obviously will have to go to the corrector vendor to match that up, so hopefully that will knock out a lot false payments. I heard of other organisations that had real problems and could not do stuff, so our are not like real problems. We have been quite lucky.

M: Have the problems that you and your fellow employees experienced with the SAP implementation been supported by the top?

R: I do not thing they really know about it. I have really asked for one thing in order to help us, but you know at the moment the system is working so I have to get on with it by myself, and if I do face real problems I would then go to someone else, and they will have a look at this. As long as it works it is OK.

M: Where you more happy with the old system?

R: To me it is interesting to learn other computer systems, but I must admit, the job was a lot easier with the old system cause obviously you had the chance to double check your work and if there was a problem. You had to do reconciliation every week to make sure they balanced. It they did not, something was wrong and you had to find it, so to balance. Whereas, with the new system you just go ahead and do it and hope that if you make a wrong payment, the person from the other side will let you know. The job at the Accounts Payable with the other system was fine; the reason they brought it in was for the other stuff.

M: Does actually SAP care?

R: Well, I thing that they probably have us in the bottom of their list. But, it would be Kay Brown to be contacted for any problems or backup information. I have a problem now, where a payment has been made but from what I can see there has been no actual entry made to make this payment. For this reason, I went to Kay. The consultants may also be contacted.

M: What was your first impression when the installation took place? Has this changed?

R: as the new system was decided by the IT officer without anyone consulting our opinion or needs, we only had a vague idea of what the new system would be like. I was excited because it was good to learn a new system, such a widely used as SAP is. I must admit the first time I saw it was like total confusion, it is not like any other accounting package I have ever seen in my life. You just see screens, boxes, and screens within screens. I knew straight away that it is going to be more work, but this is how these systems are, you cannot say they are good or bad. I haven't really heard of SAP before till I was told that we are going to get it, so I had no preconceptions regarding how it will do the business, etc. I heard that it was really good but then again, I also heard that we are going to be the people that are going to put in all the information straight away. So I always knew in the back of my mind that there was going to be a lot of work to be done, but I also did not expect so much of a workload.

M: Were there, or are there any detailed regulation, rules and procedures for most of the things you do/did?

R: No, no rules or regulation existed or have been created, at all.

M: Are good results being rewarded?

R: I think that we could have got like a pound or something, cause we basically had the old system running up till the end of July last year, and then we got the new system which we had to learn straight away. For a couple of the people, which they have not used like windows before, it is a lot harder to get used it.

M: So, the actual extra work and effort has not been recognised and the stress.

R: Well they did in a round about way. Nobody came around to say, well thanks a lot you have done it, or well done. We are given jobs to do, and that it, we just sit down and do them. Like lowest of the low. But I think we have done really well to do just go from one system to another with no real problems at all.

M: How do you feel about risk-taking?

R: I have not really been involved in doing different things. They just said that is the way you do it, just do it. There are now a few things I do get involved in, but again it is to do what you are given to do. I would not mind however getting more involved to it, like taking a few decisions, but at the moment that it the way it is.

M: Have there been employees that have experienced problems solely related to stress?

R: A couple of them have started with a face blind, cause I have mentioned before, they got a completely new computer system and a new computer as well, as they haven't used windows before. So, some of them got really stressed, crying a few times. It was a touchy time then, there was a lot of stress involved in there. The team also includes some people who are over 50, so it was not that we had like a really hard, energetic group, so there was a lot of stress involved.

M: Information, generally, is it like freely shared? Are there any restrictions in information access?

R: There is a certain amount of information restricted based on the password you have. There are like blocks that are part of my job, that I cannot fill in because my password does not allow me to do it. I got someone else's password, a person who has left. So, if there are problems like these I just have to use someone else's password, instead of being actually able to do it myself. It is because of the authorisation of the R/3. I cannot really "play" with the system.

M: How would you characterise the general climate prevailing in the department now after the SAP implementation?

R: It is starting to create a little bit of atmosphere, cause we are getting really-really busy, and that is just like true politics. The are basically two basic sections in the finance office, and the other one have a higher number of staff, and they have just taken two new members of staff. There is about 10 people working in this section, whereas at the beginning there were only four or five. We have also asked for help in order to get the work done, as there are just four of us, whereas their work has not increased that much. We are continually told that if we need help we should just go and ask and one of the staff will help.

M: Why do you think this happened?

R: I know the reason why, but, there is more priority to get the money IN the University, than getting it out.

M: Do you think that there is something that I should have asked and I did not? Something important that I did not mention?

R: no.

Interview 2

M: How long have you been working here?

G: I have been here 3 years and three months.

M: What are your roles in the finance department and beyond?

G: I am the accounting services manager for the finance department. My role is to liasing for all the schools and departments over there, finances and to ensure that control and accuracy is being exercised in all those areas.

M: Can you give me a few words to describe the climate, culture of your department?

G: It's a healthy climate, we are at times very busy, but it is not unbearable, we work as a team.

M: How well do you believe that you are part of the culture of the whole University?

G: I believe that the finance culture is different than in the rest of the University because we are, in my opinion, the most professional aspect of the University, we try to be more commercial that the rest, as you would expect as the Universoty is an educational establishment. Also, I come from a commercial backgound and the director of finance is trying to encourage more commercial attitudes.

M: How have your roles and responsibilities changed as a result of the SAP implementation?

G: They have not really changed. The way we do things has changed but the actual basis of what we do has not changed. We used to run with an old computer package which was quite dated, it was not an online system and there was a lot of manual work involved in inputs in journals, and then you had to do runs overnight to see what it happened, what effects have happende, everything was being done by print outs, where as now we have online enquiries. Now we get more time to analyse what is actually on the system and the system allows us to interogate it.

M: So, the actual work has changed as a result of the SAP implementation?

G: Yes, we are conscious of the fact that in the old system there was a lot of what we call non value added work. We managed to get rid a lot of that type of work, now, we are will add more value to the process.

M: What are the essential problems that have arisen as a result of the SAP implementation?

G: The main problems with any new system is people getting used to it, learning how it works and how to get the best out of it. We had, as a University, problems with it as SAP is not tailored made for Universities, it is made for commercial type of finance. It has taken a lot of getting used to it. It probably is not the best type of package for a University. We also have some problems with the way the system works. For example, if you change something it feels almost impossible to change it back to how it was.

M: Have these problems impacted on how the work is done?

G: it has caused a lot of delays to the things that we had to do during the implementation but also now. As I mentioned earlier, it is because we all need some time to get used to the new system and how to use it efficiently. Moreover, it has damages the employees' morale as they have problems with the system and we all do a lot of mistakes, which cause even more delays and problems.

M: *Are you happy with the training you have received on the new system?*

G: No, not really. The training was not enough at all and we should all receive more. However, the lack of training was not the only problem. The fact that the new systems is so different than the old one is another factor. The previous one ws text based, whereas SAP is windows based. We all have to get used to the new screen layout and way of using it and it is not easy. Maybe we need training on windows as well, which of course we haven't received.

M: *Would you be able to get more training if you asked?*

G: I would but this is not the issue. The problem is that I don't have time to go for a training course. If I did, it would mean that I would fall behind with my work and the extra work that I have to do, which would just make me feel more stressed.

M: Have there been any security implications from these problems?

G: No, not that I am aware of, or at least not yet.

M: Do you and your colleagues talk about the problems you face as a result of the SAP implementation?

G: We do, but mainly within function. I do talk about my problems with the rest of the people in the accounts management section. The other functions have got their own problems and they are different than ours, so we don't really discuss them.

M: What do you see as the source of these problems and why?

G: I believe that the main problem was that the implementation was not planned well. The attitude was more that we do what we have to do and deal with whatever problems arise later. This is not the right attitude in my opinion. Moreover, another implication of not planning the implementation well was the fact that the workload increased and that we didn't have enough time for training. Also, instead of implementing and testing the new system across all the functions of the finance department, it was done separately. Therefore no one really knows how everything works together and hence whether it works well.

M: The others, do they have like similar problems?

G: if you are referring within my funtion, yes. I am not sure about everyone else in the other functions. One guy only from the accounts receiveable told me once something similar.

M: Have problems arisen from poor implementation of the SAP implementation?

G: no, I don't think the problem was poor implementation of the system. It is more the nature of the system and the planning of the implementation. The old system didn't accommodate

our needs. So the IT officer searched for a replacement and decided that SAP's R/3 is the best solution.

M: Were the rest of the employees in the finance department consulted on the decision of the new system?

G: No, no one else had any input in that decision.

M: Have the problems that you and your fellow employees experienced with the SAP implementation been supported by the top?

G: I don't think no one told them anything. I don't think they know much anyway about the whole thing. If the work can still be done, it doesn't matter necessarily what is happening. If we couldn't work then things would have been different.

M: Where you more happy with the old system?

G: I wasn't more happy with the old system, but I am not happy with the new system, at least not yet. It is just that I was expecting that the work would get easier and would be more fun because of the implementation of the new system. I thought that the new system would be more efficient and would reduce the amount of work that needs to be done. However, until now the opposite has happened. The system is not fun to use and the work has increased.

M: What was your first impression when the installation took place? Has this changed?

G: I was really excited. It looked nice, much nicer, more user-friendly and professional than our old system. Now I know that it is not necessarily like that. I don't know. Maybe if you ask me the same question in a few years time I will tell you that it is much better than the previous system and it works perfectly. Undoubtedly, the problem is that I am not used to it at all. I haven't managed yet to understand it completely as I should have done.

M: Were there, or are there any detailed regulation, rules and procedures for most of the things you do/did?

G: No, not really.

M: Are good results being rewarded?

G: if a good result is that we manage to do our work considering the change in the system, no. Good results are not being rewarded. I don't think the nature of business we are in, as a finance department, rewards good results. I think the whole philosophy is that you have a job and you have to do it. Now if you do it under difficult circumstances, doesn't really mean that you have to be rewarded. I know though from other people who work in different industries that they were rewarded for the extra effort they put into the whole implementation.

M: How do you feel about risk-taking?

G: my job doesn't really involve risk-taking. I do take some decisions on my own but I would call that as risk taking. Risk taking was probably what the IT officer did in deciding to implement SAP as the new system. But then again maybe in a few years I will tell you that it wasn't a risk-taking decision at all.

M: Have there been employees that have experienced problems solely related to stress?

G: yes there have been. Factors like the work-load or the fact that you suddenly have to do your every-day work with a completely strange system cause stress. There have been some people, and in other functions of the department, that were close to tears and were thinking of quitting. There have been some hard times because of the change of the system and its implications.

M: is Information generally freely shared? Are there any restrictions in information access?

G: depending on your job role and position you do get information restrictions, either because there are things you can not edit or because there are things that you are not allowed to access/see. R/3 has been customised to such things.

M: How would you characterise the general climate prevailing in the department now after the SAP implementation?

G: the climate in the beginning was not good at all. People were stressed. Then we employed a few more people so the workload was shared. Other functions are still struggling a bit, but I feel that our funtion is doing much better now.

M: Do you think that there is something that I should have asked and I did not? Something important that I did not mention?

G: no, I think you have covered most of the things really.

Appendix 4.3

Observations

Statements

- no mission statements
- no brochures
- web site (services and list of employees + their roles and responsibilities)

Physical setting

- in a building of the university that other non-academic departments were positioned (for e.g. administration)
- open plan offices
- managers etc their own offices
- dress code was formal and strict

Attitude

- employees stayed with each other
- didn't socialise with other people from the university
- within the dept though they were organising lunches, sports etc
- behaviour towards strangers (students, staff etc) was friendly but formal

Appendix 5.1

Culture-related questionnaire

The purpose of this questionnaire is to derive information about the culture of Company X and see its effect on the ERP implementation. The results of this questionnaire are going to be analysed together with the 15 minutes interviews, so to be able to elicit culture-related effects on the implementation.

Name:
Position:

Please tick the box that applies best to each statement.
A – Strongly agree
B – Agree
C – Tend to agree
D – Neutral
E – Tend to disagree
F – Disagree
G – Strongly disagree

1	The management is more concerned with employees getting the work done, other than with the employees as persons. A☐ B☐ C☐ D☐ E☐ F☐ G☐
2	Good results are rewarded. A☐ B☐ C☐ D☐ E☐ F☐ G☐
3	Deadlines are loose and flexible. A☐ B☐ C☐ D☐ E☐ F☐ G☐
4	There are numerous training and career development programmes within my company. A☐ B☐ C☐ D☐ E☐ F☐ G☐
5	There are detailed regulation, rules and procedures for most of the things that I do. A☐ B☐ C☐ D☐ E☐ F☐ G☐
6	Our policies and procedures are formal. A☐ B☐ C☐ D☐ E☐ F☐ G☐
7	The quality of the physical facilities is satisfying. A☐ B☐ C☐ D☐ E☐ F☐ G☐
8	The management freely shares information. A☐ B☐ C☐ D☐ E☐ F☐ G☐
9	Short-term results are more valuable than long-term results. A☐ B☐ C☐ D☐ E☐ F☐ G☐
10	People are treated fairly regardless of their educational background, age, gender, and race. A☐ B☐ C☐ D☐ E☐ F☐ G☐
11	The different departments of the company are of equal importance to top management. A☐ B☐ C☐ D☐ E☐ F☐ G☐
12	Newly hired people feel at home and adapt to the company easily. A☐ B☐ C☐ D☐ E☐ F☐ G☐

**** Responses are handled with strict confidence****

13	Employees communicate a lot and of good quality. A☐ B☐ C☐ D☐ E☐ F☐ G☐
14	Many social events, where everybody is invited take place within our company. A☐ B☐ C☐ D☐ E☐ F☐ G☐
15	Costs are a major concern for the company. A☐ B☐ C☐ D☐ E☐ F☐ G☐
16	Persons that achieve extraordinary results are recognised and rewarded. A☐ B☐ C☐ D☐ E☐ F☐ G☐
17	I would lie for my company. A☐ B☐ C☐ D☐ E☐ F☐ G☐
18	I feel comfortable taking risks. A☐ B☐ C☐ D☐ E☐ F☐ G☐
19	Job roles tend to make employees work more individually and not in groups A☐ B☐ C☐ D☐ E☐ F☐ G☐
20	Employees are encouraged to take part in the decision making processes of the company. A☐ B☐ C☐ D☐ E☐ F☐ G☐
21	Employees are encouraged to make suggestions. A☐ B☐ C☐ D☐ E☐ F☐ G☐
22	I feel that my work is being appreciated. A☐ B☐ C☐ D☐ E☐ F☐ G☐
23	I feel I that know the mission of the organisation. A☐ B☐ C☐ D☐ E☐ F☐ G☐
24	Company X practices what it advocates. A☐ B☐ C☐ D☐ E☐ F☐ G☐
25	Company X encourages personal development (like concentration seminars, etc.) A☐ B☐ C☐ D☐ E☐ F☐ G☐
26	Company X acts as if its employees are its greatest asset. A☐ B☐ C☐ D☐ E☐ F☐ G☐
27	Company X is a good place to work A☐ B☐ C☐ D☐ E☐ F☐ G☐
28	Employees are happy with the changes the management decides to take place. A☐ B☐ C☐ D☐ E☐ F☐ G☐
29	I am happy with "the way things are done around here". A☐ B☐ C☐ D☐ E☐ F☐ G☐
30	The company has a very structural career path. A☐ B☐ C☐ D☐ E☐ F☐ G☐

Appendix 5.2

The data gathering and analysis method

The data gathering and analysis method integrated the theory of culture for ERP implementations discussed in chapter 3 with the elicitation approaches by key scholars in the area of culture (Hofstede 1994, Deal et al. 1982) and reported knowledge engineering techniques (Maiden et al. 1996). The data gathering and analysis method consisted of 5 parts:

Observations;	background information about the subsidiary
Interviewee selection;	selection factor and final choice
Interview questionnaires;	a) background questions, b) SAP implementation questions, c) culture-related questionnaire
Conduct of interviews;	interviewing process and technique
Data analysis;	4-staged process

Each of these 5 parts is examined in turn.

1. Observations

The observation technique is a qualitative approach that involves the researcher inspecting, analysing and recording events of interest (Blaxter et al. 1996). Observations can enable someone to capture the explicit elements of a culture (represented in the outer layers of the generic model of culture discussed in chapter 3, for example symbols and style, etc. These are the manifestations of the deeper, implicit elements of a culture (the core of the generic model of culture), for example values and beliefs. Observations, as the first part of this study, involved examining three aspects of each subsidiary.

<u>Statements</u>

The first area I examined was what a culture states about itself (from mission statements, website, annual reports, press releases). Some cultures recognise the importance of their values and their people and want the world to know this. Other cultures focus on the business and its performance without mentioning as much the human efforts (Deal et al. 1982). These statements serve to increase the understanding of a culture.

Physical setting

The physical setting might be irrelevant to the conduct of business but it reveals a lot about a culture (Deal et al. 1982). A company that is proud of itself and its culture will reflect this pride through its environment, and Deal et al. suggest that the location, character and size of the building, offices layout, dress code, etc. express what the company wants to stand for to the outside world.

Disposition

The final area was the disposition the culture displayed. The way in which strangers are greeted, the way employees interact with each other, the way they spend their time, etc. are all indicators of a culture. For example, in a service-conscious company, guests might be offered coffee when entering, and in bureaucratic environment each guest might have to go through a sign-in procedure before entering. In general, observations of the disposition of a culture can increase our awareness of this culture.

2. Interviewee selection

Interviewee selection was an important feature of the data gathering method. Stakeholders had to be from different divisions of the same department/organisation, have different roles and responsibilities, and belong to a different level in the hierarchy. The diversity of roles and responsibilities and of the job statuses of the interviewees, were critical factors, because they ensured a holistic coverage of the culture of the subsidiary.

3. Interviews

Interviews are a necessity when exploring a culture. Any information that derives from an interview can help increase a researcher's understanding about that culture (Deal et al. 1982). The interviewing technique consisted of 3 sets of semi-structured questions. Each is presented in turn, below.

Background questions

The interviews started with a set of questions about the interviewee. The questions related to the person's job, the time s/he had been working there, and finally their perception of the climate in the subsidairy and whether they felt they belonged there. Example questions are

given below, the full set of questions is provided in the appendix 5.3

- How long have you been working here?
- What is the nature of your job?
- Can you please give me a short story of your background?

These questions derived from the need to have an introduction for the rest of the interview, and at the same time to identify what each of the interviewees did in the subsidiary.

SAP implementation questions

This set of questions aimed to elicit information about the SAP implementation in general. The set of questions was intended to provide detailed evidence about how the implementation was decided, took place, what were the problems faced, how employees felt, etc. Questions for this part of the interview included the following (full set of questions given in the appendix 5.4):

a. How was the ERP implementation decided? *(Communicated throughout the company and mutually decided, or announced?)*
b. How aware would you consider yourself to be of the way the company is doing business? *(Its business processes, way of doing things etc.)* How did you get this knowledge? *(was it your own interest or initiated by the company?)*
c. How do you think the roles and responsibilities (yours or in general) will change as a result of the ERP implementation? For example? Why?
d. What are your expectations of the new system that will be implemented?
e. What do you think are the essential problems or benefits that will arise as a result of the ERP implementation? Why, do you think?

The questions that belonged to this part of the interviewing process originated mainly from two sources. The first source was the different case studies and articles of SAP implementations, which contained the most commons issues arising as a result of such an implementation. An example of such issues is organisational restructuring, training, etc. The second source was the meta-schema of culture presented in chapter 3. The meta-schema included key elements of ERP/IS implementations, for example goals, objects, actions etc. Each question's aim was to extract information about at least one of those elements of ERP/IS implementations.

Culture-related questionnaire

This part of the interviewing technique elicited information about the organisational and national cultures of the subsidiaries. These questions were designed to extract characteristics of the culture independent of the SAP implementation that took place. A sample of the questions asked are presented below (the full questionnaire is provided in the appendix 5.1):

1 The management is more concerned with employees getting the work done, other than with the employees as persons.
A☐ B☐ C☐ D☐ E☐ F☐ G☐
2 Good results are rewarded.
A☐ B☐ C☐ D☐ E☐ F☐ G☐
3 Deadlines are loose and flexible.
A☐ B☐ C☐ D☐ E☐ F☐ G☐
4 There are numerous training and career development programmes within my company.
A☐ B☐ C☐ D☐ E☐ F☐ G☐
5 There are detailed regulation, rules and procedures for most of the things that I do.
A☐ B☐ C☐ D☐ E☐ F☐ G☐

The set of questions used for the third part of the interview was derived from two sources; the existing culture questionnaires reported in the literature and the meta-schema of culture. Scholars in the area of culture (Hofstede 1994, Generative Leadership Group 1997, Trompenaars 1994) have their own questionnaires for eliciting culture. Whilst constructing my questionnaire for this study, I examined the already-available questionnaires. This enabled me to decide on the layout of the questionnaire, and the formulating of the questions. Moreover, I investigated the elements of culture included in the meta-schema and prepared at least one question for each of the elements.

All three sets of questions were accompanied by a process and some guidelines of how to conduct the interviews, in order for them to be used effectively. In the following section, I discuss the conduct of the interviews.

4. Interviewing process

All interviewees from each subsidiary were interviewed individually, and all the discussions were tape-recorded. The interviews were held in two stages. The first stage involved the first 2 sets of questions (introductory questions and SAP implementation questions) and the second stage the final and 3rd set (culture-related questionnaire). In each subsidiary, the interviews were held over two days, one day for each stage of the interviewing process. The two stages of the process are described below.

Each of the interviews in the first stage of the interviewing process lasted for around 40 minutes. This stage involved the first 2 sets of questions. My aim was to ask the background questions early, in order to learn more about the interviewee as well as to "break the ice" between us. Subsequently, I started asking questions about the climate and the SAP implementation that took place based on the 2nd set of questions presented above. My aim at this stage was to elicit as much information as possible mainly about the climate in the department, about the SAP implementation, and about the problems that arose as a result. This was a crucial stage because the problems elicited from this stage had then to be associated with the answers of the next stage. This association is discussed in the data analysis phase where, as a result, I identify the culture-related problems within the finance department. Therefore, it was important to elicit as many problems and explanations behind them as possible. Hence, the outcome from this stage was a list of surface, explicit manifestations of culture and a set of problems resulting from the SAP implementation.

The second stage of the interviewing process involved the culture-related questionnaire. Each interviewee was presented with the culture-statement questionnaire on the 1st day of the interviews. On the 2nd day, the questionnaires were returned and meetings were arranged with a number of employees at each subsidiary to ask further questions. My aim at this stage was to elicit rationale behind the employees' answers at the culture-statement questionnaire. This approach helped me to elicit the implicit, underlying elements of the culture that might have been the cause of problems reported in the first stage of the interviewing process. This is explored in the next section.

5. Data analysis

The interviews at the 3 subsidiaries provided a plethora of data about their SAP implementation as well as about their cultures. The next step, after collecting the data, was to analyse it in order to draw conclusions. Patton (1990) suggests that interviews can be analysed either by writing a case study for each individual interviewee (case-analysis) or by grouping together topics from the interview questions (cross-interview).

For these interviews I used case study analysis as it enabled me to examine the answers from each individual stakeholder separately. As mentioned earlier, all interviews were transcribed fully for reference purposes. These transcribed interviews incorporated a widespread amount of information that needed to be analysed. My data analysis approach is a process that consists of 4 stages and is shown in figure 1. Each of the 4 stages is depicted in the figure with their respective number:

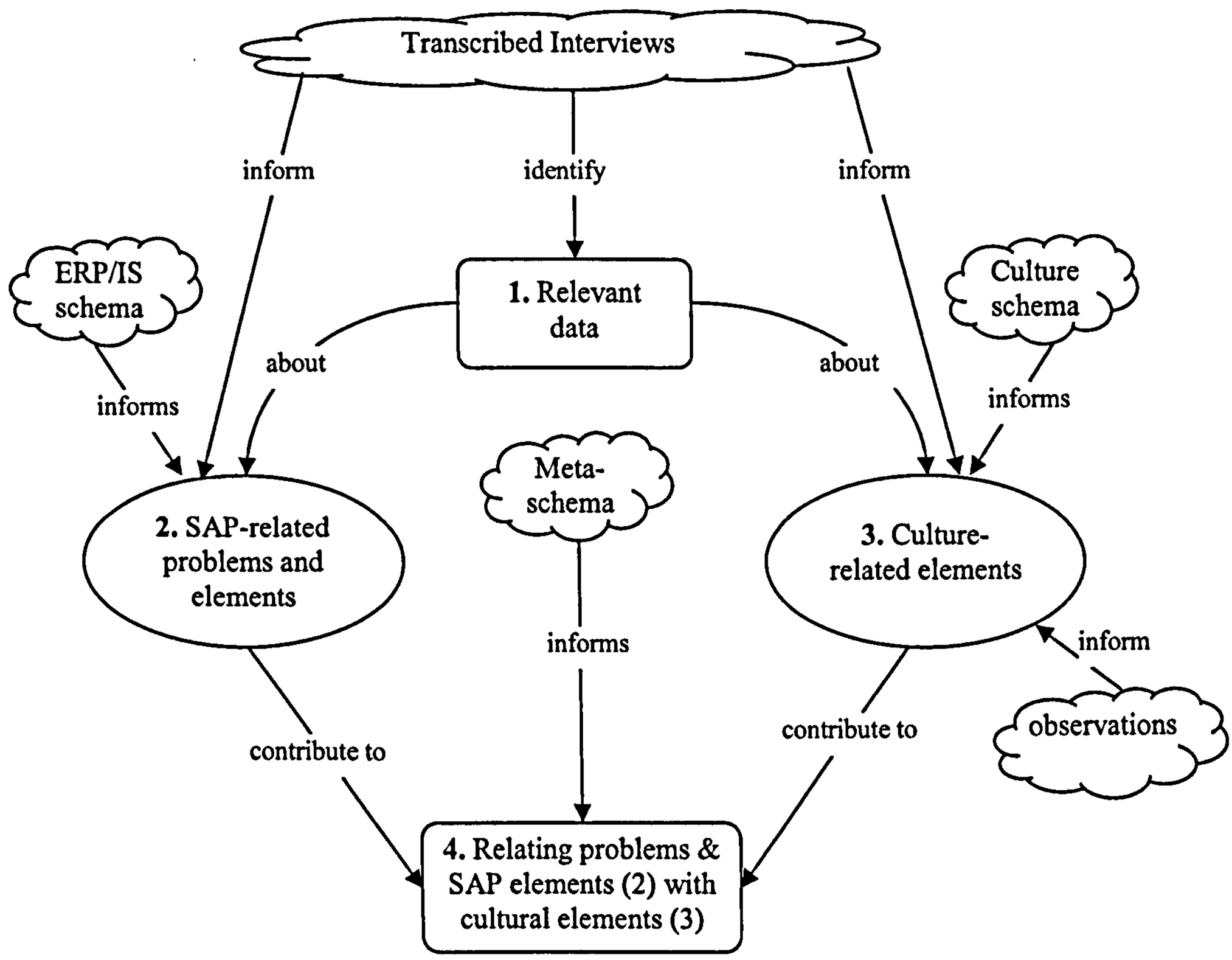

Fig 1: the 4-stage process of data analysis: each of the four stages in turn contribute to the discovery of the culture-related problems

Identification of relevant data from the transcribed interviews

The first stage of the data analysis was to identify from the transcribed interviews the relevant data. Relevant data were statements of two kinds, either statements about problems and issues related to the SAP implementation, or statements about the culture of the subsidiary. In order to identify the relevant data, I read through the interviews several times, underlining and commenting on either of the 2 possible kinds of statements. Those that related to the SAP implementation, were simply any comments the interviewees made to the 2nd questionnaire. Such comments were for example about the implementation process, the training they received, or issues they had with the certain transactions. The statements that related to the culture of the subsidiary derived from the interviewees' answers to the 3rd set of questions. This approach had similarities to content analysis where various kinds of data are labelled and classified in order to structure an extensive corpus of information (Patton, 1990).

Elaboration on the problems identified

The next stage elaborated the problems and issues arising as a result of the SAP implementation identified in the previous stage. The aim was to detect for each problem or issue, the elements associated with it, as shown in the schema of ERP/IS implementations. To identify them, I used the definitions provided for each of the elements. For example, there is a problem P1 and for this problem, through the transcribed interviews and by referring to the ERP/IS schema, a relevant action A1, a associated role R1 and responsibility RS1 were identified, for agent A1. The final outcome was an instantiation of this schema, for each problem identified that included relevant elements of ERP/IS implementations and their inter-relationships.

Specifying the elements of the meta-schema

This stage of the data analysis process is the stage where from the list of problems identified in the previous stage, I recognised and separated the culture-related problems. This was achieved by detecting which problems have cultural elements associated with them. The cultural elements associated with problems were identified from two sources. The first source was from the observations made at the first part of the method. The second source was from the relevant data identified in the first stage of the data analysis process. The aim was to specify for each problem identified in stage 2 all of the possible cultural elements that could be associated with it. To identify each element, I used their definitions from chapter 3 and checked to which element of culture, each of the stakeholder's statements and each observation was referring to. For example, for agent A1 I identified the expressed value V1, about problem P1 (which was recognised in the previous stage). By referring to the schema of culture, examining the definitions and consulting the cultural statements, I was able to discover other elements that were associated with problem P1. The final outcome was an instantiation of the schema of culture, for each problem identified, that included associated key elements of culture and their inter-relationships.

Relating ERP elements with cultural elements

The final step involved associating, for each culture-related problem, the instantiation of the ERP elements and the instantiation of the cultural elements. This was achieved by looking at the meta-schema of culture, which synthesises all these elements and their inter-relationships. The final outcome from this stage was a number of instantiations of the meta-schema of culture. Each instantiation was referring to one of the problems identified and would include

all the key elements associated with it. Those key elements would be presented in the instantiations by the stakeholder's quotes as identified at the third stage of the data analysis. This step gave rise to possible culture-related explanations of these problems. The outcome of this step is essentially the results, which are discussed in the following section.

Appendix 5.3

Background questions

1.How long have you been working here?

2.What is the nature of your job? (Job title, roles, etc.)

3.Can you please give me a short story of your background? (studies, other/previous positions, etc.)

4.What are your ultimate goals for the future?

5.Can you please give me a description of a usual day at work (including lunch, coffee breaks, etc) would you characterise it as a routine?

Appendix 5.4

SAP implementation questions

1.How was the SAP implementation decided? *(Communicated throughout the company and mutually decided, or announced?)*

2.How aware would you consider yourself to be of the way Company X is doing business? *(Its business processes, way of doing things etc.)* How did you get this knowledge? *(was it your own interest or initiated by Company X?)*

3.How would you characterise the way work was done before SAP? What about now?

4.How have roles and responsibilities (yours or in general) have changed as a result of the SAP implementation? For example? Why?

5.How has the actual work changed as a result of the SAP implementation? Examples? Why?

6.Have many employees experienced problems related to job-stress? How was it handled?

7.Have there been employees that experience problems with the SAP implementation, have these been supported from the top?

8.What are the essential problems or benefits that have arisen as a result of the SAP implementation? Why do you think?

9.Have these problems impacted on the way the work is done? How? Why?

10.Do you and your colleagues talk about these problems? What do you think is their opinion?

11.What do you think is the source of these problems? Example? Why?

12.Have there problems arisen due to changes arising from the SAP implementation? Why?

13.Have problems arisen from poor implementation of the SAP? Why?

14.Are there any other explanations for these problems? Any other problems?

15.What was you first impression when the installation took place? Did it meet your expectations?

16.How would you characterise the general climate before and after the SAP implementation?

17.Do you think SAP's R/3 fits with the needs of your company? Why?

18.How would you characterise SAP's business solution?

Appendix 5.5

Observations Scandinavian subsidiary

1. New office building
2. Located in industry area outside the town centre.
3. Building shared by 3 more companies
4. No shops, cafeterias or leisure activities in the area.
5. Personnel were placed according to departments.
6. Customer service worked in one room, otherwise the majority got their own rooms.
7. Suggestions box in the main entrance.
8. No actual reception, the customer service personnel served the guests.
9. Free coffee and tea.
10. Restaurant downstairs, simple, new and impersonal. Shared by other companies.
11. Standard equipment in the office, common Swedish design.
12. Offices with no extra luxuries, simple and practical design, no clutter.
13. Guests could freely walk around on each floor, but not access the other floors without a security card.
14. No quest cards or badges.
15. Modest manifestation of logos or company name. Few things that indicated the company name.
16. Informal dressing code, jeans were ok.
17. Doors to the rooms were often open, staff often away from their rooms.
18. Some meeting points in the building (coffee tables in the corridor), not used by the personnel.
19. Lunch before 12 to avoid queuing. Quick and unpaid lunch.
20. Most interactions took place within the departments, quite formal
21. The staff worked approximately from 08-17, after 17 were few left at the office.
22. Generally employees had their own office or shared with one more person
23. Behaviour towards strangers was friendly but formal
24. Social events were organised by the company for e.g. Christmas, leaving do's

Appendix 5.6

Observations UK subsidiary

1. Relatively new building and warehouse situated next to each other
2. Both situated very close to the centre of the city
3. Formal reception area signed in and got a visiting number.
4. Greeted in the lobby.
5. Sales department worked in an open landscape. Busy atmosphere.
6. Some staff members appeared to have their own offices.
7. Tea and coffee in plastic mugs. Terrible tea!
8. More formal dress code than the Scandinavian subsidiary, no need for tie.
9. Relatively small, impersonal restaurant in the building. Only for the company. Men and women sat separate.
10. Mission statement in the lobby, long and quite difficult to read. Probably never looked at..
11. Modern, rather luxurious building hosting several companies.
12. Open landscape for most of the staff of the other departments
13. Simple, functional inventory.
14. Few company signs, no logos or company names.
15. No common areas
16. Offices were well equipped
17. Offices rather separated from each other
18. Staff seemed quite relaxed with each other
19. Employees interacted in groups by going for lunch, dinners or drinks
20. Company didn't organise any social events. It used to organise a Christmas party but stopped the past few years
21. Behaviour towards strangers was friendly and not formal.

Appendix 5.7

Observations German subsidiary

1. Sales office and warehouse situated together in a quite new and luxurious building
2. Both were situated a bit outside the centre city
3. The building was not shared with any other companies. It belonged to the subsidiary only
4. Most of the offices were open plan
5. Only higher level managers had their own offices
6. There was only one common area available for the employees
7. This common area was a kitchen and a seating room
8. There was no restaurant available within the company
9. Most employees seemed to make use of the kitchen to prepare their lunch
10. Dress code was very formal – suits only
11. The employees of this subsidiary didn't interact with any clients
12. Employees behaved very formal to each other
13. The employees interacted with the same level of formality with each other as they did with their superiors
14. Guest were treated very formally
15. The only place where employees seemed less formal was in the kitchen
16. Guest were not requested to sign in
17. There was no reception area or lobby
18. It was implied by guest that they couldn't go and access all rooms as they were accompanied by an employee all the time during their visit
19. There were no company logos
20. There was no mission statement around
21. Offices were very well equipped
22. Everything was very organised

Appendix 5.8

Returned Culture-related questionnaire Scandinavia

Enkatsundersokning hos Lab i Sverige

Syftet med enkatsundersokningen ar att identifiera faktorer relaterade till Labs kultur och att studera hur kulturen paverkar implementationen av SAP R/3. Resultatet av enkatsundersokningen kommer att analyseras tillsammans med intervjuer pa 15 minuter, under vilka vi kommer att undersoka hur kulturen har paverkat implementationen.

Namn:
Position:

Var vanlig och kryssa for det alternativ som bast overensstammer med din asikt.
A – Instammer fullstandigt
B – Instammer
C – Instammer delvis
D – Neutral
E – Instammer delvis inte
F – Instammer inte
G –Instammer inte alls

**** Svaren kommer att behandlas strikt konfidentiellt****

1	Ledningen bryr sig mer om att de anstallda utrattar sina arbetsuppgifter, an de anstallda som personer.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
2	Bra resultat blir belonade.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☐	G ☒
3	Deadlines ar "flytande" och flexibla.	A ☐	B ☐	C ☐	D ☒	E ☐	F ☐	G ☐
4	Det finns manga karriarsutvecklingsprogram inom KEBO Lab.	A ☐	B ☐	C ☐	D ☒	E ☐	F ☐	G ☐
5	Det finns detaljerade regler, foreskrifter och procedurer for hur arbetet skall genomforas.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
6	Foretagets policy och procedurer ar formella.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
7	Kvaliteten pa de fysiska faciliteterna ar tillfredsstallande (ex. datorer, mobler, byggnad, gym).	A ☒	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
8	Ledningen delar garna med sig av informationen.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
9	Kortsiktiga resultat ar mer vardefulla an langsiktiga resultat.	A ☐	B ☐	C ☐	D ☒	E ☐	F ☐	G ☐
10	De anstallda behandlas rattvist oavsett deras utbildning, alder, kon eller ursprung.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
11	Foretagets olika avdelningar ar lika viktiga for ledningen.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
12	Nyligen anstalld personal kanner sig hemma och anpassar sig latt till foretaget.	A ☐	B ☐	C ☐	D ☒	E ☐	F ☐	G ☐

13	Det finns en utbredd kommunikation mellan de anstallda.	A [X]	B [ ]	C [ ]	D [ ]	E [ ]	F [ ]	G [ ]
14	KEBO Lab anordnar manga sociala tillstallningar till vilka samtliga inom foretaget ar inbjudna.	A [ ]	B [ ]	C [ ]	D [ ]	E [ ]	F [X]	G [ ]
15	Kostnader ar av stor betydelse for KEBO Lab.	A [X]	B [ ]	C [ ]	D [ ]	E [ ]	F [ ]	G [ ]
16	Anstallda som uppnar extraordinara resultat uppmarksammas och belonas.	A [ ]	B [ ]	C [ ]	D [X]	E [ ]	F [ ]	G [ ]
17	Jag skulle ljuga for KEBO Labs rakning.	A [ ]	B [ ]	C [ ]	D [ ]	E [ ]	F [ ]	G [X]
18	Jag trivs med att ta risker.	A [ ]	B [ ]	C [X]	D [ ]	E [ ]	F [ ]	G [ ]
19	Arbetsroller gor att folk arbetar mer individuellt.	A [ ]	B [ ]	C [ ]	D [X]	E [ ]	F [ ]	G [ ]
20	De anstallda uppmuntras att delta i foretagets beslutsprocesser.	A [ ]	B [ ]	C [ ]	D [X]	E [ ]	F [ ]	G [ ]
21	De anstallda uppmuntras att komma med egna forslag.	A [ ]	B [ ]	C [X]	D [ ]	E [ ]	F [ ]	G [ ]
22	Jag kanner att mitt arbete uppskattas.	A [ ]	B [X]	C [ ]	D [ ]	E [ ]	F [ ]	G [ ]
23	Jag ar medveten om KEBO Labs mission.	A [ ]	B [ ]	C [ ]	D [X]	E [ ]	F [ ]	G [ ]
24	KEBO Lab praktiserar vad det foresprakar (lever som det lar).	A [ ]	B [X]	C [ ]	D [ ]	E [ ]	F [ ]	G [ ]
25	KEBO Lab uppmuntrar de anstalldas personliga utveckling.	A [ ]	B [ ]	C [ ]	D [ ]	E [ ]	F [ ]	G [X]
26	KEBO Lab agerar som om personalen var den framsta tillgangen.	A [ ]	B [ ]	C [ ]	D [ ]	E [X]	F [ ]	G [ ]
27	KEBO Lab ar en bra arbetsplats.	A [X]	B [ ]	C [ ]	D [ ]	E [ ]	F [ ]	G [ ]
28	De anstallda ar nojda med de forandringar som ledningen leder.	A [ ]	B [ ]	C [ ]	D [ ]	E [ ]	F [X]	G [ ]
29	Jag ar nojd med "hur saker skots har".	A [ ]	B [ ]	C [X]	D [ ]	E [ ]	F [ ]	G [ ]
30	KEBO Lab har en mycket strukturerad karriarsstege.	A [ ]	B [ ]	C [ ]	D [X]	E [ ]	F [ ]	G [ ]

Thua

Enkatsundersokning hos [redacted] Lab i Sverige

Syftet med enkatsundersokningen ar att identifiera faktorer relaterade till [redacted] Labs kultur och att studera hur kulturen paverkar implementationen av SAP R/3. Resultatet av enkatsundersokningen kommer att analyseras tillsammans med intervjuer pa 15 minuter, under vilka vi kommer att undersoka hur kulturen har paverkat implementationen.

Namn: [redacted]
Position: CHEF KUNDTJÄNST

Var vanlig och kryssa for det alternativ som bast overensstammer med din asikt.
A – Instammer fullstandigt
B – Instammer
C – Instammer delvis
D – Neutral
E – Instammer delvis inte
F – Instammer inte
G –Instammer inte alls

**** Svaren kommer att behandlas strikt konfidentiellt****

		A	B	C	D	E	F	G
1	Ledningen bryr sig mer om att de anstallda utrattar sina arbetsuppgifter, an de anstallda som personer.	☐	☐	☐	☐	☐	☐	☒
2	Bra resultat blir belonade.	☐	☐	☐	☐	☐	☐	☒
3	Deadlines ar "flytande" och flexibla.	☐	☐	☒	☐	☐	☐	☐
4	Det finns manga karriarsutvecklingsprogram inom KEBO Lab.	☐	☐	☐	☐	☐	☐	☒
5	Det finns detaljerade regler, foreskrifter och procedurer for hur arbetet skall genomforas.	☐	☒	☐	☐	☐	☐	☐
6	Foretagets policy och procedurer ar formella.	☒	☐	☐	☐	☐	☐	☐
7	Kvaliteten pa de fysiska faciliteterna ar tillfredsstallande (ex. datorer, mobler, byggnad, gym).	☐	☐	☐	☒	☐	☐	☐
8	Ledningen delar garna med sig av informationen.	☐	☐	☐	☒	☐	☐	☐
9	Kortsiktiga resultat ar mer vardefulla an langsiktiga resultat.	☐	☐	☒	☐	☐	☐	☐
10	De anstallda behandlas rattvist oavsett deras utbildning, alder, kon eller ursprung.	☒	☐	☐	☐	☐	☐	☐
11	Foretagets olika avdelningar ar lika viktiga for ledningen.	☐	☐	☐	☐	☐	☒	☐
12	Nyligen anstalld personal kanner sig hemma och anpassar sig latt till foretaget.	☒	☐	☐	☐	☐	☐	☐

13	Det finns en utbredd kommunikation mellan de anstallda.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐
14	KEBO Lab anordnar manga sociala tillstallningar till vilka samtliga inom foretaget ar inbjudna.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐
15	Kostnader ar av stor betydelse for KEBO Lab.	A ☒	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
16	Anstallda som uppnar extraordinara resultat uppmarksammas och belonas.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☐	G ☒
17	Jag skulle ljuga for KEBO Labs rakning.	A ☐	B ☐	C ☐	D ☒	E ☐	F ☐	G ☐
18	Jag trivs med att ta risker.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
19	Arbetsroller gor att folk arbetar mer individuellt.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
20	De anstallda uppmuntras att delta i foretagets beslutsprocesser.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐
21	De anstallda uppmuntras att komma med egna forslag.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
22	Jag kanner att mitt arbete uppskattas.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐
23	Jag ar medveten om KEBO Labs mission.	A ☒	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
24	KEBO Lab praktiserar vad det foresprakar (lever som det lar).	A ☐	B ☐	C ☐	D ☒	E ☐	F ☐	G ☐
25	KEBO Lab uppmuntrar de anstalldas personliga utveckling.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐
26	KEBO Lab agerar som om personalen var den framsta tillgangen.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐
27	KEBO Lab ar en bra arbetsplats.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
28	De anstallda ar nojda med de forandringar som ledningen leder.	A ☐	B ☐	C ☐	D ☒	E ☐	F ☐	G ☐
29	Jag ar nojd med "hur saker skots har".	A ☐	B ☐	C ☐	D ☒	E ☐	F ☐	G ☐
30	KEBO Lab har en mycket strukturerad karriarsstege.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☐	G ☒

Enkatsundersokning hos [redacted] Lab i Sverige

Syftet med enkatsundersokningen ar att identifiera faktorer relaterade till [redacted]BO Labs kultur och att studera hur kulturen paverkar implementationen av SAP R/3. Resultatet av enkatsundersokningen kommer att analyseras tillsammans med intervjuer pa 15 minuter, under vilka vi kommer att undersoka hur kulturen har paverkat implementationen.

Namn: [redacted]
Position: User Support

Var vanlig och kryssa for det alternativ som bast overensstammer med din asikt.
A – Instammer fullstandigt
B – Instammer
C – Instammer delvis
D – Neutral
E – Instammer delvis inte
F – Instammer inte
G –Instammer inte alls

**** Svaren kommer att behandlas strikt konfidentiellt****

1	Ledningen bryr sig mer om att de anstallda utrattar sina arbetsuppgifter, an de anstallda som personer.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
2	Bra resultat blir belonade.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
3	Deadlines ar "flytande" och flexibla.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
4	Det finns manga karriarsutvecklingsprogram inom KEBO Lab.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
5	Det finns detaljerade regler, foreskrifter och procedurer for hur arbetet skall genomforas.	A ☒	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
6	Foretagets policy och procedurer ar formella.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
7	Kvaliteten pa de fysiska faciliteterna ar tillfredsstallande (ex. datorer, mobler, byggnad, gym).	A ☒	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
8	Ledningen delar garna med sig av informationen.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☐	G ☒
9	Kortsiktiga resultat ar mer vardefulla an langsiktiga resultat.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
10	De anstallda behandlas rattvist oavsett deras utbildning, alder, kon eller ursprung.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
11	Foretagets olika avdelningar ar lika viktiga for ledningen.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
12	Nyligen anstalld personal kanner sig hemma och anpassar sig latt till foretaget.	A ☐	B ☐	C ☐	D ☒	E ☐	F ☐	G ☐

13	Det finns en utbredd kommunikation mellan de anstallda.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐
14	KEBO Lab anordnar manga sociala tillstallningar till vilka samtliga inom foretaget ar inbjudna.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐
15	Kostnader ar av stor betydelse for KEBO Lab.	A ☒	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
16	Anstallda som uppnar extraordinara resultat uppmarksammas och belonas.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
17	Jag skulle ljuga for KEBO Labs rakning.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
18	Jag trivs med att ta risker.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
19	Arbetsroller gor att folk arbetar mer individuellt.	A ☐	B ☐	C ☐	D ☒	E ☐	F ☐	G ☐
20	De anstallda uppmuntras att delta i foretagets beslutsprocesser.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
21	De anstallda uppmuntras att komma med egna forslag.	A ☒	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
22	Jag kanner att mitt arbete uppskattas.	A ☒	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
23	Jag ar medveten om KEBO Labs mission.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
24	KEBO Lab praktiserar vad det foresprakar (lever som det lar).	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
25	KEBO Lab uppmuntrar de anstalldas personliga utveckling.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
26	KEBO Lab agerar som om personalen var den framsta tillgangen.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
27	KEBO Lab ar en bra arbetsplats.	A ☒	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
28	De anstallda ar nojda med de forandringar som ledningen leder.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
29	Jag ar nojd med "hur saker skots har".	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
30	KEBO Lab har en mycket strukturerad karriarsstege.	A ☐	B ☐	C ☐	D ☒	E ☐	F ☐	G ☐

Enkatsundersokning hos [redacted]Lab i Sverige

Syftet med enkatsundersokningen ar att identifiera faktorer relaterade till [redacted] Labs kultur och att studera hur kulturen paverkar implementationen av SAP R/3. Resultatet av enkatsundersokningen kommer att analyseras tillsammans med intervjuer pa 15 minuter, under vilka vi kommer att undersoka hur kulturen har paverkat implementationen.

Namn: [redacted]
Position: SYSTEMS DEVELOPER

Var vanlig och kryssa for det alternativ som bast overensstammer med din asikt.
A – Instammer fullstandigt
B – Instammer
C – Instammer delvis
D – Neutral
E – Instammer delvis inte
F – Instammer inte
G –Instammer inte alls

**** Svaren kommer att behandlas strikt konfidentiellt****

		A	B	C	D	E	F	G
1	Ledningen bryr sig mer om att de anstallda utrattar sina arbetsuppgifter, an de anstallda som personer.	☐	☐	☒	☐	☐	☐	☐
2	Bra resultat blir belonade.	☐	☒	☐	☐	☐	☐	☐
3	Deadlines ar "flytande" och flexibla.	☐	☐	☒	☐	☐	☐	☐
4	Det finns manga karriarsutvecklingsprogram inom KEBO Lab.	☒	☐	☐	☐	☐	☐	☐
5	Det finns detaljerade regler, foreskrifter och procedurer for hur arbetet skall genomforas.	☐	☒	☐	☐	☐	☐	☐
6	Foretagets policy och procedurer ar formella.	☐	☐	☐	☐	☒	☐	☐
7	Kvaliteten pa de fysiska faciliteterna ar tillfredsstallande (ex. datorer, mobler, byggnad, gym).	☒	☐	☐	☐	☐	☐	☐
8	Ledningen delar garna med sig av informationen.	☐	☐	☐	☐	☒	☐	☐
9	Kortsiktiga resultat ar mer vardefulla an langsiktiga resultat.	☐	☐	☐	☒	☐	☐	☐
10	De anstallda behandlas rattvist oavsett deras utbildning, alder, kon eller ursprung.	☐	☒	☐	☐	☐	☐	☐
11	Foretagets olika avdelningar ar lika viktiga for ledningen.	☐	☒	☐	☐	☐	☐	☐
12	Nyligen anstalld personal kanner sig hemma och anpassar sig latt till foretaget.	☐	☐	☒	☐	☐	☐	☐

13	Det finns en utbredd kommunikation mellan de anstallda.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐
14	KEBO Lab anordnar manga sociala tillstallningar till vilka samtliga inom foretaget ar inbjudna.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐
15	Kostnader ar av stor betydelse for KEBO Lab.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
16	Anstallda som uppnar extraordinara resultat uppmarksammas och belonas.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
17	Jag skulle ljuga for KEBO Labs rakning.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
18	Jag trivs med att ta risker.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
19	Arbetsroller gor att folk arbetar mer individuellt.	A ☐	B ☐	C ☐	D ☒	E ☐	F ☐	G ☐
20	De anstallda uppmuntras att delta i foretagets beslutsprocesser.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☐	G ☒
21	De anstallda uppmuntras att komma med egna forslag.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
22	Jag kanner att mitt arbete uppskattas.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
23	Jag ar medveten om KEBO Labs mission.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
24	KEBO Lab praktiserar vad det forespraker (lever som det lar).	A ☐	B ☐	C ☐	D ☒	E ☐	F ☐	G ☐
25	KEBO Lab uppmuntrar de anstalldas personliga utveckling.	A ☒	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
26	KEBO Lab agerar som om personalen var den framsta tillgangen.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
27	KEBO Lab ar en bra arbetsplats.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
28	De anstallda ar nojda med de forandringar som ledningen leder.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
29	Jag ar nojd med "hur saker skots har".	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
30	KEBO Lab har en mycket strukturerad karriarsstege.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐

Enkatsundersokning hos [redacted] Lab i Sverige

Syftet med enkatsundersokningen ar att identifiera faktorer relaterade till [redacted] Labs kultur och att studera hur kulturen paverkar implementationen av SAP R/3. Resultatet av enkatsundersokningen kommer att analyseras tillsammans med intervjuer pa 15 minuter, under vilka vi kommer att undersoka hur kulturen har paverkat implementationen.

Namn:
Position:

Var vanlig och kryssa for det alternativ som bast overensstammer med din asikt.
A – Instammer fullstandigt
B – Instammer
C – Instammer delvis
D – Neutral
E – Instammer delvis inte
F – Instammer inte
G –Instammer inte alls

**** Svaren kommer att behandlas strikt konfidentiellt****

1	Ledningen bryr sig mer om att de anstallda utrattar sina arbetsuppgifter, an de anstallda som personer.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
2	Bra resultat blir belonade.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
3	Deadlines ar "flytande" och flexibla.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐
4	Det finns manga karriarsutvecklingsprogram inom KEBO Lab.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐
5	Det finns detaljerade regler, foreskrifter och procedurer for hur arbetet skall genomforas.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
6	Foretagets policy och procedurer ar formella.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
7	Kvaliteten pa de fysiska faciliteterna ar tillfredsstallande (ex. datorer, mobler, byggnad, gym).	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
8	Ledningen delar garna med sig av informationen.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
9	Kortsiktiga resultat ar mer vardefulla an langsiktiga resultat.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
10	De anstallda behandlas rattvist oavsett deras utbildning, alder, kon eller ursprung.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
11	Foretagets olika avdelningar ar lika viktiga for ledningen.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐
12	Nyligen anstalld personal kanner sig hemma och anpassar sig latt till foretaget.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐

13	Det finns en utbredd kommunikation mellan de anstallda.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
14	KEBO Lab anordnar manga sociala tillstallningar till vilka samtliga inom foretaget ar inbjudna.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐
15	Kostnader ar av stor betydelse for KEBO Lab.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
16	Anstallda som uppnar extraordinara resultat uppmarksammas och belonas.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
17	Jag skulle ljuga for KEBO Labs rakning.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☐	G ☒
18	Jag trivs med att ta risker.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐
19	Arbetsroller gor att folk arbetar mer individuellt.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
20	De anstallda uppmuntras att delta i foretagets beslutsprocesser.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
21	De anstallda uppmuntras att komma med egna forslag.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
22	Jag kanner att mitt arbete uppskattas.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
23	Jag ar medveten om KEBO Labs mission.	A ☒	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
24	KEBO Lab praktiserar vad det foresprakar (lever som det lar).	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
25	KEBO Lab uppmuntrar de anstalldas personliga utveckling.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
26	KEBO Lab agerar som om personalen var den framsta tillgangen.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
27	KEBO Lab ar en bra arbetsplats.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
28	De anstallda ar nojda med de forandringar som ledningen leder.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
29	Jag ar nojd med "hur saker skots har".	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
30	KEBO Lab har en mycket strukturerad karriarsstege.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☐	G ☒

Enkatsundersokning hos [redacted]Lab i Sverige

Syftet med enkatsundersokningen ar att identifiera faktorer relaterade till [redacted]abs kultur och att studera hur kulturen paverkar implementationen av SAP R/3. Resultatet av enkatsundersokningen kommer att analyseras tillsammans med intervjuer pa 15 minuter, under vilka vi kommer att undersoka hur kulturen har paverkat implementationen.

Namn:
Position:

Var vanlig och kryssa for det alternativ som bast overensstammer med din asikt.
A – Instammer fullstandigt
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G –Instammer inte alls

**** Svaren kommer att behandlas strikt konfidentiellt****

1	Ledningen bryr sig mer om att de anstallda utrattar sina arbetsuppgifter, an de anstallda som personer.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
2	Bra resultat blir belonade.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
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10	De anstallda behandlas rattvist oavsett deras utbildning, alder, kon eller ursprung.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
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13	Det finns en utbredd kommunikation mellan de anstallda.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
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19	Arbetsroller gor att folk arbetar mer individuellt.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
20	De anstallda uppmuntras att delta i foretagets beslutsprocesser.	A ☐	B ☐	C ☐	D ☒	E ☐	F ☐	G ☐
21	De anstallda uppmuntras att komma med egna forslag.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
22	Jag kanner att mitt arbete uppskattas.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
23	Jag ar medveten om KEBO Labs mission.	A ☒	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
24	KEBO Lab praktiserar vad det foresprakar (lever som det lar).	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
25	KEBO Lab uppmuntrar de anstalldas personliga utveckling.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
26	KEBO Lab agerar som om personalen var den framsta tillgangen.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
27	KEBO Lab ar en bra arbetsplats.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
28	De anstallda ar nojda med de forandringar som ledningen leder.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
29	Jag ar nojd med "hur saker skots har".	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
30	KEBO Lab har en mycket strukturerad karriarsstege.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☐	G ☒

Enkatsundersokning hos [redacted] Lab i Sverige

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Namn: [redacted]
Position:

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D – Neutral
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F – Instammer inte
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**** Svaren kommer att behandlas strikt konfidentiellt****

1	Ledningen bryr sig mer om att de anstallda utrattar sina arbetsuppgifter, an de anstallda som personer.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
2	Bra resultat blir belonade.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
3	Deadlines ar "flytande" och flexibla.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐
4	Det finns manga karriarsutvecklingsprogram inom KEBO Lab.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☐	G ☒
5	Det finns detaljerade regler, foreskrifter och procedurer for hur arbetet skall genomforas.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
6	Foretagets policy och procedurer ar formella.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
7	Kvaliteten pa de fysiska faciliteterna ar tillfredsstallande (ex. datorer, mobler, byggnad, gym).	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
8	Ledningen delar garna med sig av informationen.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
9	Kortsiktiga resultat ar mer vardefulla an langsiktiga resultat.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐
10	De anstallda behandlas rattvist oavsett deras utbildning, alder, kon eller ursprung.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
11	Foretagets olika avdelningar ar lika viktiga for ledningen.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
12	Nyligen anstalld personal kanner sig hemma och anpassar sig latt till foretaget.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐

13	Det finns en utbredd kommunikation mellan de anstallda.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
14	KEBO Lab anordnar manga sociala tillstallningar till vilka samtliga inom foretaget ar inbjudna.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
15	Kostnader ar av stor betydelse for KEBO Lab.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
16	Anstallda som uppnar extraordinara resultat uppmarksammas och belonas.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
17	Jag skulle ljuga for KEBO Labs rakning.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
18	Jag trivs med att ta risker.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
19	Arbetsroller gor att folk arbetar mer individuellt.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
20	De anstallda uppmuntras att delta i foretagets beslutsprocesser.	A ☐	B ☐	C ☐	D ☒	E ☐	F ☐	G ☐
21	De anstallda uppmuntras att komma med egna forslag.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
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28	De anstallda ar nojda med de forandringar som ledningen leder.	A ☐	B ☐	C ☐	D ☒	E ☐	F ☐	G ☐
29	Jag ar nojd med "hur saker skots har".	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
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Namn: Christer
Position:

Var vanlig och kryssa for det alternativ som bast overensstammer med din asikt.
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26	KEBO Lab agerar som om personalen var den framsta tillgangen.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☐	G ☒
27	KEBO Lab ar en bra arbetsplats.	A ☐	B ☐	C ☐	D ☒	E ☐	F ☐	G ☐
28	De anstallda ar nojda med de forandringar som ledningen leder.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐
29	Jag ar nojd med "hur saker skots har".	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐
30	KEBO Lab har en mycket strukturerad karriarsstege.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐

Appendix 5.9

Returned Culture-related questionnaire UK

Culture-related questionnaire to elicit information about [redacted] with respect to the SAP implementation

The purpose of this questionnaire is to derive information about the culture of [redacted] and see its effect on the SAP implementation. The results of this questionnaire are going to be analysed together with the 15 minutes interviews, so to be able to elicit culture-related effects on the implementation.

Name:
Position: Warehouse manager

Please tick the box that applies best to each statement.

A – Strongly agree
B – Agree
C – Tend to agree
D – Neutral
E – Tend to disagree
F – Disagree
G – Strongly disagree

**** Responses are handled with strict confidence****

1	The management is more concerned with employees getting the work done, other than with the employees as persons.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
2	Good results are rewarded.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
3	Deadlines are loose and flexible.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☑	G ☐
4	There are numerous training and career development programmes within my company.	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
5	There are detailed regulation, rules and procedures for most of the things that I do.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
6	Our policies and procedures are formal.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
7	The quality of the physical facilities is satisfying.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
8	The management freely shares information.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
9	Short-term results are more valuable than long-term results.	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
10	People are treated fairly regardless of their educational background, age, gender, and race.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
11	The different departments of the company are of equal importance to top management.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
12	Newly hired people feel at home and adapt to the company easily.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐

13	Employees communicate a lot and of good quality.	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
14	Many social events, where everybody is invited take place within our company.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☑	G ☐
15	Costs are a major concern for the company.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
16	Persons that achieve extraordinary results are recognised and rewarded.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
17	I would lie for my company.	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
18	I feel comfortable taking risks.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
19	Job roles tend to make employees work more individually and not in groups	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
20	Employees are encouraged to take part in the decision making processes of the company.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
21	Employees are encouraged to make suggestions.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
22	I feel that my work is being appreciated.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
23	I feel I that know the mission of the organisation.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
24	Merck UK practices what it advocates.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
25	Merck UK encourages personal development (like concentration seminars, etc.)	A ☐	B ☐	C ☐	D ☐	E ☐	F ☑	G ☐
26	Merck UK acts as if its employees are its greatest asset.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
27	Merck UK is a good place to work	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
28	Employees are happy with the changes the management decides to take place.	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
29	I am happy with "the way things are done around here".	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
30	The company has a very structural career path.	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐

Culture-related questionnaire to elicit information about [redacted] with respect to the SAP implementation

The purpose of this questionnaire is to derive information about the culture of Merck UK and see its effect on the SAP implementation. The results of this questionnaire are going to be analysed together with the 15 minutes interviews, so to be able to elicit culture-related effects on the implementation.

Name: [redacted]
Position:

Please tick the box that applies best to each statement.
A – Strongly agree
B – Agree
C – Tend to agree
D – Neutral
E – Tend to disagree
F – Disagree
G – Strongly disagree

**** Responses are handled with strict confidence****

1	The management is more concerned with employees getting the work done, other than with the employees as persons. A☐ B☐ C☑ D☐ E☐ F☐ G☐
2	Good results are rewarded. A☐ B☐ C☐ D☐ E☑ F☐ G☐
3	Deadlines are loose and flexible. A☐ B☐ C☐ D☐ E☐ F☑ G☐
4	There are numerous training and career development programmes within my company. A☐ B☐ C☐ D☐ E☑ F☐ G☐
5	There are detailed regulation, rules and procedures for most of the things that I do. A☐ B☐ C☑ D☐ E☐ F☐ G☐
6	Our policies and procedures are formal. A☐ B☐ C☑ D☐ E☐ F☐ G☐
7	The quality of the physical facilities is satisfying. A☐ B☐ C☑ D☐ E☐ F☐ G☐
8	The management freely shares information. A☐ B☐ C☑ D☐ E☐ F☐ G☐
9	Short-term results are more valuable than long-term results. A☐ B☑ C☐ D☐ E☐ F☐ G☐
10	People are treated fairly regardless of their educational background, age, gender, and race. A☑ B☐ C☐ D☐ E☐ F☐ G☐
11	The different departments of the company are of equal importance to top management. A☐ B☐ C☐ D☑ E☐ F☐ G☐
12	Newly hired people feel at home and adapt to the company easily. A☐ B☑ C☐ D☐ E☐ F☐ G☐

13	Employees communicate a lot and of good quality.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
14	Many social events, where everybody is invited take place within our company.	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
15	Costs are a major concern for the company.	A ☑	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
16	Persons that achieve extraordinary results are recognised and rewarded.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
17	I would lie for my company.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☐	G ☑
18	I feel comfortable taking risks.	A ☑	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
19	Job roles tend to make employees work more individually and not in groups	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
20	Employees are encouraged to take part in the decision making processes of the company.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
21	Employees are encouraged to make suggestions.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
22	I feel that my work is being appreciated.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
23	I feel I that know the mission of the organisation.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
24	Merck UK practices what it advocates.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
25	Merck UK encourages personal development (like concentration seminars, etc.)	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
26	Merck UK acts as if its employees are its greatest asset.	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
27	Merck UK is a good place to work	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
28	Employees are happy with the changes the management decides to take place.	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
29	I am happy with "the way things are done around here".	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
30	The company has a very structural career path.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☑	G ☐

Culture-related questionnaire to elicit information about [redacted] with respect to the SAP implementation

The purpose of this questionnaire is to derive information about the culture of [redacted] and see its effect on the SAP implementation. The results of this questionnaire are going to be analysed together with the 15 minutes interviews, so to be able to elicit culture-related effects on the implementation.

Name: [redacted]
Position:

Please tick the box that applies best to each statement.
A – Strongly agree
B – Agree
C – Tend to agree
D – Neutral
E – Tend to disagree
F – Disagree
G – Strongly disagree

**** Responses are handled with strict confidence****

1	The management is more concerned with employees getting the work done, other than with the employees as persons.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☐	G ☑
2	Good results are rewarded.	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
3	Deadlines are loose and flexible.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☐	G ☑
4	There are numerous training and career development programmes within my company.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
5	There are detailed regulation, rules and procedures for most of the things that I do.	A ☑	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
6	Our policies and procedures are formal.	A ☑	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
7	The quality of the physical facilities is satisfying.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
8	The management freely shares information.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
9	Short-term results are more valuable than long-term results.	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
10	People are treated fairly regardless of their educational background, age, gender, and race.	A ☑	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
11	The different departments of the company are of equal importance to top management.	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
12	Newly hired people feel at home and adapt to the company easily.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐

13	Employees communicate a lot and of good quality.						
	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
14	Many social events, where everybody is invited take place within our company.						
	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
15	Costs are a major concern for the company.						
	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
16	Persons that achieve extraordinary results are recognised and rewarded.						
	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
17	I would lie for my company.						
	A ☐	B ☐	C ☐	D ☐	E ☐	F ☐	G ☑
18	I feel comfortable taking risks.						
	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
19	Job roles tend to make employees work more individually and not in groups						
	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
20	Employees are encouraged to take part in the decision making processes of the company.						
	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
21	Employees are encouraged to make suggestions.						
	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
22	I feel that my work is being appreciated.						
	A ☑	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
23	I feel I that know the mission of the organisation.						
	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
24	Merck UK practices what it advocates						
	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
25	Merck UK encourages personal development (like concentration seminars, etc.)						
	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
26	Merck UK acts as if its employees are its greatest asset.						
	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
27	Merck UK is a good place to work						
	A ☑	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
28	Employees are happy with the changes the management decides to take place.						
	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
29	I am happy with "the way things are done around here".						
	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
30	The company has a very structural career path.						
	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐

Culture-related questionnaire to elicit information about [redacted] with respect to the SAP implementation

The purpose of this questionnaire is to derive information about the culture of [redacted]K and see its effect on the SAP implementation. The results of this questionnaire are going to be analysed together with the 15 minutes interviews, so to be able to elicit culture-related effects on the implementation.

Name: [redacted]
Position: SYSTEM SUPPORT - CUSTOMER SERVICES

Please tick the box that applies best to each statement.
A – Strongly agree
B – Agree
C – Tend to agree
D – Neutral
E – Tend to disagree
F – Disagree
G – Strongly disagree

**** Responses are handled with strict confidence****

1	The management is more concerned with employees getting the work done, other than with the employees as persons.	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
2	Good results are rewarded.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
3	Deadlines are loose and flexible.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☑	G ☐
4	There are numerous training and career development programmes within my company.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
5	There are detailed regulation, rules and procedures for most of the things that I do.	A ☑	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
6	Our policies and procedures are formal.	A ☑	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
7	The quality of the physical facilities is satisfying.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
8	The management freely shares information.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
9	Short-term results are more valuable than long-term results.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☑	G ☐
10	People are treated fairly regardless of their educational background, age, gender, and race.	A ☑	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
11	The different departments of the company are of equal importance to top management.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
12	Newly hired people feel at home and adapt to the company easily.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐

13	Employees communicate a lot and of good quality.						
	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
14	Many social events, where everybody is invited take place within our company.						
	A ☐	B ☐	C ☐	D ☐	E ☐	F ☑	G ☐
15	Costs are a major concern for the company.						
	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
16	Persons that achieve extraordinary results are recognised and rewarded.						
	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
17	I would lie for my company.						
	A ☐	B ☐	C ☐	D ☐	E ☐	F ☑	G ☐
18	I feel comfortable taking risks.						
	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
19	Job roles tend to make employees work more individually and not in groups						
	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
20	Employees are encouraged to take part in the decision making processes of the company.						
	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
21	Employees are encouraged to make suggestions.						
	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
22	I feel that my work is being appreciated.						
	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
23	I feel I that know the mission of the organisation.						
	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
24	Merck UK practices what it advocates.						
	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
25	Merck UK encourages personal development (like concentration seminars, etc.)						
	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
26	Merck UK acts as if its employees are its greatest asset.						
	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
27	Merck UK is a good place to work						
	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
28	Employees are happy with the changes the management decides to take place.						
	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
29	I am happy with "the way things are done around here".						
	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
30	The company has a very structural career path.						
	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐

Culture-related questionnaire to elicit information about M[redacted]ith respect to the SAP implementation

The purpose of this questionnaire is to derive information about the culture of [redacted]nd see its effect on the SAP implementation. The results of this questionnaire are going to be analysed together with the 15 minutes interviews, so to be able to elicit culture-related effects on the implementation.

Name:
Position:

Please tick the box that applies best to each statement.
A – Strongly agree
B – Agree
C – Tend to agree
D – Neutral
E – Tend to disagree
F – Disagree
G – Strongly disagree

**** Responses are handled with strict confidence****

1	The management is more concerned with employees getting the work done, other than with the employees as persons. A☐ B☐ C☒ D☐ E☐ F☐ G☐
2	Good results are rewarded. A☐ B☒ C☐ D☐ E☐ F☐ G☐
3	Deadlines are loose and flexible. A☐ B☐ C☐ D☐ E☐ F☒ G☐
4	There are numerous training and career development programmes within my company. A☐ B☐ C☐ D☐ E☒ F☐ G☐
5	There are detailed regulation, rules and procedures for most of the things that I do. A☐ B☒ C☐ D☐ E☐ F☐ G☐
6	Our policies and procedures are formal. A☐ B☒ C☐ D☐ E☐ F☐ G☐
7	The quality of the physical facilities is satisfying. A☐ B☒ C☐ D☐ E☐ F☐ G☐
8	The management freely shares information. A☐ B☐ C☒ D☐ E☐ F☐ G☐
9	Short-term results are more valuable than long-term results. A☐ B☐ C☒ D☐ E☐ F☐ G☐
10	People are treated fairly regardless of their educational background, age, gender, and race. A☐ B☐ C☒ D☐ E☐ F☐ G☐
11	The different departments of the company are of equal importance to top management. A☐ B☒ C☐ D☐ E☐ F☐ G☐
12	Newly hired people feel at home and adapt to the company easily. A☐ B☒ C☐ D☐ E☐ F☐ G☐

13	Employees communicate a lot and of good quality.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
14	Many social events, where everybody is invited take place within our company.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
15	Costs are a major concern for the company.	A ☒	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
16	Persons that achieve extraordinary results are recognised and rewarded.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
17	I would lie for my company.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
18	I feel comfortable taking risks.	A ☐	B ☒	C ☐	D ☐	E ☐	F ☐	G ☐
19	Job roles tend to make employees work more individually and not in groups	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
20	Employees are encouraged to take part in the decision making processes of the company.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
21	Employees are encouraged to make suggestions.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
22	I feel that my work is being appreciated.	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
23	I feel I that know the mission of the organisation.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
24	Merck UK practices what it advocates.	A ☐	B ☐	C ☐	D ☒	E ☐	F ☐	G ☐
25	Merck UK encourages personal development (like concentration seminars, etc.)	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
26	Merck UK acts as if its employees are its greatest asset.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
27	Merck UK is a good place to work	A ☐	B ☐	C ☒	D ☐	E ☐	F ☐	G ☐
28	Employees are happy with the changes the management decides to take place.	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
29	I am happy with "the way things are done around here".	A ☐	B ☐	C ☐	D ☐	E ☒	F ☐	G ☐
30	The company has a very structural career path.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☒	G ☐

Culture-related questionnaire to elicit information about [redacted] with respect to the SAP implementation

The purpose of this questionnaire is to derive information about the culture of [redacted] and see its effect on the SAP implementation. The results of this questionnaire are going to be analysed together with the 15 minutes interviews, so to be able to elicit culture-related effects on the implementation.

Name:
Position:

Please tick the box that applies best to each statement.

A – Strongly agree
B – Agree
C – Tend to agree
D – Neutral
E – Tend to disagree
F – Disagree
G – Strongly disagree

**** Responses are handled with strict confidence****

1	The management is more concerned with employees getting the work done, other than with the employees as persons. A☐ B☐ C☑ D☐ E☐ F☐ G☐
2	Good results are rewarded. A☐ B☐ C☐ D☑ E☐ F☐ G☐
3	Deadlines are loose and flexible. A☐ B☐ C☐ D☐ E☑ F☐ G☐
4	There are numerous training and career development programmes within my company. A☐ B☐ C☐ D☐ E☑ F☐ G☐
5	There are detailed regulation, rules and procedures for most of the things that I do. A☐ B☑ C☐ D☐ E☐ F☐ G☐
6	Our policies and procedures are formal. A☐ B☑ C☐ D☐ E☐ F☐ G☐
7	The quality of the physical facilities is satisfying. A☐ B☑ C☐ D☐ E☐ F☐ G☐
8	The management freely shares information. A☐ B☐ C☐ D☑ E☐ F☐ G☐
9	Short-term results are more valuable than long-term results. A☐ B☐ C☑ D☐ E☐ F☐ G☐
10	People are treated fairly regardless of their educational background, age, gender, and race. A☑ B☐ C☐ D☐ E☐ F☐ G☐
11	The different departments of the company are of equal importance to top management. A☐ B☑ C☐ D☐ E☐ F☐ G☐
12	Newly hired people feel at home and adapt to the company easily. A☐ B☑ C☐ D☐ E☐ F☐ G☐

S. Yeates

13	Employees communicate a lot and of good quality.	A☐	B☑	C☐	D☐	E☐	F☐	G☐
14	Many social events, where everybody is invited take place within our company.	A☐	B☐	C☐	D☐	E☐	F☑	G☐
15	Costs are a major concern for the company.	A☑	B☐	C☐	D☐	E☐	F☐	G☐
16	Persons that achieve extraordinary results are recognised and rewarded.	A☐	B☐	C☑	D☐	E☐	F☐	G☐
17	I would lie for my company.	A☐	B☐	C☐	D☐	E☐	F☐	G☑
18	I feel comfortable taking risks.	A☐	B☐	C☐	D☐	E☑	F☐	G☐
19	Job roles tend to make employees work more individually and not in groups	A☐	B☐	C☐	D☑	E☐	F☐	G☐
20	Employees are encouraged to take part in the decision making processes of the company.	A☐	B☐	C☐	D☑	E☐	F☐	G☐
21	Employees are encouraged to make suggestions.	A☐	B☐	C☑	D☐	E☐	F☐	G☐
22	I feel that my work is being appreciated.	A☐	B☐	C☑	D☐	E☐	F☐	G☐
23	I feel I that know the mission of the organisation.	A☐	B☐	C☑	D☐	E☐	F☐	G☐
24	Merck UK practices what it advocates.	A☐	B☐	C☑	D☐	E☐	F☐	G☐
25	Merck UK encourages personal development (like concentration seminars, etc.)	A☐	B☐	C☐	D☑	E☐	F☐	G☐
26	Merck UK acts as if its employees are its greatest asset.	A☐	B☐	C☑	D☐	E☐	F☐	G☐
27	Merck UK is a good place to work	A☐	B☑	C☐	D☐	E☐	F☐	G☐
28	Employees are happy with the changes the management decides to take place.	A☐	B☐	C☐	D☑	E☐	F☐	G☐
29	I am happy with "the way things are done around here".	A☐	B☐	C☐	D☑	E☐	F☐	G☐
30	The company has a very structural career path.	A☐	B☐	C☐	D☑	E☐	F☐	G☐

Culture-related questionnaire to elicit information about [redacted] with respect to the SAP implementation

The purpose of this questionnaire is to derive information about the culture o[redacted]nd see its effect on the SAP implementation. The results of this questionnaire are going to be analysed together with the 15 minutes interviews, so to be able to elicit culture-related effects on the implementation.

Name: [redacted]
Position:

Please tick the box that applies best to each statement.

A – Strongly agree
B – Agree
C – Tend to agree
D – Neutral
E – Tend to disagree
F – Disagree
G – Strongly disagree

**** Responses are handled with strict confidence****

1	The management is more concerned with employees getting the work done, other than with the employees as persons. A ☐ B ☐ C ☑ D ☐ E ☐ F ☐ G ☐
2	Good results are rewarded. A ☐ B ☑ C ☐ D ☐ E ☐ F ☐ G ☐
3	Deadlines are loose and flexible. A ☐ B ☐ C ☐ D ☐ E ☑ F ☐ G ☐
4	There are numerous training and career development programmes within my company. A ☐ B ☑ C ☐ D ☐ E ☐ F ☐ G ☐
5	There are detailed regulation, rules and procedures for most of the things that I do. A ☑ B ☐ C ☐ D ☐ E ☐ F ☐ G ☐
6	Our policies and procedures are formal. A ☐ B ☑ C ☐ D ☐ E ☐ F ☐ G ☐
7	The quality of the physical facilities is satisfying. A ☐ B ☐ C ☐ D ☑ E ☐ F ☐ G ☐
8	The management freely shares information. A ☐ B ☑ C ☐ D ☐ E ☐ F ☐ G ☐
9	Short-term results are more valuable than long-term results. A ☐ B ☐ C ☐ D ☐ E ☐ F ☑ G ☐
10	People are treated fairly regardless of their educational background, age, gender, and race. A ☐ B ☑ C ☐ D ☐ E ☐ F ☐ G ☐
11	The different departments of the company are of equal importance to top management. A ☐ B ☑ C ☐ D ☐ E ☐ F ☐ G ☐
12	Newly hired people feel at home and adapt to the company easily. A ☐ B ☐ C ☐ D ☐ E ☑ F ☐ G ☐

13	Employees communicate a lot and of good quality.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
14	Many social events, where everybody is invited take place within our company.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☑	G ☐
15	Costs are a major concern for the company.	A ☑	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
16	Persons that achieve extraordinary results are recognised and rewarded.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
17	I would lie for my company.	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
18	I feel comfortable taking risks.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
19	Job roles tend to make employees work more individually and not in groups	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
20	Employees are encouraged to take part in the decision making processes of the company.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
21	Employees are encouraged to make suggestions.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
22	I feel that my work is being appreciated.	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
23	I feel I that know the mission of the organisation.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
24	Merck UK practices what it advocates.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
25	Merck UK encourages personal development (like concentration seminars, etc.)	A ☑	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
26	Merck UK acts as if its employees are its greatest asset.	A ☑	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
27	Merck UK is a good place to work	A ☑	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
28	Employees are happy with the changes the management decides to take place.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☑	G ☐
29	I am happy with "the way things are done around here".	A ☐	B ☐	C ☐	D ☑	E ☐	F ☑	G ☐
30	The company has a very structural career path.	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐

Culture-related questionnaire to elicit information about [redacted] with respect to the SAP implementation

The purpose of this questionnaire is to derive information about the culture of [redacted] and see its effect on the SAP implementation. The results of this questionnaire are going to be analysed together with the 15 minutes interviews, so to be able to elicit culture-related effects on the implementation.

Name: [redacted]
Position: SAP DEVELOPER

Please tick the box that applies best to each statement.

A – Strongly agree
B – Agree
C – Tend to agree
D – Neutral
E – Tend to disagree
F – Disagree
G – Strongly disagree

**** Responses are handled with strict confidence****

1	The management is more concerned with employees getting the work done, other than with the employees as persons. A ☐ B ☐ C ☑ D ☐ E ☐ F ☐ G ☐
2	Good results are rewarded. A ☐ B ☐ C ☑ D ☐ E ☐ F ☐ G ☐
3	Deadlines are loose and flexible. A ☐ B ☐ C ☐ D ☐ E ☑ F ☐ G ☐
4	There are numerous training and career development programmes within my company. A ☐ B ☐ C ☐ D ☐ E ☑ F ☐ G ☐
5	There are detailed regulation, rules and procedures for most of the things that I do. A ☐ B ☐ C ☐ D ☑ E ☐ F ☐ G ☐
6	Our policies and procedures are formal. A ☐ B ☐ C ☑ D ☐ E ☐ F ☐ G ☐
7	The quality of the physical facilities is satisfying. A ☐ B ☐ C ☐ D ☐ E ☑ F ☐ G ☐
8	The management freely shares information. A ☐ B ☐ C ☐ D ☐ E ☑ F ☐ G ☐
9	Short-term results are more valuable than long-term results. A ☐ B ☐ C ☑ D ☐ E ☐ F ☐ G ☐
10	People are treated fairly regardless of their educational background, age, gender, and race. A ☐ B ☑ C ☐ D ☐ E ☐ F ☐ G ☐
11	The different departments of the company are of equal importance to top management. A ☐ B ☐ C ☐ D ☐ E ☑ F ☐ G ☐
12	Newly hired people feel at home and adapt to the company easily. A ☐ B ☐ C ☑ D ☐ E ☐ F ☐ G ☐

13	Employees communicate a lot and of good quality.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
14	Many social events, where everybody is invited take place within our company.	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
15	Costs are a major concern for the company.	A ☑	B ☐	C ☐	D ☐	E ☐	F ☐	G ☐
16	Persons that achieve extraordinary results are recognised and rewarded.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
17	I would lie for my company.	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
18	I feel comfortable taking risks.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
19	Job roles tend to make employees work more individually and not in groups	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
20	Employees are encouraged to take part in the decision making processes of the company.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☑	G ☐
21	Employees are encouraged to make suggestions.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☑	G ☐
22	I feel that my work is being appreciated.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
23	I feel I that know the mission of the organisation.	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
24	Merck UK practices what it advocates.	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
25	Merck UK encourages personal development (like concentration seminars, etc.)	A ☐	B ☐	C ☐	D ☐	E ☐	F ☑	G ☐
26	Merck UK acts as if its employees are its greatest asset.	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
27	Merck UK is a good place to work	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
28	Employees are happy with the changes the management decides to take place.	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
29	I am happy with "the way things are done around here".	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
30	The company has a very structural career path.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☑	G ☐

Culture-related questionnaire to elicit information about [redacted] with respect to the SAP implementation

The purpose of this questionnaire is to derive information about the culture of [redacted] and see its effect on the SAP implementation. The results of this questionnaire are going to be analysed together with the 15 minutes interviews, so to be able to elicit culture-related effects on the implementation.

Name: [redacted]
Position:

Please tick the box that applies best to each statement.

A – Strongly agree
B – Agree
C – Tend to agree
D – Neutral
E – Tend to disagree
F – Disagree
G – Strongly disagree

**** Responses are handled with strict confidence****

1	The management is more concerned with employees getting the work done, other than with the employees as persons. A ☐ B ☑ C ☐ D ☐ E ☐ F ☐ G ☐
2	Good results are rewarded. A ☐ B ☐ C ☐ D ☑ E ☐ F ☐ G ☐
3	Deadlines are loose and flexible. A ☐ B ☐ C ☐ D ☐ E ☐ F ☑ G ☐
4	There are numerous training and career development programmes within my company. A ☐ B ☐ C ☐ D ☑ E ☐ F ☐ G ☐
5	There are detailed regulation, rules and procedures for most of the things that I do. A ☐ B ☐ C ☐ D ☐ E ☐ F ☑ G ☐
6	Our policies and procedures are formal. A ☐ B ☐ C ☑ D ☐ E ☐ F ☐ G ☐
7	The quality of the physical facilities is satisfying. A ☐ B ☐ C ☐ D ☑ E ☐ F ☐ G ☐
8	The management freely shares information. A ☐ B ☐ C ☐ D ☐ E ☑ F ☐ G ☐
9	Short-term results are more valuable than long-term results. A ☐ B ☑ C ☐ D ☐ E ☐ F ☐ G ☐
10	People are treated fairly regardless of their educational background, age, gender, and race. A ☐ B ☑ C ☐ D ☐ E ☐ F ☐ G ☐
11	The different departments of the company are of equal importance to top management. A ☐ B ☐ C ☐ D ☑ E ☐ F ☐ G ☐
12	Newly hired people feel at home and adapt to the company easily. A ☐ B ☐ C ☑ D ☐ E ☐ F ☐ G ☐

13	Employees communicate a lot and of good quality.	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
14	Many social events, where everybody is invited take place within our company.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☐	G ☑
15	Costs are a major concern for the company.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
16	Persons that achieve extraordinary results are recognised and rewarded.	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
17	I would lie for my company.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☑	G ☐
18	I feel comfortable taking risks.	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
19	Job roles tend to make employees work more individually and not in groups	A ☐	B ☐	C ☐	D ☐	E ☐	F ☑	G ☐
20	Employees are encouraged to take part in the decision making processes of the company.	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
21	Employees are encouraged to make suggestions.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
22	I feel that my work is being appreciated.	A ☐	B ☐	C ☑	D ☐	E ☐	F ☐	G ☐
23	I feel I that know the mission of the organisation.	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
24	Merck UK practices what it advocates.	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
25	Merck UK encourages personal development (like concentration seminars, etc.)	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐
26	Merck UK acts as if its employees are its greatest asset.	A ☐	B ☐	C ☐	D ☐	E ☐	F ☑	G ☐
27	Merck UK is a good place to work	A ☐	B ☑	C ☐	D ☐	E ☐	F ☐	G ☐
28	Employees are happy with the changes the management decides to take place.	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
29	I am happy with "the way things are done around here".	A ☐	B ☐	C ☐	D ☑	E ☐	F ☐	G ☐
30	The company has a very structural career path.	A ☐	B ☐	C ☐	D ☐	E ☑	F ☐	G ☐

Culture-related questionnaire to elicit information about [redacted] with respect to the SAP implementation

The purpose of this questionnaire is to derive information about the culture o[redacted] and see its effect on the SAP implementation. The results of this questionnaire are going to be analysed together with the 15 minutes interviews, so to be able to elicit culture-related effects on the implementation.

Name: [redacted]
Position: IT Systems Analyst

Please tick the box that applies best to each statement.

A – Strongly agree
B – Agree
C – Tend to agree
D – Neutral
E – Tend to disagree
F – Disagree
G – Strongly disagree

**** Responses are handled with strict confidence****

1	The management is more concerned with employees getting the work done, other than with the employees as persons.	A☐	B☐	C☒	D☐	E☐	F☐	G☐
2	Good results are rewarded.	A☐	B☒	C☐	D☐	E☐	F☐	G☐
3	Deadlines are loose and flexible.	A☐	B☐	C☐	D☐	E☒	F☐	G☐
4	There are numerous training and career development programmes within my company.	A☐	B☐	C☐	D☐	E☐	F☐	G☒
5	There are detailed regulation, rules and procedures for most of the things that I do.	A☐	B☐	C☐	D☐	E☐	F☒	G☐
6	Our policies and procedures are formal.	A☐	B☒	C☐	D☐	E☐	F☐	G☐
7	The quality of the physical facilities is satisfying.	A☐	B☐	C☐	D☐	E☒	F☐	G☐
8	The management freely shares information.	A☐	B☐	C☐	D☐	E☒	F☐	G☐
9	Short-term results are more valuable than long-term results.	A☐	B☐	C☐	D☒	E☐	F☐	G☐
10	People are treated fairly regardless of their educational background, age, gender, and race.	A☐	B☒	C☐	D☐	E☐	F☐	G☐
11	The different departments of the company are of equal importance to top management.	A☐	B☐	C☐	D☐	E☒	F☐	G☐
12	Newly hired people feel at home and adapt to the company easily.	A☐	B☐	C☒	D☐	E☐	F☐	G☐

13	Employees communicate a lot and of good quality.	A☐	B☐	C☐	D☒	E☐	F☐	G☐
14	Many social events, where everybody is invited take place within our company.	A☐	B☐	C☐	D☐	E☐	F☒	G☐
15	Costs are a major concern for the company.	A☐	B☒	C☐	D☐	E☐	F☐	G☐
16	Persons that achieve extraordinary results are recognised and rewarded.	A☐	B☐	C☒	D☐	E☐	F☐	G☐
17	I would lie for my company.	A☐	B☐	C☐	D☐	E☐	F☒	G☐
18	I feel comfortable taking risks.	A☐	B☐	C☐	D☐	E☒	F☐	G☐
19	Job roles tend to make employees work more individually and not in groups	A☐	B☐	C☒	D☐	E☐	F☐	G☐
20	Employees are encouraged to take part in the decision making processes of the company.	A☐	B☐	C☐	D☐	E☐	F☒	G☐
21	Employees are encouraged to make suggestions.	A☐	B☐	C☐	D☐	E☒	F☐	G☐
22	I feel that my work is being appreciated.	A☐	B☐	C☒	D☐	E☐	F☐	G☐
23	I feel I that know the mission of the organisation.	A☐	B☐	C☒	D☐	E☐	F☐	G☐
24	Merck UK practices what it advocates.	A☐	B☐	C☐	D☒	E☐	F☐	G☐
25	Merck UK encourages personal development (like concentration seminars, etc.)	A☐	B☐	C☐	D☐	E☒	F☐	G☐
26	Merck UK acts as if its employees are its greatest asset.	A☐	B☐	C☐	D☐	E☐	F☒	G☐
27	Merck UK is a good place to work	A☐	B☐	C☐	D☒	E☐	F☐	G☐
28	Employees are happy with the changes the management decides to take place.	A☐	B☐	C☐	D☒	E☐	F☐	G☐
29	I am happy with "the way things are done around here".	A☐	B☐	C☐	D☒	E☐	F☐	G☐
30	The company has a very structural career path.	A☐	B☐	C☐	D☐	E☐	F☒	G☐

Appendix 5.10

Returned Culture-related questionnaire German

Unternehmenskultur bezogener Fragebogen

Der Zweck dieses Fragebogens ist es Informationen uber die Unternehmenskultur von [redacted] zu gewinnen. Ausserdem sollen die Auswirkungen der Unternehmenskultur auf die Einführung von SAP evaluiert werden. Die Ergebnisse dieses Fragebogens werden zusammen mit denen des Interviews analysiert um Schlussfolgerungen über die Auswirkungen der Unternehmenskultur auf die Implementierung von SAP R/3 ziehen zu können.

Name: [redacted]

Position: Leiter Anwendungsentwicklung

Bitte kreuzen sie unten die Kästchen an, die Ihrer Meinung nach der jeweiligen Aussage am nähesten stehen:

A – Sehr zustimmend
B – Zustimmend
C – Leicht zustimmend
D – Neutral
E – Leicht abneigend
F – Abneigend
G – Sehr Abneigend

1	Das Arbeitsergebnis wird dem Personal vorgezogen.	A☐	B☐	C☐	D☐	E x	F☐	G☐
2	Gute Ergebnisse werden belohnt	A☐	B☐	C x	D☐	E☐	F☐	G☐
3	Fristen sind flexibel.	A☐	B☐	C☐	D x	E☐	F☐	G☐
4	Es gibt zahlreiche Schulungs- und Karriereentwicklungsprogramme innerhalb der Firma.	A☐	B☐	C☐	D x	E☐	F☐	G☐
5	Regulierungen und Verfahren werden detailliert aufgelistet.	A☐	B☐	C☐	D x	E☐	F☐	G☐
6	Unsere Unternehmenspolitik und unsere Verfahren sind förmlich.	A☐	B x	C☐	D☐	E☐	F☐	G☐
7	Die Qualität des Arbeitsmateriales – Inventares ist zufriedenstellend.	A☐	B☐	C x	D☐	E☐	F☐	G☐
8	Das Management teilt Informationen frei mit.	A☐	B☐	C☐	D☐	E x	F☐	G☐
9	Kurzfristige Ergebnisse sind wertvoller als langfristige Ergebnisse	A☐	B☐	C☐	D x	E☐	F☐	G☐
10	Personal wird im Bezug auf Herkunft, Alter, und Geschlecht gleich behandelt.	A☐	B☐	C☐	D x	E☐	F☐	G☐
11	Alle Abteilungen des Unternehmens sind für das Top-Management von gleicher Bedeutung.	A☐	B☐	C☐	D x	E☐	F☐	G☐
12	Neu eingestelltes Personal fühlt sich wohl und paßt sich leicht an der Arbeitsumgebung in der Firma an.	A☐	B x	C☐	D☐	E☐	F☐	G☐

13	Kommunikationswege sind offen und viel genutzt .							
	A☐	B☐	C☐	D x	E☐	F☐	G☐	
14	Es werden viele firmeninterne Ereignisse (Betriebsfeste, etc.), die von den Angestellten wahrgenommen werden, angeboten.							
	A☐	B☐	C☐	D x	E☐	F☐	G☐	
15	Kosten sind für die Firma von großer Bedeutung.							
	A☐	B x	C☐	D☐	E☐	F☐	G☐	
16	Angestellte, welche außerordentliche Ergebnisse erzielen werden ausgezeichnet							
	A☐	B☐	C☐	D x	E☐	F☐	G☐	
17	Ich würde für die Firma lügen.							
	A☐	B☐	C☐	D☐	E☐	F☐	Gx	
18	Ich würde Riskos für die Firma eingehen.							
	A☐	B☐	C☐	D☐	E☐	F x	G☐	
19	Bestimmte Aufgaben innerhalb einer Arbeitsgruppe führen den Angestellten zu individuellerer Arbeitsweise.							
	A x	B☐	C☐	D☐	E☐	F☐	G☐	
20	Angestellte werden ermutigt an firmenbetreffenden Entscheidungen teilzunehmen.							
	A☐	B☐	C☐	D x	E☐	F☐	G☐	
21	Angestellte werden ermutigt Vorschläge zu machen.							
	A☐	B☐	C x	D☐	E☐	F☐	G☐	
22	Ich finde meine Arbeit wird geschätzt.							
	A☐	B x	C☐	D☐	E☐	F☐	G☐	
23	Ich verstehe "Mission" der Firma.							
	A☐	B x	C☐	D☐	E☐	F☐	G☐	
24	Merck DE verwirklicht seine Vorstellungen.							
	A☐	B x	C☐	D☐	E☐	F☐	G☐	
25	Merck DE ermutigt berufliche Weiterentwicklung (Seminare, etc.)							
	A☐	B☐	C x	D☐	E☐	F☐	G☐	
26	Merck DE sieht Angestellte als wertvollstes Asset der Firma.							
	A☐	B☐	C x	D☐	E☐	F☐	G☐	
27	Merck DE ist eine guter Arbeitgeber.							
	A☐	B x	C☐	D☐	E☐	F☐	G☐	
28	Angestellte sind mit den Entscheidungen des Managements zufrieden.							
	A☐	B☐	C☐	D x	E☐	F☐	G☐	
29	Ich bin mit den innerbetrieblichen Abläufen zufrieden.							
	A☐	B☐	C x	D☐	E☐	F☐	G☐	
30	Die Firma hat einen strukturierten Karriere-Pfad							
	A☐	B☐	C☐	D x	E☐	F☐	G☐	

Unternehmenskultur bezogener Fragebogen

Der Zweck dieses Fragebogens ist es Informationen uber die Unternehmenskultur von [redacted] zu gewinnen. Ausserdem sollen die Auswirkungen der Unternehmenskultur auf die Einführung von SAP evaluiert werden. Die Ergebnisse dieses Fragebogens werden zusammen mit denen des Interviews analysiert um Schlussfolgerungen über die Auswirkungen der Unternehmenskultur auf die Implementierung von SAP R/3 ziehen zu können.

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F – Abneigend
G – Sehr Abneigend

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8	Das Management teilt Informationen frei mit. A☐ B☐ C☐ D X E☐ F☐ G☐
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10	Personal wird im Bezug auf Herkunft, Alter, und Geschlecht gleich behandelt. A☐ B☐ C☐ D X E☐ F☐ G☐
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13	Kommunikationswege sind offen und viel genutzt .						
	A☐	B X	C☐	D☐	E☐	F☐	G☐
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	A☐	B X	C☐	D☐	E☐	F☐	G☐
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C – Leicht zustimmend
D – Neutral
E – Leicht abneigend
F – Abneigend
G – Sehr Abneigend

1	Das Management interessiert sich mehr fuer das Arbeitsergebnis als fuer die Angestellte. A☐ B☐ C X D☐ E☐ F☐ G☐
2	Gute Ergebnisse werden belohnt A☐ B X C☐ D☐ E☐ F☐ G☐
3	Project Fristen sind flexibel zu aendern. A☐ B☐ C☐ D☐ E☐ F X G☐
4	Es gibt zahlreiche Schulungs- und Karriereentwicklungsprogramme innerhalb der Firma. A☐ B☐ C☐ D X E☐ F☐ G☐
5	Regulierungen und Verfahren werden detailliert aufgelistet. A☐ B X C☐ D☐ E☐ F☐ G☐
6	Unsere Unternehmenspolitik und unsere Verfahren sind förmlich. A☐ B☐ C☐ D☐ E☐ F X G☐
7	Die Qualität des Arbeitsmateriales – Inventares ist zufriedenstellend. A☐ B X C☐ D☐ E☐ F☐ G☐
8	Das Management teilt Informationen frei mit den Angestellten. A☐ B☐ C X D☐ E☐ F☐ G☐
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11	Alle Abteilungen des Unternehmens sind für das Top-Management von gleicher Bedeutung. A☐ B☐ C☐ D X E☐ F☐ G☐
12	Neu eingestelltes Personal fühlt sich wohl und paßt sich leicht an der Arbeitsumgebung in der Firma an. A☐ B X C☐ D☐ E☐ F☐ G☐

13	Kommunikationswege sind offen und viel genutzt . A☐ B☐ C X D☐ E☐ F☐ G☐
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15	Kosten sind für die Firma von großer Bedeutung. A X B☐ C☐ D☐ E☐ F☐ G☐
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18	Ich würde Riskos für die Firma eingehen. A☐ B X C☐ D☐ E☐ F☐ G☐
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21	Angestellte werden ermutigt Vorschläge zu machen. A☐ B X C☐ D☐ E☐ F☐ G☐
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28	Angestellte sind mit den Entscheidungen des Managements zufrieden. A☐ B☐ C☐ D X E☐ F☐ G☐
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30	Die Firma hat einen strukturierten Karriere-Pfad A☐ B☐ C☐ D☐ E X F☐ G☐

Unternehmenskultur bezogener Fragebogen

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D – Neutral
E – Leicht abneigend
F – Abneigend
G – Sehr Abneigend

1	Das Arbeitsergebnis wird dem Personal vorgezogen. A☐ B☐ C☐ D x E☐ F☐ G☐
2	Gute Ergebnisse werden belohnt A☐ B x C☐ D☐ E☐ F☐ G☐
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4	Es gibt zahlreiche Schulungs- und Karriereentwicklungsprogramme innerhalb der Firma. A☐ B☐ C x D☐ E☐ F☐ G☐
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6	Unsere Unternehmenspolitik und unsere Verfahren sind förmlich. A☐ B☐ C☐ D x E☐ F☐ G☐
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19	Bestimmte Aufgaben innerhalb einer Arbeitsgruppe führen den Angestellten zu individuellerer Arbeitsweise.						
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	A☐	B☐	C☐	D☐	E☐	F x	G☐

Appendix 5.11

Scandinavian introductory and SAP implementation questions

1. IT staff working with SD

- Your title?

System developer

- Your main responsibilities?

I have worked with a wide range of different tasks during my 36 years at [company name], everything from the warehouse to purchase and computers. When I started at [company name] there weren't any computers. Today I mainly work with SAP R/3.

- Can you describe your main work tasks?

I work a lot with user support. All users at [company name] call when they have problems with the system and if they are in the building I go and help them directly.

Routine tasks?

Both, I also develop and configure the system. The system has only been up and running since May and it's very hard and complex. You learn new things all the time, and then we are trying to make our own routines.

Aware of the business processes?

They are crystal clear, it ought to be after 36 years! I have worked in many different areas at [company name]- the warehouse, the purchase department, the product side, and then with user support on the old system. I am currently mainly working with SD but since I have been at [company name] for such a long time and worked with a wide range of different areas I have got a good overview.

Has there been a change in the way the business is done since the implementation?

Everything was much easier before. We changed from a system that was 10 years old, and it was build for [company name]. We used to refine the system all the time so that it would fit [company name], and the system was unique for the company. All the users knew how to use the system and they were very comfortable with it. Today we have a standard system and you have to make adjustments to what the system offers, it involves a lot more work. A lot of question marks, uncertainty and anxiety in the building. How do we do now, how was this

handled before and why can't we do it the same way, a lot of questions from the users. It is sad but true.

Have your roles changed?
Not much. I worked with user support on the old system as well. There is only more to do now. I know the old system by heart and you could wake me in the middle of the night and I could answer your questions. Today I have to look everything up and learn from the beginning, so it takes longer time. I am unique here since I have been here for such a long time. So I can work all over the system and look for errors all over not only in my part. I have a better feeling about things then others, thanks to my long experience.

Have you attended any SAP R/3 courses?
Yes I have but they didn't give me anything. I have learned it myself and from the consultants. Especially from Bjorn who is a real guru. If I have any problems at all with the system I can always ask Bjorn. The problem with the courses is that they are too general and we operate in our own world. When we started the project we got help from a consulting firm called RESCO. They had a representative for every module, and we have worked together and build the system. They were here for a year. But there were problems with the consultants, they focused on how to put up the system but I live in the reality. I want the system to work in a certain way, as a user I do know how the system must work in the organisation. This was very hard and if the system was to be set up today we would probably do it totally different.

Was the support from the consultants satisfactory enough?
No it wasn't. They used a language that I didn't understand. We have had a lot of problems with the terminology; in the old system we had a certain name for a thing that doesn't correspond to the terminology in the new system. It's mentally very hard to get it together.

Can you describe the working climate since the implementation?
There is a lot of work stress, which you'll notice when you go to customer service. I can sit here and switch of my telephone if I don't feel like talking. But they have to deal with the customers, and get a lot of questions that they can't answer. But they are learning the system now and everything is improving, but in the beginning it was terrible, we had big problems with the delivery, the customers were angry. For us at the computer department everything was much easier since we didn't have any customers to deal with, we are only operating internally. The system is very complex and you have to find the pages that suit your needs, which often is pure luck. There are so many screens one has to navigate in order to find what they are looking for. There isn't anyone that has got the overview and it's much up to the user

to find out what they can use and how.

The main problems after the implementation?
The main problem is uncertainty. The lack of knowledge about the possibilities with the system. We are here to help the users if they have any problems and if we can't answer their questions, we can help them find the answers. But the uncertainty is a big problem, we were used to the old system and it's hard to adjust to a new one. In the old system the different parts had their own lives, but here if you touch something it affects many other parts, we have to be careful and we aren't used to that.

In general do you believe that the implementation of the SAP R/3 was positive to the company?
Maybe I am not the right person to ask that question. Yes I think it's positive and I am sure that's a good system but it will take a long time to learn. You can see improvements in every new version of R/3, the first version I saw was a catastrophe, and the system is build by persons that haven't got any sense of reality. In the last versions the users have been able to come with proposals and describe how they really work so the system is improving, and in a couple of years everything will probably be good.

Have you configured the system a lot to fit the needs of the company?
Yes, we have done certain things, some functions weren't even in the standard system and we had to build them ourselves. If a customer for example wants an invoice before the products are delivered, all schools want these kinds of invoices and that's not a standard in SAP R/3.

How did the implementation process work?
It was very hard. But it went surprisingly well. The problem was the conversion process. The fields in the old system didn't correspond to the new system and it was very hard to get support from the consultants. We converted them and detected afterwards that the way was wrong and it was very time consuming to correct all the errors since the system is very complex. In the old system we had two pages for materials, and in the new system there are about 15 pages. You have purchase, sales, warehouse etc. and all shall speak the same language, it's not easy. We often used trial and error methods. The consultants know only their own parts, but Bjorn is an exception. He knows the whole system, but there aren't many consultants like him in the world.

Positive effects so far?
I am the wrong person to ask. It's very hard to say. I was very involved in the old system, it

was my system. But even though we often say that the new system is just crap we get a 1000 orders in every day and 1000 orders out every day, so something must work. The main benefit with the system is probably on the financial side. Another benefit is all the rapports that you can get out of the system, which was impossible in the old system.

Does the system fit the company's organisation?
No, I don't believe it does. On the other hand I don't know what's on the market. [Company name] would never implement R/3 if our mother didn't say that we should. Everybody says that the financial part of the system is very good. But the system is mainly for a manufacturing company and not an order, warehouse system. It's too complex for a distribution company, we only need to register the orders and deliver the products to the clients and for those functions the system is too complex and big. I don't really know but that's my feeling, and if you ask people outside the organisation that is the common view.

2. IT staff working with MM

For how long have you worked here?
For 10 years.

Your main responsibilities?
I work with systems development and programming. Since we started with SAP R/3 I haven't done any programming, it has been more specifying the change from the old system to the new system. In that case my responsibilities have changed. I have done a lot of testing of whether the new system has the same functionality as the old one.

Goals for the future?
I will probably leave the company, but at the moment I feel that I develop my skills since my work has changed in certain ways because of the implementation of SAP R/3.

Routine job?
It's definitely not a routine job, I work a lot with problem solving. I really enjoy my work.

Are you aware of the overall work?
Pretty good knowledge. I would like to know more, I would like to be able to get training through [company name], but there is a time problem. I work only 80 % and it's hard to find the time for all the work that has to be done. But [company name] supports me if I would like any extra training. If one want to do a course that can be arranged.

How would you characterise the work before and after the implementation?
People were more secure before when they were using the old system. The old system was designed for [company name] needs and all the users had a very good knowledge of the system. The new system is huge and I believe that a lot of people feel lost and insecure. This does probably affect their mood negatively.

Has the working climate changed at all?
Not so much at my department (IT department), here things haven't changed so much. But the end users have experienced a lot of changes. They feel insecure, but that is probably the same with all changes in systems.
The worst part was before the implementation, I had to work a lot, a lot of weekends. But now I have gone back to my normal working hours. I did a lot of parameter setting and testing.

Any specific problems that the end users have experienced with the MM?
No, I think that they are getting in to it. There were some problems when they had to send purchase orders direct to the suppliers via text, which didn't work and they had to print it out and write it manually, which caused more work. There haven't been any major problems, only small ones that we can solve as they come.

How was the implementation?
We had some problems but on the whole it went all right. I would have done it in another way if it was done again today but I cannot really say in which way.

Do you believe that SAP R/3 fits [company name] organisation?
I can't answer yes or no to that question, I have to have an alternative. But I think that maybe the system is too complex for [company name], but I haven't tested any other systems besides the old one so I can't really say if it's good. There is one major change that we had to do at the MM side so that the system would fit. It has to do with MRP, when we run a MRP we only get a suggestion of what we need to do within the lead time and we want to be able to put in a parameter that can makes it possible to find out how much we need within the lead-time. We have talked to the consultants and we try to solve the problems with them. It is more Bjorn that is helping us then RESCO with these issues.

Do you talk about the problems?
Yes we discuss the current problems that come up to and try to solve them together.

How is the communication with the managers?

If we feel that we can't solve the problems our selves then we go to our boss. I don't feel that there are any problems to speak to the higher bosses. We get paid for the overtime.

3. IT staff working with WM

For how long have you worked at [company name]?
I think it's 10 years now. I have only worked for 5 years in the computer department.

Main responsibilities?
I work with the warehouse module in SAP R/3, and also health and safety. So it's mainly logistics. The R/3 is only a part of my work, in R/3 I work with WM and EHNS, we have made our own solution, which is for handling chemicals' labels. We have to put labels on all chemicals, which indicate how they should be handled, we have used the functions from the old system and converted it into the SAP. So now it's a part of the overall system. SAP has a function that supports the handling of chemicals but it was a big workload for us to use that, when we estimated the time it would take to convert the old data into the SAP would be too long and it would take less time to build our own system, and that is what we did. But one year later, next autumn, we shall change to SAP. We have a big project going on now on which we shall be using the same system all over Europe so we are not allowed to do any of our own changes. They don't have any solution yet so maybe they decide to use our system in all countries, a lot of companies use different subsystems to handle these matters.

I also work with databases, Oracle, nearly everything that deals with interface to other systems.

Aware of business process?
I worked in this business before I stared here so I believe that I have a good knowledge of the business, I have also worked with sale systems before and had contact with sales people. I have spent a lot of time out in the organisation and also in the warehouse.

Have you made any changes on the business process?
In the warehouse for example the main work is the same but there are some minor changes. When they moved the warehouse they did change the workflow in the warehouse. We used the SAP standard of how to work in the warehouse.

But I am not so sure about that we have adjusted the business processes after the R/3 system. For example in the warehouse the main work is the same, but there are some small changes.

Just before we implemented SAP we also moved the warehouse, and then we also got a new design of the warehouse. We changed the workflow in the warehouse. We used the SAP standard to work in the warehouse, but we have adopted printouts so that we will have them at the same time, as we need the paper, not exactly the same way as in works in SAP. So we have adapted the system to how the work is in the warehouse. We will have a next step now when we will change the workflow and the processes to get a better workflow in the warehouse.

Does that change have to be compliant with the Euro lab?
No, they say that it depends on how the warehouse looks, and you can have different solutions in different warehouses. But for the sales people they said that it had to be the same solution. So the warehouse is more free to changes. But we also use hand terminals that you can bring to the shelf and there we all should have a common solution in the Euro lab, so some parts will be common and some parts local for the warehouse. We have to decide now what shall be in common and what shall not.

In general do you think that the work has changed a lot since the implementation?
Yeah I think the workload for correcting errors has increased. The time for the people who work in the sales department and warehouse for example has increased. In the old system it was the IT department that corrected errors, but now we put the responsibility out in the organisation, and that's a big change. It's much up to the staff in the different departments to look for errors and make changes, before we in the IT department just solved the problems. Now we get more questions about how to use the system.

Have you got any training in the system?
I have trained people in the organisation about the WM. But I haven't been to many courses, totally for 10 days I think.

Was the training for the end users satisfactory enough?
No I think that they should have got more training. The warehouse personnel expected that they would have received adequate training to use the new system and would have also used it before going live. One of the big problems is that if you work in the warehouse you need to see the physical flow so it's hard for them to imagine how it will look and function in reality if they just sit in front of the screen. They need to go out to the shelf and see what's there. So they need more practical work in the system. And another thing is that we needed more tests and longer test times, for the printouts for example we only tested that in one weekend. It was

too many new things for the people in the warehouse that they had to learn. It was a big step. If the employees were well trained and had enough practical experience, then they would have been able to use R/3 efficiently and recognise potential problems in the physical flow.

Has your roles changed since the implementation?
In some ways. Today it's more user questions, it's not so many set-ups in the system. It's more work with errors, investigate why they occur and see how the users can solve them their selves. And also some development, but this autumn I have mainly worked with tasks that I couldn't do while we were implementing the SAP system, for example looking at our side systems such as printing.

Do you think that the SAP system fits the organisation?
I am not so sure, I think it's better than the old system. For example the printouts now work much better than in the old one. One big problem though is that if something goes wrong it's very hard to change it in SAP, but in the old system we could always go into the files and correct them. But now everything is linked so if I change something in the beginning then I have to make changes the whole way and that's not so good with SAP.

Fits with the general business processes of [company name]?
Yes I think the system fits with the general processes.

If we turned back the time would you still implement SAP R/3?
It depends on the price, I don't know the price for the change. If you decide to implement a whole new system like SAP I don't think it matters if you choose SAP or an other system. The problem is if you want something that better fits the organisation then you have to have a split system, for example a warehouse system that fits just your warehouse. But if you look at a complete system I think that SAP is a good choice.

Main problem with the system?
Hard to change. And it's sometimes heavy for the users to understand the problems and errors, cause everything is linked and you can have a problem down in the warehouse because someone in the finance department hasn't put in the data correctly. And it can be very hard for the users to understand the links, the problems can be very big but you don't see it that way as an end user. All that until they become big and then you need a lot of work and support.

How was the implementation process?
I think that the users weren't as skilled as they should have been. They went to some courses

and got some instructions but it took too long before they got into production. In May we did have a lot of problems with users that didn't know how to use the system, so the first thing we had to teach them was how to act with the system. And then after one or two months we could discuss how the functions in the old system corresponded to the new system. But the first month was just to survive. It was a very big step for many users, even if they were trained. We didn't run the old system in parallel, but the old system is still up with frozen data from the end of April, so that the users can go into the old system and look how it worked then. A lot of people still say that they prefer the old system. One of the end user problems is that they are not so familiar to navigate in the windows system, the old system was a terminal system and you navigated with the enter buttons. We had this for over 10 years. We started to change into windows one year before the implementation but they were used to navigate with the enter button, and it was much quicker to navigate in the old system.

It was shaky in the beginning in the warehouse. Problems with orders and the system were instable. The standard SAP didn't work as we had hoped to so we had to make some changes in the warehouse system to be able to get the business processes functioning better. For example in the system you had to pick just one box, but we have forklifts that just pick complete boxes. So we had to change the system that they use.

Has the working climate changed?

The climate was not good and they wanted to have the old system back, but now it functions better however, back then they were really dissatisfied with their job. One problem is that the users now have more responsibilities, in the old system the users didn't know the problems we just corrected them. But now they have to correct them by them selves. I don't think that the organisation was ready to take that step, we need more people that know how to work by the desk and not in the warehouse. In the beginning the staff in the warehouse didn't want to sit by the desk, they wanted to be out in the warehouse and me and the consultant had to do the error checks and correct the errors. So it was a change in the process as they had to learn were the errors occurred and how they could solve them. In the old system the IT department took care of the errors and the warehouse personnel was out there moving products. This is what they were used to do before the new system and this is also what they wanted to do. If they wanted to do administrative work, they wouldn't have worked in the warehouse in the first place. The warehouse employees always perceived their job to involve physical tasks

Need for more training?

One of the problems was that we moved the warehouse just before the implementation. And the users had a big workload, when they had just settled the old system in the new warehouse,

then they had to change systems. There was not enough time to get enough education. Even if they wanted to get some education there wasn't enough time. So they tried to use as few people as possible in the beginning of the education and then educate the others just before the implementation. We kept a lot of the staff that were involved with the movement of the warehouse. But I think that the administration people, the boss and the middle managers should have spend much more time with the system.

How was the training decided on?
We had a big group with representatives from every module where we discussed training, and then we had meetings with the people in the warehouse and we decided that we should split the training into different groups. But the biggest problem was the time issue, another was that they started too late to train people. And if they needed more training it was hard to arrange that cause it was to close to the production start.

4. Warehouse Manager

Title?
Warehouse manager. Started at [company name] in February 1998 when we moved the warehouse.

Your main responsibilities?
I am responsibly for the warehouse and everything that has to do with it. It's divided into two departments with one manager for each department. We are responsible for everything from the order to the delivery of the product. If there is something wrong with the delivery we have to fix that too. We are 61 people working in the warehouse.

How aware are you about the general business processes?
I have only worked with the warehouse, but right now do I feel that I have satisfactory enough knowledge about [company name] work.

Has the work changed since the implementation?
My personnel had just learnt the old system when we had to change to SAP, so we have had two very difficult changes to deal with. We have recruited personnel for the move of the warehouse and when they had become good users of the old system, then they had to relearn and move into the baby stadium again, but we didn't have enough time to train them. If we had started the warehouse project some years before, then we could be at a level were we could discuss the old and the new system in another way.

Our work was more effective in the old system, we had a system that reduced the lead times and made the warehouse routines very fast. The new system has added new functions that are more time consuming and that require more personnel then the old system. We have had to recruit new personnel just because of the SAP implementation, they have the same work tasks as the others in the warehouse. So I can't point to a certain task that requires more time, every function and moment is more time consuming. For example if a truck goes out to pick up a product there are more moments involved so it requires more trucks then before, and that is the same for almost every function in the warehouse. The SAP system also requires more administration.

Will this situation change?
If we continue with the system as it is now then we'll need this increased number of personnel, but we are going to start work with phase two soon in the SAP implementation. And in that phase we will work to decrease the lead times and in the beginning try to get back to the old lead times that we had in the old system. And from that position try to make improvements. We also have to try and get back to the same number of personnel that we had before the implementation.

How will these changes occur?
We'll have to decrease all the lead times. We have to look at the entire process from the order to the delivery of the product, what can we make faster and what can we take away without jeopardising the security. I can't give you any details now, but we'll look at the entire chain.

Who will lead the changes?
The people who work in the warehouse will come up with the ideas about how we want the system, and I will use external help where I feel that there is a need for more assistance. After that we'll work together with the personnel from data and the headquarters. The goal is that the internal staff will solve the problems but if there is any need for external help this can be arranged.

Has the business processes in the warehouse changed since the implementation?
We have implemented SAP standard and worked from there. We have made changes so that the work fits with the system, we have not changed the system after our needs. But now we have to try and find the balance between the business processes and the system.

Can you describe the working climate?
We have had a lot of work related stress. We have gone through two huge changes that have

been the biggest ones in the company history in a very short time. The move was very difficult and when that finally functioned and the new personnel had learnt the system, then we implemented SAP and we had to start all over again. This has made many people tired and many have worked a lot of overtime. We started this project with moving the warehouse during the summer and the personnel wasn't allowed to take any vacation at all. And many of them haven't got any vacation yet so they have been working very hard.

Are the users in the warehouse satisfied with the system?
No they are not. But they are getting more and more satisfied and there have been some changes during the autumn that have been very positive. I am convinced that we'll make something very good out of the SAP system, but there is still a long way to go.

What are the major problems?
First there are some classical problems like the printouts that aren't working etc. Everything has taken much more time for two reasons, one that the personnel is not used to the system and two that there have been more moments involved in every operation. If every moment in the chain takes some extra seconds to execute that will have a big impact on the overall and final time. One may think that if you go to the PC and make something it won't impact the overall time but if you look at it over the whole day or months then there's a different story.

Benefits so far?
There will be benefits I am sure of that. The old system wasn't big enough and there weren't any possibilities to develop the old system further so we had to change it. If we work with this new system for a while and adjust it to the way we work then everything will be fine. I hope that the new system will be more stable then the old one, and that there won't be so many interruptions. But if we would choose to work after the standard model that is implemented now then the costs for the personnel will be on a higher level then with the old system.

Do you believe that the SAP system fits the organisation?
I have understood that the SAP system is not intended to work in a company like [company name] so there is a lot of work to be done. Before the implementation we obviously thought that the R/3 suits out company and would empower it. But we realised quite early that we had to make some changes. It is too Germanic in the way it does things and I think this is also a factor why it doesn't fir our company. If we had a system, maybe even the previous one, we would be able to produce better results than at the moment. We realised how important it is for a company to have the right system. I feel frustrated because I am trying to work with the system, although I don't completely understand it, and for this reason I cannot produce the

results I would have liked to

Satisfied with the implementation process?
In general yes, but there were a lot of bad words and anger during the implementation process. It felt a little bit like we jumped off a cliff and we didn't know what would happen. In that phase you want more information and facts. But one realises that you cannot have all the answers and everything ready before the start.

5. Marketing Manager

For how long have you worked here?
For 11 years.

Can you describe your main responsibilities?
I am an order product manager, responsible for microbiology, cell biology and diagnostics.

Would you characterise your work as a routine job?
At [company name] we have a matrix organisation, and sales are local and marketing is Para Nordic. I work in the marketing department so I work with Sweden, Norway, Denmark and Finland. There is a product specialist in the different countries that I work with and support. We have routine work yes, always when you put up new material in the master data it's a routine task.

How aware are you of the overall business processes?
I am aware of them. I have worked both with sales and marketing so I know them quite well but not everything.

Has the work changed since the SAP implementation?
It has changed to more administrative work for us, it's a big source of irritation. If you made something wrong in the previous system, if you did anything wrong in the master data it worked fine. It was user-friendly cause it was adapted to the type of business we are working with, so after ten years of use, the system worked very well. For example we could have one screen where you could read many things that you needed, something you can't do in the SAP R/3 system. Now we have to change screens, it makes the work harder cause it takes such a long time before you find the data you are looking for. We had specific screens build up before for specific type of information, which is not possible to have in the R/3 system. The

advantages of data integration offered by the SAP package were lost as there are too many screens to navigate and consequently too much time is spent on different tasks. We can never get the same functionality if we don't build our own software of course. The R/3 system is not adapted to exactly what we need. You have much more information in the R/3 system of course and in that way it's more efficient to use. It's a new and modern system with interactions between the modules and so on, so one can't compare the systems. But if I compare my daily work with SAP R/3, it takes so much more time than in the old system and that is not because of lack of knowledge of the system it's cause you don't have the same facilities. Employees, including me, expected the R/3 system to be easy to navigate and provide a holistic view of the data. It was very disappointing when we realised that the opposite was true.

Any benefits so far?

I have used the statistics and that are far better than in the Mascot system. The problem is that R/3 is such as big system and you don't know what you need and what you can do with it. Different people are responsible for different modules and no one can tell me exactly how I should use the system cause they don't know what I need. I find nearly every day new screens that I can use. The problem is that we have used consultants and they don't know the business, they know the system. So they can't tell you what to use. Bjorn is very good but that's only one guy.

New materials come in all the time and in the old system we made it easy for us, we had one article number that could be used for many articles, but you can't do that in the material master data in R/3 you have to have a unique number for each product. If a sales person sells a product that is not registered in the system then the product managers should be able to fill in a chart and it should go automatically to the salespersons and the purchase department, but that solution is not finished yet. And because of that when I get information from a salesperson I have to fill in this paper and then go to the people who register it in the computer. There is so much manual work that has to be done now concerning the registration of new materials in the system. These functions must be electronically and automatically made. These are the types of questions marks that we have, and there are also other specific details of how we should handle the products, we have a consultant in the warehouse that works with that. The system is not 100% implemented and not all facilities are up and running right now.

Some people say that no, this was not specified before we implemented the system, and some say that this function is not possible to have in the R/3 system, who knows.

Working climate/communication between employees?

We talk about these things every day. The purchase department takes care of all the purchasing of products. When you calculate how many products you'll need to buy it is based on historical data, and these functions do not function at all, so we are out of products in the warehouse cause it does not pop up on the purchase list. And the result is that the sales department gets lots of complaints cause there are missing products in the warehouse, products that should be in the warehouse. The sales department then complains to us and say that we do not look over the master data, and then we complain to the purchase department because the products are not in our lists. So yes there are a lot of discussions going around in the house.

Job stress?

Of course there is. But one should not look backwards cause we needed a new system and it takes always a lot of time when you implement a new system.

Was the training satisfactory enough?

We had training yes, both from the consultants and internal. We have decided in the marketing department that the training shall be internal. We have had SAP people here also, but I think that we know so much today that we can educate each other. We have found the right way to find information, and it is better if we can educate each other cause if you take a consultant from the outside they do not know anything about our business and that is a big problem. It is very difficult to discuss with them so when you have reached a certain level of knowledge then you can only have internal education.

Have you changed business processes?

Not in the marketing department but I do not know if the sales department has made any changes. We have not changed anything cause what we use SAP for is to make sure that all the master data are ok. The problem is that if you want to change something, for a supplier for instance, you cannot do it on supplier level you have to go down to material level. And if you have thousands materials from one supplier then you have a hell of a job to do. These are things that were possible in the old system, and I think it is possible in the R/3 system also if you have a programme for that. The consultants are currently working with making the system do what we want the system to do. And I think that it very important.

Has your work changed?

The new system is much better, cause you can get out more information from the system than what was possible before. But it takes a lot of time to learn how to use this better information.

I do not want the old system back, but with R/3 it is so frustrating cause it takes so much more time.

I work with life science products and that is changing very fast, if you work with commodities then you have all the information in the computer and everything works smoothly. We have to put everything in the computer system and there is often no history of the product, you have to manually look after the product cause the R/3 system is not doing it for you.

Do you believe that the R/3 system fits [company name]organisation?
Not fully. I think that it is difficult to find a system that is customized for your business. We are a distributing company but the system is mainly build for a manufacturing company. The purchase, warehousing and handling of the products must really go smoothly. We do not build anything in our business.

6. Key user marketing

Title?
Key user at the marketing department.

How long have you worked for [company name]?
For 14 years. In different positions, product specialist on the field, sales manager for Sweden, product manager for instruments and consumables on the Nordic market.

Routine job?
Due to the SAP system it has become more and more of a routine job, but that is probably only now for a short period. Otherwise I travel a lot, to the branches in the Nordic counties and also to our supplier, and it is a very flexible work.

Aware of [company name] overall business processes?
Good, I have been here for a long time.

Work before and after the implementation?
The main difference is that we now have a system that takes lots of power from the organisation in terms of time and effort. We loose time and we loose power so we are not as active on the market anymore due to that we have difficulties with the system.

Is this an over going phase?

Yeah I hope so, but I think that some of the modules in SAP are old fashioned. For instance in the distribution where they make calculations, they are ten years behind. The system is not made for a distributions company, it is more made for production. If I for instance want to see a connection between our supplier and the end user I have to write it down on paper and then go to the next screen page, I do not have the total picture. The info database for the customers is in four different countries, the info database for the suppliers and the prices are separated and you cannot see them at the same screen. Now there is a lot of typing to go back and forth, the time, and it is hard to take the data with you from one screen to the other. I cannot see the use of all this complicated data entry. It feels like I wasting time.

In comparison to the old system.

The new system is much worse than the old one. I thought that the new system would be more effective than the old system and so the we, the employees, would be more productive, which will result in the organisation as a whole to be more productive and effective. Even though the old system was very old and terminal based which was very old fashioned, but it was very quick. But I mean you cannot really compare them. I sometimes feel that we have bought a jumbo jet but we need a bicycle. Often you do not understand why you have to put in all the parameters in a lot of fields and you do not see the use of it. If you ask the consultant what is the use of this they do not know, nobody knows so why do I have to put it in. Many people here cannot understand where all this information goes and why we cannot see it on a screen. There seems to be a lack of knowledge from the consulting company that has helped us with the implementation. None of the consultants have got the total view of the system, of how it works. Everybody is only an expert on his field, and they do not know what will happen with the overall system if you put in a certain parameter.

Benefits so far?

I have difficulties to see the benefits from the system. The search function is very good, if you want to search for an article you can either have the supplier number, article number, description and so on, that is much better. You can also transfer statistics into Excel or Word or any format that you want.

Changed the business processes?

The big change for us, and this is something that has nothing to do with the system is that in the old system we had the so called nine numbers, if the customer orders something that we do not have in our register then you used the nine number. Now they have taken away the

nine numbers so every article has to be in the system. That means that if the customer orders an odd product that we do not have in our catalogue, we have to register the article first and that takes one week, and after that you have to order it and therefore a lot of the product managers are only working with the typing in of new products on demands from the sales department. That is really crazy, we have estimated that we use 30 % of our manpower just to data registration. We work on a modification to get it better, but that has been going on for half a year and there is a lack of help from the consultants.

Has the training been satisfactory enough?
The training has been ok. But as I said it feels like we do not need all these parameters. I think that we should have taken a simpler and easier system. I think that nobody knows why we are doing the things in a certain way. Maybe the conversion from the old system was not so successful, cause you can see that there are functions in SAP that can solve problems that we had in the old system.

Work climate?
A lot of people go on their knees. They have worked a lot of overtime and are tired, there has been a lot of frustration but it is getting better.

Other problems with the system?
The main problem as I see it is that we had a number of consultants that helped us but I feel that we were misled by them, they did not know our business and the knowledge they had was very specific. I do not know if you can call it misled but that is what I feel. If you use 15 consultants for one or two years you ought to have a better system.

Have the customers been affected by the change?
Yes that is rather funny cause some of our customers have R/3 them selves and they are very understanding, but the other customers are really pissed off. I had actually a customer today, and in the system it was stated that we have a lead-time of 21 days, and then the customer said that he could get the product from a competitor in one week. And we lost the order. This is due to that what is put in into the system but the real time might be one week. We have to put in up to 8 days for the orders to our suppliers, and then there is one week for the supplier to get it to the warehouse and then we have some warehouse problems so for security reasons we put in 21 days. All this because the system is not flexible enough It is crazy! Before the implementation I thought that the R/3 system will be flexible, and so it the delivery times would be also flexible. This lack of flexibility of the system makes delivery times rigid, which damages the company's competitive advantage as we lose customers to the competitors that

can provide quicker deliveries

When you travel to different branches have you experienced that they have similar problems?
Yeah. The companies that have started with SAP before us always have problems.

The managers say that the system works but nobody has asked the users. It is not working, it is not acceptable. But when the managers asked a lot of people how it works, they said that it is ok. People do not say the real truth.

If you need more training would they support you?
Yes I think so, but the training has to be combined with the use of the system otherwise you will not learn. Myself I had only two or tree days of internal training. I went to some presentations at SAP. I would like to have some more training especially on the marketing side, to be able to set up more statistical functions.

Björn is the only one that has knowledge of the business, I mean general marketing knowledge and knowledge of the system. He has a wide view, he is the type of consultant that somebody should have. At least SAP should have someone that can cover at least two or three models.

I have been in the implementation of other computer systems in the sales and marketing department before. And I think that the computer systems are strange especially this one. It requires too much time and effort. Finding something for a customer takes a very long time. It doesn't help to provide customers with quick feedback on for example if we have the product they want. The customer accepts some delays but sometimes the delays are too long and the customers are not interested.

7. Administrative staff

Main responsibilities?
I register all the articles and all the information about the articles. That is exactly what I did in the old system as well.

How long at [company name]?
29 years.

Routine?

It is a routine work.

Aware of the business processes?

I worked in this department all the time, but I have some knowledge of the overall work.

Has your work changed since the implementation?

Everything takes much more time. It is not easy to find information, it is more difficult. My work tasks have not changed but everything takes so much longer time, and is more difficult to do. I am not as productive in my work as I used to be. I don't like it. I want to feel that what I am doing day-to-day is of use and good worth.

Have you got any training in the R/3 system?

No we have not got any training, we went to one lecture from a person in the IT department and then we had to learn how to use the system by our selves. There was a lot of testing, what happens if I do this and that way. We worked a lot of weekends during the spring and we played with the system and trained ourselves. But that was in a test environment so you did not discover all the things. I discover things every day and I often wonder way we do things in a certain way.

I get stuck on things and then we try to solve them together. First I ask my colleagues and then the consultant that works in the department and after that I might call the IT department.

Working climate?

There has been a lot of stress cause it takes so much longer to do things. The workload has increased. There is more to do because we have taken away a number that we could use if the product was not registered, but now everything that a customer wants to buy has to be registered.

Benefits so far?

No I have not been able to see any benefits from the system so far. In general there are only problems and I cannot think of any benefits that I have seen. But maybe that is because I have not learnt all the screens yet, and how they should be read.

We were used to the old system where everything went very fast, and you want the work to be done fast.

Would you prefer the old system?
Oh yes, right now I feel that way. I do not know how we will survive after new year cause we look in the old system many times per day. And when you get the solution from the old system, then you can understand why things are as they are in R/3. The things are hard to see in the new system and they are very easy to see in the old system and that is why we use it still all the time

Implementation process?
Both positive and negative, we had delays cause it did not really work, but on the whole the implementation went fine. I think that it was worse for the customer services, who had customers on the phone that hunted them.

Do you believe that the system fits [company name]?
No I do not think that cause very naturally things do not work and there is often no solution. Then I get the feeling that the R/3 system is not made for us. Some parts are probably very good, people say that it is very good on the statistics side, but in my work there are no benefits so far. In the old system we could print out lists ourselves but that is impossible with the new system. But I do not know if these functions will be implemented later. I feel that I am depending on others all the time to get the lists so that I can work. I have to call people and ask them. Others look for errors and I write them in correctly in the system, if something is wrong then we correct that.

8. Manager Customer Service

For how long have you worked at [company name]?
For 22 years now.

Main responsibilities?
I am the manager for the customer services now, and I started at that position the first of October this year, before that I was manager for the salesmen on the field. And now I am a key user.

Your training?
We had a lot of training during the spring before the system came live. Now I train a new salesman who shall begin in the customer services. I am satisfied with the training and I learn all the time when I use the system and when I teach.

Routine work?

I do not do so many orders in the SAP as routine, I do not do the routine work here, I support the salespersons. I put in approx 10 orders per week.

Aware of the business processes?

Yes

How has the work changed due to the implementation?

In the beginning we have had a lot of difficulties of course, cause we do not really know how to use SAP. We are not used to the system. The system we had before was made for us. But now we have to learn a totally new system. In the beginning it was very difficult but now it is getting better, as we learn more and more.

The main problems?

We have not got any big problems, it is only frustration that you do not know how to find specific things, materials and suppliers for example. There are problems when you look at the delivery times. They are not the same as real times and not as short as they could have been. You have a lead-time for every supplier, and I think that one supplier has only one lead-time. We cannot tell the customer the exact delivery time, and there is very often that the customer calls in and complaints about not getting the products in time. Delivery times need to be as short as possible if you want to keep your customers or if you want to gain new ones. This is crucial for the company's competitive advantage.

You worked at [company name] during the implementation of the old system as well, was the situation similar to the one you have got now?

Yes I worked at [company name] then and the situation was similar. It takes a long time before everything works and I think that in the old system it took two years before we were satisfied. So I think that it will take one or two years before we learn how to use this new system.

Benefits so far?

That is a question... No I prefer the old system, as I said the system was made just for us. I think that it is easier to get out statistics in the new system. When we learn how to fully use the statistics then I believe that it will work well, and we can look at the figures from many dimensions. We can put customers, suppliers, and sales together as we want. It is also easy to put the orders in.

Have your roles and responsibilities changed?
No they have not changed.

Working climate?
There has been a lot of stress during the implementation. Everything takes longer, it takes more time before you find the customer, the products and the material. But it is getting better. We are not always consistent when it comes to naming the products and customers so there can be some problems to find them.

Have you changed your business processes in your department?
Not so far but maybe we will do it in the future.

Does the system fit the organisation?
Yes I think that the system will fit.

9. Key User SD

What are your main responsibilities?
Now my responsibilities are to take orders and put it in the order system and deal with returns and contracts with the customers, etc. I am dealing with 30-40 people a day.

How long have you worked here?
For 15 years. In a couple of weeks I will be a product specialist. Then I will support the outdoor and indoor system. The customers if they want to know special things. The sales people don't know the special details of the products. I am happy about it, although I have done it a couple of years ago.

Do you think you are aware of [company name] way of doing business?
Yes, I am. We people who do the sales from here, have to communicate a lot with other people, from the warehouse for example, so we have to have a lot of connections with the whole company, and so we learn from this.

Have your responsibilities and your roles changed as a result of the SAP implementation?
No, not really. The way we do work has changed however. Because we are used to the old system and we can't get used to this system and to take out the benefits of this system, yet. Sometimes I want help from the system, for example, I want a product that we don't have in the system, and I want to know the price, so I have a price, but I don't know it in dollars or

pounds, etc. so, there are for example functions that I don't know how to use in the new system and therefore I have problems. It has many things that I don't know, and also it isn't easy to get information, as t is so big and it is difficult to get it.

What other problems have you experienced?
Yes, if you have many positions, it gets slower and slower. Information is very hard to find in the system and if you have an order with 40-50 items, the systems become very slow as well. So, you have to start talking about the weather, and things to the customers, as they get impatient. The system at the moment doesn't help keep our customers or gain new ones. Our customer service has become worse and customers know that, which is not a good thing for a company like our; I had to lie and lie to the customers all the time and it was very stressful. It has a good search function. The invoices and payment functions are also better. I also have no history. The customers want to know what is that people want to buy most, so to tell them that this product is more common than the other, so we cannot do that. Or at least no easy way to find it. We do store past data. In the old system, if we don't have them in stock, I can see immediately when we were going to get them, and how many, now I cannot see that. I can when the customer is going to get it. So I can say we don't have but we are going to get it next week. We all expected customer service levels to improve as information would be easy to find in the new system and so no delays would occur when dealing with customers

How would you describe the implementation?
Yes, it was a smooth implementation. We had problems to get orders out of the system in the beginning.

Has the climate in the department changed in any way? Has there been a lot of job stress?
Yes, in the beginning. Because I had to lie and lie to the customers all the time. It was very stressful in the beginning. But now it is getting better. We take out orders several times in the day, so it is much easier to pick it up in a day or two, whereas in the beginning could take a week. This delay was caused because the connection between the system and the system in the warehouse was problematic, and it is still not perfect.

Do you think that this system fits with the organisation?
Most of it yes, but not for the purchasing. They have huge problems. I don't think they have even now fixed them. For example they don't get any input when the stock is going down, so they don't know when they are going out of stock, no warning.

10. Independent Expert Consultant

For how long have you been involved with the SAP project at [company name]?
One year approximately. I was involved mainly after the implementation. I made a quality check for the concepts. I help the end users, as I know the system, have worked with it for 10 years. Started with R/2. I am here only for two days a week and that is not a lot. I have so much work to do and it is simply not enough. In [company name] we had a tough time, as we do different things, activities, which have never been done before. They don't like that, as it comes to them as a surprise. So, I am here one year, and there are still a lot of things that haven't been done yet, and have not been tested.

Since you have taken part in a lot of implementations, so did it go here?
It could have been worse but also better. Average.

We have understood that [company name] has chosen not to do so much re-engineering. What is your opinion on that?
I think that is was a correct decision. They had two problems, they also changed warehouse location and then they changed system on the market level and to change your business processes at the same time, you cannot make that. If you decide to implement a standard system it is harder to make business re-engineering. In my opinion this is wrong. Either because you make your processes before you can understand the new system, and the new processes might not support the new system, so it is more or less a waste of time. It is better to make a system re-engineering, to try to change your processes to fit the system. If people want to call that business re-engineering, I call that system re-engineering. You don't change your processes according to your business solution but to your system if you can make a statement that best business practises are sold by the SAP system and you try to follow them then you are less efficient. So, that is a problem for [company name] as they want to keep their existing ones but they don't realise they have to change them. The problem is that a company doesn't know which processes are the ones they benefit from, so they don't understand they have to change the way of their processes to the best business processes of SAP which support the system. They say I want it to work like that and they don't really know whether this is the good way or not.

Do you think they have seen any positive effects? Or problems?
Benefits are the procurement, the distribution. They have some problems but I don't think they are important so much for the company. I think everything is going to be OK as it I the best system in the world, but they don't like it as it is a standard system.

What do the other consultants do here and what do you do?
They do more programming, volume work, help them understand the solution. They don't have the same experience as I do.

Do you know if they have used the ASAP roadmap?
No, the ASAP is more a promotion tool is not a solution. It is very good if you have my experience or a lot of consultants with a lot of experience.

What is your opinion on the training provided by SAP and the in-house training?
I think the SAP training is too general. It should be more focused on your type of business, as there are many differences between companies. Therefore inside training is good if not better.

Do you believe that the R/3 is more for a manufacturing company than a services company like [company name]?
The manufacturing companies say that the system is made for distribution companies. So, I don't agree on that.

Appendix 5.12

UK introductory and SAP implementation questions

1. IT Development Manager

Could you please describe the business and the decision to implement SAP?

We sell the same things as [Swedish subsidiary], we are very similar in terms if size and business. Their business is more difficult then ours cause they cover the whole Nordic territory, whereas ours covers primarily the UK, but we have an export business that stands for 40 %.

This is the only warehouse in UK, everything goes out from here.

SAP has been a torn in our side for 6 years now, we started in 1994. The first implementation was in 1995 and that was finance. First we put in SD and MM for a small division and we learned from there, and then we put it in for the main division in 1998. The whole company has been live on SAP since November 1998.

We have implemented 6 modules and some sub modules. It is the business that dictates what is going to be taken on.

Problems with the system?

For me personally the main problem with SAP is data, its accuracy and the ability to load it, it's not very easy in SAP.

SAP being integrated is both its biggest strength and weakness. Every time you introduce something it has to a big impact on all modules so you'll have to test all modules. Something you do in FI impacts both SA and MM. It's a lot more complicated as a result, but the result is also better.

We overestimated the calibre of people, you need to be a better quality person to operate SAP. Our personnel were skilled in the old system but SAP is not the user-friendliest system to use, but it's getting better.

It wasn't as easy for the people to process orders using SAP as it was in the old system. The people couldn't see the benefits cause it made their work more complicated.

Many employees used and sometimes still use the old system or other functions to do their work. It was hard and time-consuming for them to find what they needed in order to complete their job in R/3

We spent a lot of money on training, but I do not think you'll ever get enough. You have to balance taking the people to training courses without damaging the business to do it. It tends

to be left to the end. The training has to be refreshed.

It is not always obvious that you have done something wrong, you'll have to find it out in other ways. The error messages that you get on the system are not particular clear. You know that you have done something wrong but you will have to do a lot of digging to find out what you have done wrong. It is not clear exactly what caused the problem.

SAP tries to be all things to all men, but it is not, therefore you have to change SAP to suit different business aspects that you have got. We have done a lot of development for export and legal areas.

Speaking personally, we could perhaps have forced the business to change the processes to suit SAP rather than change SAP to suit the process. In some ways we changed our business processes we are doing things in different orders to suit the sequence that come out of SAP. Most of our processes were OK within SAP and we did not have to change then, there have been slight changes in the way that we are doing things. The main development has been in areas where SAP did not have the functionality.

SAP is pedantic and Germanic in its structure and the way it does things. It has changed now but the first version that we implemented was not at all friendly in the way it dealt with taking an order from a customer over the telephone. The way the screen was structured, the way that data was placed on the screen it was not at all friendly and you could not take efficiently telephone orders, so we had to develop within standard SAP but we changed the screen and the mechanisms to display the data. SAP as it looked at the time we went live could not deal with efficient order entry. The latest version, 4.6 has done a lot of development that we have done and it looks very similar. We are with 3.F. We have no need really to go above 3.F. We will upgrade to 4.5 in November. Version 4.6 is where all the functionality has lies. In general, SAP has not been friendly in terms of patches and fixes.

In 1994 we used a lego partner, Hewlett Packard and we used their consultants to train us cause we had no skills. And that worked very well and we got skilled up and took over a lot of the implementation ourselves. So we have only used consultants in recent years to take on an area where we not have the necessary requirements in-house to deal with it. Even now everything is done in-house by our own people. We are very fortunate to have some very good SAP people in our IT department. On problem with SAP is that the market place for SAP people is very, very lucrative and they are always crying out for people to enter the market place. We had a whole collection of IT people and business people that we trained on

SAP for the project, and during the course of the project we lost something like 10 people. They were off to consultant roles outside, that could offer a lot of money, and it was difficult for us to maintain a level off experience within the company. We managed it but it has been hard.

We estimated that it was a 70 % percent fit when we took it on. We are probably the only company that SAP ever dealt with that took them to task, we took seventy people from the business to SAP and we gave them a script and we said we want you to show us how you deal with all this functionality that we require. We did effectively analysis modelling a to- be modelling and we put together scripts based on that and we said, there is our script. Over a whole week we used seventy people which was at the time 10 % of the company we evaluated SAP against those scripts. It came out to be a 70 % percent fit. FI is good, but warehousing was very weak to start with and we did a lot of development there to make it better. The script was very detailed, we had something like 5000 questions.

I think that SAP will fit with every company but the level of fit will alter, apart from the warehouse module, which is not suitable yet. All employees thought that the warehouse operations would very effective because the new system will have all the desired functionality but his is not the case yet.

2. Warehouse Site Manager

What do you think about the decision to implement SAP?
You have to have a good reason not to get to SAP, if the whole European business is using SAP why should you not.
Standard SAP did not do all the work we wanted it to and particularly not in the warehouse. One of the things about the implementation is that we have had to amend a significant amount of the SAP software, we made many, many changes to standard SAP to enable it to work with the warehouse. So there was a lot of involvement by a lot of people throughout the business. SAP was acknowledged to be very weak in warehousing and lots of people used SAP as the core process and used other warehousing subsystems in interface to SAP. We did look at it and if it was the best solution for warehousing. And in the end we decided us for amending the SAP functionality to actually perform what we wanted to do. There has been a significant amount of configuration, as I understand it. We have a bar-coding subsystem that talks to SAP as well.

Do you think that the system fits the business processes?

Yes I think it does ok, I mean you can go outside and get dedicated distribution packages.

Have you altered the business processes?
Both. I think that the business processes we had post SAP in terms of warehousing through goods were very similar to what we had prior SAP. We adopted SAP a lot to us. Having said that there where things that SAP did not do so we agreed not to have this process and go with the SAP process. But in warehousing in particular I think that there has been a lot of work done and in the sales office a lot of changes were made to standard SAP.
And when 4.5 comes in there will be a lot of work to take us back to standard SAP as much as possible. And drag some of the changes away and get back to standard SAP. We have to handle over hazards and chemicals, and we will have to make a lot of work to make sure it can actually handle it for us.

Please describe the training programme
We had a team that put all the development together, that consisted of [company name] people. After they had looked at the system, developed the processes, functions, procedures etc, they then started to look at the training. A stunning amount of work was done, and then that was delivered to the warehouse and to the office. And we had all type of matrices that said [name] needs course 1, 3, 7 and 9, and then all people could have their courses signed off. The training was a very good process and it was an awful lot of work done.
The fact that the training was put together by our own people was absolutely phenomenal.
When SAP started we had a learning curve, we were not putting the orders on as quick as we were in the bespoke system, you were not getting the answers to the customers as quick as before cause we had to worked out what screen we were on etc. But there has to be a learning curve.

How was the efficiency in the warehouse after implementation?
We had some service issues. When SAP first went live we did not get the orders on the system as quick as we should, we did not finish the picking as quickly as we should. We lost the smoothness of running the warehouse, and it was a noticeable service dip when SAP went live. With all the training this was quite interesting to see that we were not getting all the stock out, our picking, error level had gone up and that our packing accuracy had dropped. That is not the case anymore, now we are meeting picking demand.

How long time after the implementation did it take to get back to the normal level?
There are two issues there really. The first issue is that from our point of view we though t that we where getting back on track quite quickly. I would say it took us about a month, six

weeks. But the customer reaction particularly from our distributors and dealers a couple of moths after we had gone live made us realise that the service level that they said that they were experiencing was not satisfactory. So we had to put a major service recovery plan in to. And that meant that we had to bring team in that checked that all the picking was done right, and we accelerated our bar-coding implementation processes so we were sure that we got things back on track.

It must have taken 6-8 weeks to get what we thought was stability internally, and then probably another two or three months to get the stability with the customers. So there was certainly a service dip as a result of the SAP implementation.

Have you experienced similar efficiency problems as the Swedish subsidiary?

We have not seen that. In the warehouse our response times for SAP are satisfactory.

Before we implemented SAP we did a lot of simulations where we had all our staff in for 3 or 4 weekends and they did complete days work, not moving boxes but on paper. If we had not have done those simulation we would have been in serious problems, cause the first time we realised that this is not quick enough. By the time SAP went live we were reasonably comfortable.

We need to print labels, and we know how long it takes to print and pick the labels, and they print the labels before they go picking. So SAP does not have any impact. We bar-code scan but we do that in the back ground, in other words we scan and the operatives gets an answer straight away. That fact it takes time for SAP to work on that in the background our guys can go on and do there other stuff. However, in the beginning the situation was very different. Employees used other functions to do their work

More user interactions with the system now?

We used to do that most of the time anyway. You pack a chemical while you are waiting for the screen to do something so you do all in parallel. The good guys and ladies down there have worked that out. So I haven't seen that. SAP has given us a much better understanding of the output of individuals. We have now a good understanding of how many lines a person can pack a day and an hour.

Positive or negative reactions from the personnel?

The persons that where packing at lower levels where not to happy about it, but the people at the top levels says that it was about time that the company knew this. We do not use it as major sticks but we do point it out to people and people will know. We have set targets that the people shall attain. People know their targets.

It was a fear of its complicity to start with. It was problems in early performance and it used to stop during checkpoint. But I do not think that there have been any major performance issues with SAP with the warehouse system as we did a lot of work to adapt it to our needs.

SAP has caused us problems in terms of reliability, not being available. There has been a significant amount of time that SAP has not been as reliable as the previous systems. Having said that SAP is available for us to use, far, far longer then the old systems. The other was only open between seven o'clock in the morning until ten at night. That restricted our flexibility. That has enabled us to make significant changes to all our warehouse processes, shift times. And now that SAP is available it has enabled us to have the warehouse open for longer and get more efficient work practices.

They can control the system more, what was the demand of the person, the system is specific to areas. We appear to get better control.

They can now control their picking in a much more sensible manor in SAP. The system is much more specific to areas, so we appear to get better control. When it came in it was a lot of build up to it, we had certain problems and there were certain reactions of why can't we go back and all that sort of things. And I think that the reason for that was that is that although there was a lot of screen changes a lot of the processes in the warehouse were similar to what they were prior SAP. The paperwork was slightly different but it is still a paper based picking system, a packing screen although the screen was different was a packing screen, a loading bank although the paperwork that came with it was different it was still a loading bank. There were changes in the warehouse. When you talk to Debbie in the sales office they have gone from a green screen to a very SAP oriented situation, from a situation where they always could get the work done for years and years to not being able to always get the work done in the short term. Too many complications. There were probably more reactions to SAP in the sales office then there is to SAP per se in the warehouse. Do not get me wrong there were a lot of issues in the warehouse and we are still creating and still amending and developing SAP. There is more or less a monthly release of new software and new changes. So it is an ongoing living process, we are not working exactly with the SAP today that we started off with 18 months ago.

Would you say that there were more system issues than people issues?
SAP gave us a much more open and flexible way of working in the warehouse. The warehouse staff I think is very flexible people, and they adapted to it very well. System issues, there was many changes to the old Hobs system but I got the impression that we have

been able to develop SAP in a much more structured approach. Under they old system the IT was much in control and knew everything that was going on, here cause we developed trainers, systems analysts and managers who actually work on site here, there is much more understanding of what happens within SAP. If I need to know how many picks we did yesterday we can get all this information, and the people here knows how to get it, that was not available in Hobs, we always had to go to IT and if IT had the time and all this. SAP has been very good for the culture here.

Has the working climate change?

NSAP has enabled us to change the shifts. The working arrangements in the warehouse are totally different to what they were prior to SAP. You could say that SAP enabled us to do it cause it is a tool that is more flexible cause it is more open and available to us to use for a longer part of the day. We used to have to finish at nine o'clock at night cause there was no system after teen o'clock. Now we worked until two o'clock in the morning and that has enabled us to have significant improvements in our picking/ packing processes. Some people were happy with the shifts some people were not happy. The people who were not happy with the shifts, and had some good reasons for it, we arranged some day work for them. But otherwise they had to change. We have made significant payments to the people so they change their shifts. Their salaries have increased by 20 %. At the same time we have saved staff and we do not use any overtime.

The turnover is the same, SAP has no impact on that. We have relatively little personnel turnover, SAP has had no impact on that as far as I am aware of. We lost one person who actually resigned cause we changed the shifts. We a recruiting a lot of part timers to take the later shifts now and it has become a very popular thing, cause of the higher salary.

3. Key User Sales

Responsibilities?

System support for SAP in the sales office.

People are not allowed to use SAP until they have got training in the system.

Could you please identify the main problems with SAP R/3?

Our main problem was that our old system was written for us. It was done for our business and our chemicals and batch related material and stuff like that, so the main problem that we had was fitting our processes to a system that we had got whether we liked it or not. Order entry in SAP is quite cumbersome because of the way it is set out and because of the

information that we have to enter, it can make life quite difficult. The system is so rigid. People used to bend the old system but you cannot bend SAP. R/3 cannot deal with complex delivery schedules something, which is important for a company like ours. Our main thing was to try and fit the SAP system with our processes, and in some ways our processes had to change to fit the new system. People were not only learning a new system, they were learning a new working day almost. Because how things were so different. We expected the new system to make order entries quicker and more efficient because the system would be very functional. Especially for a distribution company, such functionality is more than necessary. We were loosing customers because of all the delays associated with the cumbersome order entry. The fact that the system is so inflexible makes the process of making purchase orders inflexible and hence complicated, something which was not expected of the system at all, rather the opposite.

To get the old data into the new system we had a massive data accuracy project running concurrently. So that the data we started off with was accurate. That was all done in weekends before we went live with programmers.

Moreover, the new system is not flexible. It wants to do everything perfectly and this is not possible. The system needs to be able to achieve the minimum safe, what can logically be done, and to attempt to do it perfectly, because logically it cannot be done perfectly, there are too many variables. R/3 cannot deal with complex delivery schedules. For example You can have a complex delivery schedule against the purchase order in theory and then the supplier may acknowledge different quantities and different dates, and it is not actually possible logically to match those perfectly but the package has made an attempt and it just falls down. It is quite mad. The system thinks that everything is perfect. But nothing is that perfect in real life. Real life situations are too complex for R/3

Bad to change some of the business processes?

I don't think that it was a bad think cause what it also allowed us to do was that it allowed us to view and to review what processes we were doing, do we still need to do them. Lots of think we got rid off after having implemented SAP as a type of required type scenario. But it was very difficult cause I think that people assume that you put a new system in and you get trained on the new system, we also had to train the people on how to do their working day now. The main source of our problems what that you can not really learn while you are in the telephone you have to make sure that people are efficient and sub secant efficient cause when you have someone on the phone who wants to place an order you can not learn the system on the same time. So we had to make sure that they were quite confident before we went live,

cause otherwise we would have had customers complaining and we could have lost business, more than we did.

Could you please describe the climate after going live?
I was not here when we went live, but I have heard from hearsay that it was quite scary. But as far as business is concerned haven't we lost a noticeable amount. Because we tried to be proactive and think about all the thinks that we thought might have problem with. And because of the support we offered to people as well, after the first few months after we went live the weren't just left to their own. The trainers were there to support the people on a day-to-day basis. So we tried to help them as we went along.

Describe the initial problems
Our main problem when we first started with SAP was that it was so totally different from what we were used to being like a windows based thing. It hadn't been a very long time were not even using computers to put the orders on, they just got a terminal with the old system on it, so they weren't even used to windows and stuff like that. So that was a culture change more then anything, so I think it's just its difference that we had to cope with. Certain areas of SAP did not function very well for what we wanted to do as a business, like returns and batch determination and stuff like that. That was difficult to sort out to know that we were covered as far as legalities were concerned but also covered for what the customers' requirements were.

Has the working climate changed?
It has changed now but I do not think that that is specifically based on SAP. The sales office have gone through a major restructure we did not start until Monday. But its not based or linked to SAP.

Was the R/3 implementation a big change for you?
Oh yeah it was a massive change for us, the biggest change probably ever done for a long time. Because it was effecting the whole company. The training requirements were so large that we needed nine people just here to deliver the training on this site, plus what you have got on [company name] house.

Now I get less and less quires as regards to the system and more and more questions about can it do this or I need this report. People are now getting used to have it works and they now want to obtain more information from it, cause that is one think that SAP is good at, to deliver reports.

SAP is changing all the time with new releases, in the old system it was simply no sorry it does not do that, with SAP you can ask can we do it or can we change it so it does do it? Or is it in the next release. The good think that it has done is that it has made people aware of that it will continually change, whereas our old system had never changed since it was first build. It makes people more open to change cause they realise that things will get continuously better within the system.

Order entry can be quite cumbersome, but if you looked at them now they don't think twice about what they are doing. People are always nervous in learning new things. So if people weren't confident with SAP they were offered extra training. If one was struggling more then other people they were not singled out but asked if they would like more training.

Experienced any job stress as a result of the implementation?
It was very stressful, the only way we tried to alleviate that was to say to people it is a new system you are not going to know everything from day one. We tried to alleviate that by putting in those four people available to them instantaneously so if they had any problems it wasn't down to them we were going to learn together and sort the problems out. But it was very stressful cause it was a new system, and you do not know how it is going to work until you go live. Until you have a customer on the other line you do not know if it's going to work or not.

The users were encouraged from day one, cause they were encouraged first of all to get involved in the to-be model before we went in SAP. We had loads and loads of brainstorming sessions where we said to people well we have got a new system what do you think we need to handle our business in the best way. So we got them on board from day one. And they were given regular briefing of how we were going. We are looking forward to 4.5 because that will possibly give us some enhancements to what we are currently doing.

Now I think that it is a positive atmosphere around the system, but it was not that to start with. We heard many comments about it then, but I don't think that that was based on the systems performance, it was new and it was making their day-to-day life more difficult.

How long before the personnel felt confidant with the system?
It is different cause still everyone has not picked up everything, but if you look at the people that picked it up quite quickly I would have suggested one or two months on their day to day work. A couple of months will only be the areas that they cover on a daily basis.

Many employees used other functions like Excel to do their work. The R/3 might have all the functionality in the world but it is so hard to find that people get frustrated. I would have thought that a system like that would provide all the desired functionality and it would be easy-to-find. But this is not the case. It is more of a hide and seek situation really.

Have you experienced any decrease in efficiency as a result of the implementation?
Do not know. We have had a decrease cause we have lost people in the company and that causes problems. I suggest that there probably was less efficient after the implementation, I think that we decided that order entry would have been a 30 seconds type process, but with SAP it became a 45 second process. So it was taken us a bit longer to do each individual order. That is still the same really think we have target of 30 orders / hour with SAP, it used to be a lot more then that on Hobs. I don not think that it will ever be what it was in the old system cause it was tailored to what we needed and you don't get that when you get a system that is not build for you. If you customise it too much that ca cause problems with new releases. We customised it already to make it as easy as possible. I just think that the nature of how SAP is does not make order entry easy. I mean it is not difficult but it is more tasks to execute within each order. So I don't think we'll be faster then 40 /hour.

People was not really to concerned as long as they knew as the company was aware that it was not them that was making it slow. It was just the nature of the process. There was an audit carried out that said that it is just reasonable that you can carry out 30 orders on per hour and if that is the target and they are reaching that or acceding that then it does not seam to be a problem.
Main system problems?
Return of goods from customers has always been problems for us. We can not really decide what we want to do and then implement it cause what we do have an impact on the warehouse which has an effect on transport. It is difficult to thigh down any process that is going to work for all of us. If we make changes that can make the transport area quit cumbersome. So in that respect that has been quite cumbersome in to make sure that all areas are happy about what they have to do to complete the process. Returns are still a problem but that is also the area in it self but SAP has not actually helped.
There are a lot of instances when we have goods back from customers that are either complete material or not re saleable then they got to go back to the customer. We had to build in another process for that, so where SAP offered us one complete continuous process we had to build in two. So where we normally just have to so one order we have to do two, but that is not because of SAP that's because of who we are.

Do you think that the system fits the organisation?

Financially I think it does, and it is not bad for SD it is not fantastic but it is not bad. But for warehousing it was a nightmare when we implemented it.

Overall it was a good package for us to have but that does not mean that we are covered in all areas.

Did the problems in the warehouse affect you?

Yes it did cause we are linked so tenuously. And what they do in the warehouse is based on what we do in the office. If the warehouse has got a problem it is a domino effect that effect everybody, the same for us if for instance SAP goes down and we have not been able to put orders on that will affect the warehouse and transport. And the warehouse had a lot of problems in the beginning, they had to do a lot work on the system. When we first went alive there were instances when things were delayed to the customers simply cause we had problems with the delivery create side of SAP so therefore warehouse did not get the orders to pick and transport did not get the products to deliver. For a distribution company like ours the warehouse is one of the most important factors of success. If something is wrong in the warehouse, then we cannot provide the service we want to the customers and if this happens then we loose customers. The warehouse has to be one of the most effective operations within a distribution company. So all these problems with the warehousing system in the beginning caused a lot of stress across the whole company

How do you perceive the system?

I think it is not flexible enough as people found it hard to make changes. We wanted to make sure that we did not customise it too often so that when we got future releases in we weren't affected with that greatly. People struggled with the fact that it starts at a top level and then works it way down, you start at the company and then the division. Cause people thought that we are [company name] and we don't care if it goes abroad or whatever.

All these issues about when you go for lunch and stuff like that is dealt on a team basis. We make sure that the work is covered.

Hard to make changes in the SAP system?

I do not know how hard it is, as far as the IT guys are concerned, but it is certainly not difficult to raise and issue and ask can SAP do this for us please, and they will always come back and say sorry that is not possible or, yes this is a major change you have got to justify. If we want any changes we have to justify them business wise, else it is just worth their time to

change it. We will go down the line and look if SAP can give that, and if it is worth us changing.

The Swedish subsidiary had to register much with registration, did you?
Not as far as I am aware of. We certainly did not have major accounts missing or products that were into available to us. Every product was registered already. How we worked before were all system so therefore we would never had a product that was not available in our old system. So with the data changes they would also be available in SAP. We did not do anything manually.

Something you would change?
We wasted a lot of time on our to-be model. We could have been spending that time looking at SAP, we got the assumption that we would get a system that we could do what we liked with and that was not true, SAP was SAP and it could only do certain things. It would have been best and we would have saved a lot of time if we looked at SAP first and found out what it did for us and then build our processes round it. Instead we got this massive to-be model that was sky high. People wanted the earth really. It was announced like a clear page type scenario, we are going to get a new system, what would you like to see in it? And we got some good replies. All the users and all the managers were asked. But after we got our to-b model and then we looked at SAP there were lots of things that peopled had asked for that we could not give them cause it was not available within the system. That put us on a bad foot cause we told them to put their ideas down and in the next breath we had to say yes but you cannot have that, that and that. There were some disappointments, we should never have asked them to give us all their ideas based on that we were going to have this new system just for us. We should have been up front and said that we have got SAP, are there things that you would like to have and if we van implement them we will. That gave us a negative problem to start with before we even got into SAP. So I certainly wouldn't have done a to-be model.
I wished we done some simulation over the telephone as well. We did about three simulations that was for the whole company, it was like a normal working day, we came in, put our orders on and the warehouse would pick them, there would be stuff going on in the [company name] house like reporting. They were invaluable and we could not have gone live without those, cause the things that we found after the first simulation. We had problems with paperwork coming off the system. We could find out if some of the data had not transferred correctly, if the product did not come through right and if the prices were not right. It was nothing major. The availability checking was our main problem, it checks if the stock is available and if it is ok then go. SAP works in an ideal world were your data accuracy is a 100% and no ones data accuracy is that. So therefore it will base a delivery date on a material based on what

information it has got in the system and if that's not really accurate you are not getting accurate delivery information. So it will say to you can have goods tomorrow and really we know that we haven't even got them on the shelves. That is one of our major problems in SAP really.

Do think that the system is flexible?

As far as availability checking in SAP there is not any flexibility. If one of our suppliers say that we will get our goods in today the system says ok you are going to get them today so therefore I'll deliver them to our customers tomorrow. But we might not get them today. The system has shown us that the system can only be as good as your processes.

Happy with the implementation of SAP?

First when we looked at SAP we said no way can we go live with this system, but a few people went away with a list of questions and asked if SAP could deliver that. Can you do order entry A,B, C or D. where A was yes, B was yes but a bit of change and C maybe and D no. We got lost of B and C questions and they were incorporated within the A's so the compatible rate looked a lot higher then it actually was. I did not agree with that.

I like SAP and I like what it does for us, cause people are used to it now. It was very stressful implementing SAP, but people are happy with that now. We could never have used our old system forever and ever. And it is nice to know that the system is changing on a regular basis so we do not have to change again.

Appendix 5.13

German introductory and SAP implementation questions

1st IT development manager

1. How long have you been working here?

Since mid 1994, before that at Company X AG in Darmstadt (headquarters) and there I have worked with SAP as well. I think since 1991, I was involved in the implementation of R/2 and then here with SAP R/3. The training I received overall was at the training centres of SAP and not in house.

2. What is the nature of your job? (Job title, roles, etc.)

I am responsible for the development of Company X Eurolab. More specifically, I am responsible for making sure all the systems for Eurolab work properly. One of them, and the biggest one is SAP, we also have a vega system, as well as another software for the department of personnel.

3. What are your ultimate goals for the future?

Professionally, I want to make sure the Unicom implementation we have ahead of us, that I am also responsible for, will go very well. Personally, that I continue doing my job well and that it will continue being fun. I have no intention at the moment at least to leave the company, as I am really pleased with my job and the company.

4. Can you please give me a description of a usual day at work (including lunch, coffee breaks, etc) would you characterise it as a routine?

I do not have a usual day at work. The usual pattern is that I am here at these offices 3 times a week, one time I am in Darmstadt and the last day left of the week, I am at one of the subsidiaries, and work there with one of my colleagues. I generally arrive around 7,7:30, I first check my emails and at the same time or later deal with questions my colleagues might have.

5. How was the SAP implementation decided? (Communicated throughout the company and mutually decided, or announced?

There was a committee that researched and decided on the implementation of SAP across its subsidiaries.

6. How aware would you consider yourself to be of the way Company X is doing business? (Its business processes, way of doing things etc.) How did you get this knowledge? (was it your own interest or initiated by Company X?)

I think that the business processes of Company X are actually very clear to me because otherwise I would have had problems when configuring SAP and the actual business processes.

7. How would you characterise the way work was done before SAP? What about now?

I really don't know, as I wasn't working for the company before the SAP implementation. I came with the implementation so to say. As I had experience with SAP at the headquarters, they sent me here. I would assume the work was done in a similar way though. Maybe the system was slower but the processes must have been roughly the same really. What I know only about he vendors. When we received new vendors and they also implemented SAP, as we had already configured it, they were the ones that had really to adapt their business processes to what SAP suggests. The previous software these vendors had was adapted to their business needs and processes, however after they took on SAP they had to change them for sure, no 2 ways about that.

8. How have roles and responsibilities (yours or in general) have changed as a result of the SAP implementation? For example? Why?

For me there is no change as I was always involved with SAP. I can say for the other employees, from what I have heard that everything is more efficient.

9. Have many employees experienced problems related to job-stress? How was it handled?

We had some problems and this led to employees experiencing job-related stress. These problems had to do with them getting used to the new system because the previous one was bespoke and SAP is windows based. So they just had to get used to it.

10. Have there been employees that experience problems with the SAP implementation, have these been supported from the top?

I don't really know. I only know they had regular meetings to deal with the problems but more in terms of process related problems.

11. What are the essential problems or benefits that have arisen as a result of the SAP implementation? Why do you think?

In order to avoid possible problems we changed our processes to the ones suggested by the SAP software. If you want to get the best out of the SAP software, you should adapt your

processes to what the software suggests. So, I don't think that we had any problems when we implemented it. At least nothing significant. You do get the odd delays etc. But that is part of day-to-day work anyway.

The main benefit you get form the SAP software is that you get a very mature standard software package and you don't have to develop anything further. This is in my opinion the main advantage of SAP, and really the way things are working nowadays there is no way around it.

12. What do you think is the source of these problems? Example? Why? Do you and your colleagues talk about the problems? What do you think is their opinion?

There are no real problems with SAP. We only have some minor problems and this is because our business processes change overtime and changes in the nature of our business and they have to be configured into SAP. Basically, it is just normal that we couldn't foresee such changes then when we configured SAP, so while changes appear, we still have to deal with them.

13. Have there problems arisen due to changes arising from the SAP implementation? Why?

(N/A due to the previous answer)

14. Have problems arisen from poor implementation of the SAP? Why?

No, most definitely not. We were and still are very happy with the implementation. Everything was done in the way we wanted to.

15. Are there any other explanations for these problems? Any other problems?

(N/A due to the previous answer)

16. What was you first impression when the installation took place? Did it meet your expectations?

Because I had already experience the SAP implementation at the headquarters, and now I was also involved in this one here, I would say it did meet my expectations. Maybe the warehouse could have been a bit better, but then again it was still good. The warehouse manager will tell you more about it.

17. How would you characterise the general climate before and after the SAP implementation?

Now we have reached a standard now that everyone has accepted and knows fully SAP. We had high standards, and they have been met. Whatever worries we had, which would have been with any IS system, they are now gone. The first implementation at the headquarters was more worrying but now after 5-6 have already taken place, the latest ones are just fine. We still have got small things to do with SAP. For example for the CEO level, customer analysis has to be configured. Or customer specific sales, etc. but we are currently working on all that.

18. Do you think SAP's R/3 fits with the needs of your company? Why? How would you characterise SAP's business solution?

Yes SAP fits perfectly. The other previous system we had was already very structured. So the change to SAP, which is also a very structured software, did not cause any problems in like changing the way from how work was done before to now. Now we are even more structured and more co-ordinated. So SAP fits perfectly the way Company X works. We are more professional now. The whole company became more hierarchical and united. Before there used to be just small divisions, quite independent. The hierarchy is much better as work gets more regulated and everything is more structured. Independence didn't guarantee that the work was done better, now it is. It is much easier for me to be in a hierarchical company.

19. Have you got any extra software to support what SAP does?

We have some software, like the vega system, to support the warehouse function. For example this vega system does the labelling, in terms of weight, size etc. But this is regulated through SAP really, as SAP keeps the actual data, the vega system just keeps some info for the labelling. The warehouse module works perfectly for us. Our colleagues in Brussels have a different warehouse module because when they implemented R/2, warehouse wasn't good enough. The current version of R/3 is very good. We have made some changes for example at our sales screen from when we had the previous version of R.3. The way we have configured it, turned out to be very very similar to how 4.6 is.

Sales key user

1. How long have you been working here?

Since January 1995

2. What is the nature of your job? (Job title, roles, etc.)

Take sales order, deal with customers' enquiry, etc.

3. What are your ultimate goals for the future?

Be more customer oriented, help more the customers with their enquiries etc.

4. Can you please give me a description of a usual day at work (including lunch, coffee breaks, etc) would you characterise it as a routine?

I arrive at 7-7:30, turn the pc and phone on and I start dealing with the customers orders, deliveries by phone, fax etc. I would say it is a routine job not in terms of its content but rather in terms of the everyday tasks I perform. I work until 16:00, but if there is more work we stay longer. You either get paid double pay, or you can take it as days off.

5. How was the SAP implementation decided? (Communicated throughout the company and mutually decided, or announced?)

It was just decided because the company got larger and we couldn't develop more the previous system. Another factor was that the headquarters wanted to implement the same system across al the offices and subsidiaries and SAP was decided as the appropriate one.

6. How aware would you consider yourself to be of the way Company X is doing business? (Its business processes, way of doing things etc.) How did you get this knowledge? (was it your own interest or initiated by Company X?)

I feel I am informed and we do get informed about the way the subsidiary is doing business. The immediate bosses inform their employees about such things. Moreover because I am here for quite a few years, you do tend to learn the way the company is doing business from your own job. You have to understand what is happening behind your job if you want to do it efficiently.

7. How would you characterise the way work was done before SAP? What about now?

At the beginning it was a bit harder as it is a program that requires you to navigate through many screens, but it changed the way business is done to a much easier way. It was most difficult when having customers at the phone. At the beginning we used to work with both systems, but at the point where we took on only sap, I feel most of the employees were quite confident working with it. Training was ok. It could have been more, but we didn't have the time and so decided to do it in-house which was ok at the end. So whoever comes in as new in the company, we are training them from now on. But if questions arose, we could and still can find someone to ask and help us out.

8. How have roles and responsibilities (yours or in general) have changed as a result of the SAP implementation? For example? Why?

They have changed. I used to be employed as a hotline sales person. My roles were very

much restricted. Whereas now my job has expanded and I can do more things and deal with far more things.

9. How has the actual work changed as a result of the SAP implementation? Examples? Why?

It has become more transparent and efficient. I can give customers more information about their orders for example because the system facilitates such a thing.

10. Have many employees experienced problems related to job-stress? How was it handled?

I wouldn't say many really. The job-stress was related to the change of the system to the new one, sap, because it you have to browse through many windows whereas the previous one was just on screen,

11. Have there been employees that experience problems with the SAP implementation, have these been supported from the top?

It was supported for sure. For example the weekends we had to work extra we got paid extra money, which was very good. Moreover, everyone was here. The line managers and all the employees.

12. What are the essential problems or benefits that have arisen as a result of the SAP implementation? Why do you think?

I know we had a small problem with the warehouse system, which slowed down a bit the flow of business. But it got fixed quickly. The benefits are enormous we realized them quite early, as soon as we got used to the new system. For me the most important benefit is that you have clarity though the system and also more control. For example, when somebody makes a change you can see who made it and what kind of a change, so you can find out why this change was made as well.

13. Have these problems impacted on the way the work is done? How? Why?

I would say so. At the very beginning, until we got used to the system. But as they were not really what I would call problems, they didn't have such a tremendous effect. More like being more conscious about what I am doing when asking an order rather than doing it mechanically. So it might have just takes a bit longer to deal with each customer enquiry.

14. Do you and your colleagues talk about these problems? What do you think is their opinion?

When they arise, we do discuss them. But they don't arise that often. At the beginning we

used to have very regular meeting with a representative of each group, discussing all possible problems. We also have a session for everyone working at the subsidiary, so everyone can express their thoughts and problems about the implementation, or the system

15. What do you think is the source of these problems? Example? Why?
)N/A due to the previous answer)

16. Have there problems arisen due to changes arising from the SAP implementation? Why?
(N/A due to the previous answer)

17. Have problems arisen from poor implementation of the SAP? Why?
At the beginning there were a few problems, but again I wouldn't call them problems. Just because it was more complex in some ways, more screens etc.. I wouldn't say thought hat the way we used to work has changed in terms of any change in the process, but just in terms of using a new system really. The way we used to work is the same, we only use a different and more efficient system

18. Are there any other explanations for these problems? Any other problems?
No nothing I can think of.

19. What was you first impression when the installation took place? Did it meet your expectations?
Scary a bit just because of the different windows, but I got used to it soon after. Just for the first seconds. I didn't have any expectations really though.

20. How would you characterise the general climate before and after the SAP implementation?
Before the implementation it was good and everyone was happy to get a new system. During the implementation it was a bit more stressful but it was normal and expected. The climate is still and was always good really

21. Do you think SAP's R/3 fits with the needs of your company? Why?
Yes, definitely. Otherwise we would have problems with it and we don't.

22. How would you characterise SAP's business solution?
SAP is a very efficient, holistic and intelligent system

Warehouse manager

1. How long have you been working here?
2. For over 12 years

3. What is the nature of your job? (Job title, roles, etc.)

Warehouse manager

4. What are your ultimate goals for the future?

Just to continue doing what I am doing really.

5. Can you please give me a description of a usual day at work (including lunch, coffee breaks, etc) would you characterise it as a routine?

I come here at 7:30 and check my email, make a few phone calls. Then I deal with my employees, their questions etc.

6. How was the SAP implementation decided? (Communicated throughout the company and mutually decided, or announced?)

It was communicated to some people. We receive regularly a newletter from the headquarters and there we read that all offices and subsidiaries will get a new system so we knew it was coming. Moreover, after that we had specific discussion and sessions about what would happen, how and how quickly.

7. How aware would you consider yourself to be of the way Company X is doing business? (Its business processes, way of doing things etc.) How did you get this knowledge? (was it your own interest or initiated by Company X?)

I have been working here for a while and in order to be the warehouse manager you don't get that position straight. You have to work your way up. So all these years I have worked my way through and have learned very well the way the company does its business. Otherwise I would be able to be a warehouse manager.

8. How would you characterise the way work was done before SAP? What about now?

Before it was more manual work, now things have become more automated. Hence things are more efficient. In the beginning, when we first got the new system it wasn't, but it was normal and everyone expected it.

9. How have roles and responsibilities (yours or in general) have changed as a result of the

SAP implementation? For example? Why?

Before the implementation and now they are really the same. During the implementation I was obviously involved in learning the system and helping my people and the warehouse.

10. How has the actual work changed as a result of the SAP implementation? Examples? Why?

It has become more transparent and efficient.

11. Have many employees experienced problems related to job-stress? How was it handled?

Job-stress? The employees at the warehouse don't experience stress, they are strong people – Joke! There has been a bit of stress, but that is part of any job and independent of the new system.

12. Have there been employees that experience problems with the SAP implementation, have these been supported from the top?

Yes, there were a few problems but it was more to get used to working with a mouse. It didn't have much to do with the actual sap system as such. I think this had to do also more with the fact in order to understand and learn something you have to be out there and understand it. For example sales employees were calling and asking me things about the warehouse, and so I took them out here and showed them. Since then they understood and dint have any problems. So I think this didn't have anything to do with the sap implementation but rather with new things that the implementation brought up and the employees didn't know about. So in a way it is a good thing, as they understood and learned more about how the subsidiary as a whole operates.

13. What are the essential problems or benefits that have arisen as a result of the SAP implementation? Why do you think?

We had some problems and we worked hard and fixed them. The positive sides, is that it is very dynamic and complex, which I regard as a good thing. It is also very interesting. The training was ok, got 2 days training which wasn't as long but was of good quality. We learned a lot though and could put it in practice.

14. Have these problems impacted on the way the work is done? How? Why?

No

15. Do you and your colleagues talk about these problems? What do you think is their opinion?

As a warehouse manager, I believe it is one of my responsibilities to talk to my employees

and make them talk to me about their problems. So I would like to think that we do and they do talk to me.

16. What do you think is the source of these problems? Example? Why?

If you are referring to the problems during the implementation, as I said they had to do more in terms of getting used to the new system and a new way of doing things. But it was easy really. It is like changing job. Every beginning is hard but you soon get used to the differences.

17. Have there problems arisen due to changes arising from the SAP implementation? Why?

(N/A due to the previous answer)

18. Have problems arisen from poor implementation of the SAP? Why?

No, not really. I think the work that was done with the system was good, the implementation was good.

19. Are there any other explanations for these problems? Any other problems?

(N/A due to the previous answer)

20. What was you first impression when the installation took place? Did it meet your expectations?

As I mentioned earlier, I know from the briefing that the headquarters gave us what to expect and what the implementation would involve. So, I can say it did meet our expectations.

21. How would you characterise the general climate before and after the SAP implementation?

It was a bit more stressful, but everyone contributed to make it work, otherwise we would be on the street unemployed. So the climate is stronger now, I think at least.

22. Do you think SAP's R/3 fits with the needs of your company? Why?

Yes I think so. It organized everything much more, it is safer and we know more where everything is. Moreover everything is transparent. We know if we make mistakes and how to fix them now.

23. How would you characterise SAP's business solution?

I think it is the system of the future.

IT developer MM

1. How long have you been working here?

Since January 1999

2. What is the nature of your job? (Job title, roles, etc.)

IT MM developer

3. What are your ultimate goals for the future?

To optimize our work processes. This sap can help us with.

4. Can you please give me a description of a usual day at work (including lunch, coffee breaks, etc) would you characterise it as a routine?

I come here at 8:00 and because I am still new in the job I really am in the process of learning mainly. Either the way work is done, or the SAP system.

5. How was the SAP implementation decided? (Communicated throughout the company and mutually decided, or announced?)

I heard the headquarters decided it

6. How aware would you consider yourself to be of the way Company X is doing business? (Its business processes, way of doing things etc.) How did you get this knowledge? (was it your own interest or initiated by Company X?)

I am quite new, so I can only say tat for the time I have been here I think I am quite aware.

7. How would you characterise the way work was done before SAP? What about now?

(N/A)

8. How have roles and responsibilities (yours or in general) have changed as a result of the SAP implementation? For example? Why?

(N/A)

9. How has the actual work changed as a result of the SAP implementation? Examples? Why?

(N/A)

10. Have many employees experienced problems related to job-stress? How was it handled?

I haven't heard anything.

11. Have there been employees that experience problems with the SAP implementation, have these been supported from the top?

I think they would have been, talking from my experience. Whatever problems I have, the are more then happy to help me and I always feel they find the time for it.

12. What are the essential problems or benefits that have arisen as a result of the SAP implementation? Why do you think?

A benefit is for sure the transparency of everything that one wants to know. I can see for example when a product arrived, at which stage of the delivery it is. Problems exist with minor things. For example, with the receipts and their structure, I don't find it particularly well broken down. But then again this is what I think, and I have only worked with sap and the company for just a few months.

13. Have these problems impacted on the way the work is done? How? Why?

No, not really. When I tell my line manager, she sorts everything out.

14. Do you and your colleagues talk about these problems? What do you think is their opinion?

We talk about things we have with our job as anyone would and it is good cause there is always help offered. Especially for me this is quite important as I am new.

15. What do you think is the source of these problems? Example? Why?

(N/A)

16. Have there problems arisen due to changes arising from the SAP implementation? Why?

(N/A)

17. Have problems arisen from poor implementation of the SAP? Why?

I think there are things I wish they were different but it has more to do with what the system can do as well. Not as specific with the sap system but with any system. How far really computers have developed to do certain things I wish they could do. So not sap's fault or a fault of the implementation

18. Are there any other explanations for these problems? Any other problems?

(N/A)

19. What was you first impression when the installation took place? Did it meet your

expectations?

My first impression when is tart working with it as I wasn't here when it got implemented was that I found it quite straightforward and very logical to work with.

20. How would you characterise the general climate before and after the SAP implementation?

(N/A)]

21. Do you think SAP's R/3 fits with the needs of your company? Why?

I would say yes cause otherwise I would have problems working with it.

22. How would you characterise SAP's business solution?

The system is logical and clear and gives you confidence in what you do

23. How did you perceive the climate to be when you first joined?

When I first joined, it was nice, it felt that everyone was open and friendly. At the beginning I was more talking to the people of the department, now I talk with others. But in general all and everything is nice and people are open

Appendix 5.14
Scandinavian cultural answers

1. IT staff -MM

Do you feel important as an employee at [company name] in terms of rewards, promises, of what you ask for and whether you take part in the decision-making, give suggestions and what you ask for is taken under consideration?

Yes, I do fell that I am taken seriously. I really only have with my closest boss and I don't know how it goes further from there, but she is a very stubborn and so I guess one doesn't always get their way through with her and find that frustrating. But this has to do more with her way of being and maybe the idea will come back again as her own idea, and it is very difficult for her to believe it might be a good idea (when coming from somebody else). Maybe that is a bit general but she is so and we do that way. She listens however to what you have to say, usually she does not agree but what is said might come back in a different way. My relationship with her doesn't feel terribly formal. If I have a good idea or achieve something it doesn't happen so often to get feedback from her, as it is part of our job. But because of SAP and that it was so special and we worked so much and the pushing deadlines we were rewarded with a salary rise. As we worked very close together as a group to get the system running it involved a bit of individual work also, but we were rewarded as an individual.

But the actual work is made as a group or as an individual?

Both generally we get projects a lot individually but we still work together, you just don't sit there by yourself, you talk to others, problem solving so I think we do work together. Maybe I am responsible for certain things, but I believe we still discuss, talk to each other and work together in certain things, especially now with the SAP, to get the system going.

Do you feel that your work is controlled?

With the SAP yes but otherwise I don't really feel that, it is not very strict. Deadlines are very important with the SAP to hold that is why we sometimes have to work in the weekends, especially lately now, I worked as much as I could. I didn't have much time to see my kids. We are not allowed to literally make and schedule our own work, as we get projects, maybe small things. But generally how we plan this and how we do it is given to us, we have to

finish something, and we work on it as much as we can. However, I work the hours I am supposed to work, and if I haven't finished something I continue tomorrow. But this was/is not the case now with the SAP implementation, as something has to be done, therefore the weekends and the long hours. The previous is what normally happened, with projects, etc. And that is what is expected from us really, most of the times.

Do you feel happy with the training and development or career development opportunities within [company name]?

Yes I feel I have been on many courses and if I asked to go for some more, I would. I think they want to bring knowledge into the company, therefore they keep employing everyone. Most people are actually happy with the training. But they are not happy at all with information sometimes. Here is also the problem of getting the information. Either the wrong one, or not all of it, or too late or you don't get it at all sometimes. But it is very important to get the information you need. It might be restricted, but I think most of the times the reason this happens is because they forget, too much to do, they might think it is not that important. We have been denied holidays two weeks off to New Year but it has never been said. And it was when we got the holiday list that those two weeks were not even possible to take your holidays, they weren't even on the list, and then I heard that we are not allowed to take holidays then. Until now I have not heard it or read directly from them. So, sometimes there is no information at all. They might give the information at one person and think or hope that that person might spread it.

Do you feel that it is a very hierarchical structured company?

Not really, sometimes I feel the distance and sometimes not, but I don't think is one really. There is a hierarchy, but it is not much of a hierarchy really. There is a problem of communication, but I do communicate with the others of the IT department. This problem, for example with the information as mentioned before.

Do you feel there are any discriminations between people and/or departments?

I don't think so, I don't know. It is difficult to know about the different departments. I have heard that the IT department gets more attention, they train more the people, they employee more people, the consultants are there all the time. So they can maybe feel discrimination. In terms of gender, etc I can only talk about myself and I do not feel this. There are, maybe, some to whom you feel they discriminate you, but it's on me as I feel I have to prove myself

because I am girl, before getting their respect. As you have noticed maybe the average age is pretty high and it might have to do something with that. There are also a lot of women.

When you have been pregnant, have they been supportive? Have there been any problems?

Not at all. That part has been extremely good actually. When I was not feeling well, I could stay at home, no problem at all. They made you feel no guilt at all for staying home. But then again that might have to do with Thua as she is a woman, and she is great in that.

Let's say I was a friend of yours, about to join [company name]. What advice would you give so to feel more accepted and adapt easily and faster? If I should join at all?

Yes, I think so (for me to join). Well I think [company name] gives very low salaries, compared to others. It is some kind of policy I think. Many have left as that is pretty good reason, and I think they have realised that as they have the knowledge now, it is a big risk to loose them, so they have increased it for some, like the PDM. Otherwise the salaries are pretty low, so in that respect I probably wouldn't recommend [company name]. Otherwise it is pretty good. There are not any unwritten rules that I can think of.

If you had the power to change things within [company name], what things would you keep and what things would you change and why?

Increase the salary, something that would make me actually happy. Have more social events, not just for the computer department, as we have some for being in connection because of the SAP to keep us going. But it would be good to make more things with the other departments, maybe the whole company, to get together, but it is difficult as we are spread over different countries, but in the ten years I have worked year not once that the whole company was together. It is hard and expensive. And even as a group in the same country we don't do much to get together, it would be good to create an atmosphere within the company. The building is new so I would keep that but maybe place it closer to the city with shops around and do so different things for lunch. I would also change some people, some annoying users.

2. IT staff-WM

Do you as an employee feel important for [company name]?

There is a system for bonuses and that but I don't think it is related to the work, far away from

the ideal. If I had to suggest something in my work, I just talk to my boss and we discuss it, but we have a system in which you can put in suggestions if you want to change anything or solutions on something but it is more for the company. In my point it is very hard to get them to do something. It is more about small things that they should change within the organisation. We have a suggestion box in the main entrance and then there is a group who look into the suggestions, like tickets for a movie or theatre and things like that nothing major. But I haven't ever heard about people asking major things through the suggestion box. For example if I had a suggestion for my department I don't thing I would get anything because it would be supposed to be part of my ordinary work, to find a new solution, etc. In this SAP project I have spent a lot of time on the work and so I got a reward a bonus, but it didn't have to do anything with my everyday work. So I have got one more salary, which was nice. I worked in the sales area before, and we had more bonuses there then in the IT department. It is very hard to measure here our performance. Because if you sale, they can measure how many sales you have achieved.

Do you feel that your work is controlled?

I plan my own work, so I don't really get any deadlines. I work with a couple of areas, so I deal first with what is more urgent. So I am more independent. I work more individually than in a group. Because of the SAP it is more group work, but it's more like me working with a group from others parts of the company.

Do you feel happy with the training and career development opportunities within [company name]?

Generally, I think it has been good, but now the last two years it got worse. They say that they have to train other people. I have been ten days training for the SAP stuff, but I would have liked more. They were not so many courses for me I think. For example six-seven months ago, my boss asked if anybody want to do more courses in SAP. I said I would like to go but do we have time for it, and she answered that a couple of other guys should go to the courses first. I didn't like that. But I had a lot of work, but it would have been nice, but it also didn't matter that much. When I summarise the education I had for the SAP, the ten days were not enough for me I think. In respect with prospect career development, I cannot go any further. Only maybe in terms of money, but it is a little bit more, so I want more money I will have to find another job. Maybe I will, I don't know. It is OK at [company name] but I work with the same thing now for five years. So I might be looking for other jobs soon. It is more interesting for me to have something to work with that will give me some satisfaction, than to be able to

move up hierarchical. To be bale to learn something and not have this routine that I have now. I work in a very wide area and I know everything so it is the same. I also don't see any change coming, so it is like standing in the same level. A new project involves again the same type of work. So, I would prefer to change the type of my work. I fell confident of my work. Maybe I would have liked more money, because of the kids and so, or maybe I would have to change company if I had liked to be a boss or something similar, or work as a consultant for SAP.

Do you feel that [company name] is a very hierarchical structured company?

We don't have any real hierarchy. Thua is my boss, so it is the only level I can go to, if I want to be a boss in an IT department, and I don't know if I really want to. Or otherwise I will have to change and go into a different area, like sales, but I like the IT type of work. Sweden is very flat. The bosses are not regarded as so high in terms of their position. You can talk to them whenever you want to, and there is no problem to say something to your boss. In terms of information restriction and SAP, which has that (through your user name), there is some like in the sales department, but not here. This was also with the old system. But not in our department. But in the other departments there is that.

Do you feel that there are any discriminations between people and/or departments within [company name]?

A couple of years ago it was a big difference between being a sales person and working in a different area. Everything was focused on the sales persons. There was a lot of kick off for them, they had these bonus systems, and the other people of the other departments didn't have those things. A lot of people didn't like that. That has changed a bit with some projects that have involved more people, so it is not a sales kick off but a company kick off. In august, the new warehouse was a big kick off for the whole company. In terms of people I don't know, as I don't speak a lot with the others from the other departments also because of the workload. But I think there might be age discrimination. People that have worked longer in the organisation are more forgiven, they can do more wrong things than other people can. As there is a very high age level within [company name], there are many that are 50 and 60. There are a lot of people who like staying in [company name] so they are like 20-25 years here. It is a typical company, which has a long time employment by its employees. A lot of young people, who come, they don't have a good salary, so they stay a couple of years and then they leave.

Lets say I was a friend of yours, about to join [company name], what advice would you give me to feel/be more accepted and adapt easy and faster?

I don't think I would suggest to you to come and work here, because the salaries are very low. If you have other choices with higher salaries, I would tell you to take the other jobs. Now also [company name] is not doing so well, sales figures are low, and it is not nice to join a company when it is like that. In the IT department, we are very independent, we work more individually, maybe in some cases in small groups depending on the projects. There is nobody who can tell you what you should do. I prefer individual work, but I also like working more for projects. Our work doesn't have any guidelines on how to do things or solve problems, and that is a little bit confusing. Thua has been too involved in this SAP project. She is also very self-going, she gives you the task and you have to do it and it's mostly panic when she comes. So it is not so good. The problem is that she wants to plan everything by herself, and then she has too much to do, and then she forgets things. When she finds it out, and so it is panic, she cannot control things. She makes things a little bit confusing. You have to learn to work with her. So when you have a task, to solve a problem, and then she comes with panic and gives me this new thing to do. It is hard to decide than which thing to do first. The one you were in the middle of doing or the new thing. If you then do the new thing she will then ask you in panic about the first thing. Now, a couple of us have decided it to change this and push her to decide on things. Always the same thing. Maybe this is more because we are both team workers and work more individually. If I have some suggestions on how to solve something, to discuss it with the team, I do so and then I get complaints that it wasn't a good idea. One of the problems is that Thua believes that she always right, I am always wrong. So you have to produce something and show it to her in order for her to accept that you might be right. It is very hard to work in projects with her. Now, with the consultants, who are used to work in groups, you have a lot of ideas and you discuss them and you find a solution, and that is difficult for us. Some of the consultants didn't have much experience whereas some of them were really good.

If you had the power to change things within [company name], what things would you keep and what things would you change? Why?

We have a lot of people who focus on the problems but not on the solution of these problems, I think that this might be connected with the high average age of the employees within [company name]. A lot of people complaint more than trying actually to solve their problems, or accepting problems. The sales people they have contact with the customers, but they complaint and they have no ideas how to solve their problems when dealing with the customers. For example if they want our help, from us, they come and say this doesn't work well, we want a solution and we want to have it like this. They don't think about how to change these things. For example, in the warehouse we have some print outs that come on the

way, and they have asked us to remove those and then we remove them, and one day later they say that they want it back, but to ask for this information. So they haven't thought any further when they asked us to remove them what will happen and what they actually want. So, they complaint, and they wait from you to fix it, they are not trained or used or skilled to think a step further. This is the same for the same company. So we spend time on things that they don't actually want. They have to be more responsible for their work. I do that for my work. The biggest change I want is to see people be responsible for their own actions, and think about what can happen. It is also hard to compare between people, as we all have different educational levels. I have studied a lot of years and so I relie more on myself than on others. There are a lot of people who are long in the company, and they have worked the same way all the years so it is difficult to change things and accept new ways and new ideas. They say they have tried that. You can more easily have conversations with young people, they experiment more, as they are not afraid to change things.

3. Key User Marketing

Do you as an employee feel important for [company name]?

I hope so. To be honest I feel very important. Salary can always be better, I think it is a rather good company to work in terms of freedom when having the responsibility to do things. There is not much regulation, everyday is different and there are new things happening all the time. It is very exciting. We are involved in big projects. Now it is SAP, the warehousing. Also, after 1995, when [mother company] incorporated us in the Euro level. Which is very exciting and very promising. I think that those people who are working in those European products is something rewarding even if it sometimes frustrating, to have a French man an English men and a German to try to get together to discuss something. That is part of the excitement. Sometimes it goes very well, sometimes they cannot communicate at all, and they don't understand each other. It has to do with their cultural background, that they are thinking differently. The way the different subsidiaries of [mother company], from different countries operate totally different. Now we try to harmonise the whole concept and it is not easy. Questions that we think will be easy are rather difficult and those we think are difficult are very easy to be solved.

Do you feel that your work is controlled?

That is a bad thing in the [mother company] system and in [company name], the deadlines are often not kept. Which is frustrating if you are waiting for some results. It is also a delay. You

loose time, power. The only exception is SAP, which was the only one month delayed before we started, but it was still one month. People have so much to do so there are sometimes delays. There are no information restrictions at lest for me. I get the information I want.

Do you feel happy with the training and career development opportunities at KEBO?

From my personal sake yes but there is no real program, so it has just happened. So there is no training schedule, and that has to do with the former [company name]. We changed from 87 to 95 we changed president four or five times, so it was a mess. That is a bad thing about the company because we don't have any HR managers, we only have one assistant. A HR manager is something that [company name] needs. Because there are small social issues that are not solved, lots of people are unhappy, and their social questions and issues are underestimated or ignored because of that. There is a lack of understanding for the social issues.

Do you feel that [company name] is a very hierarchically structured company?

Yes if you put it on paper but in reality it is not. It is informal you can go up, they will listen to you directly. But if you put on paper it is not.

Do you feel that there are any discrimination between people and departments?

Not that I know of.

Lets say I was a friend of yours about to join [company name], what advice would you give me to feel/be more accepted and adapt easy and faster?

Try to get a high salary as possible in the beginning because it is difficult to get it higher. Otherwise be open, discuss with people.

Do you think at [company name] there is more individual or group work involved?

I think it a lot more individual work involved. But we are a lot involved in projects. You will find if you set up a project today, that the one who is the project leader is the one who is going to make the job, because everyone is so pre occupied with other stuff, so no ones wants to take the project leadership, they participate but the responsibility stays with the project leader.

Anything to say about the social events?

Could be more. They were good when they happen but they could be more, that is something missing again. We have the celebration of the new warehouse where the whole company is invited. Celebrations take place mostly within the departments, but we are very small departments, so there are not many people. In the past, five years ago, we had a yearly party, which was very good, for the whole company. I think this issue brings us back the interest of the social issues of the top management is very low. There care more about the costs involved in such things.

If you had the power to change things within [company name], what things would you keep and what things would you change? Why?

I would change the organisation and I would employee a human resource manager. Today we have a matrix organisation which is both with negatives and positives, but we are in the status now where we are more harmonised and we could work better in teams, be more focused now on the different product functions, instead. I would have liked to have more power, so that you can have total responsibility and not have to split between sales and marketing as we have to now. I have discussed that and they said maybe next time we do that. He doesn't agree totally the sales manager. I don't know why really. I could understand hat in 1991 when we were four different companies trying to come together and then the matrix was perfect for us as an organisation, but now it would be better to set a marketing manager for the whole company. It would be much easier. For the Nordic countries, and then for the Euro lab it is going to be more difficult. As the Euro lab is a matrix and we are a matrix locally, and a matrix in the Nordic so we will have to change it. The European level tries to company what we did on the Nordic level, so they are trying now for a matrix organisation. It is a natural step when you get things organised to move from the matrix to teams. The good thing about the matrix is that you have conflicts all the time but there are supposed to be conflicts that are positive and that can grow and develop the organisation, but when you come into a situation when the conflicts become so deep, then you are in danger.

4. Key User SD

Do you as an employee feel important for [company name]?

Sometimes I feel appreciated, sometimes not. Sometimes I get rewards for what I do, however it is not so often. It happens sometimes, when someone sees good things. Usually my boss. I

have to go and show her/him what I have done and I get something like a reward, but the boss doesn't see it by him/herself. But I believe it is more up to me to get the rewards, if I work hard and show the work so to get acknowledged.

Do you feel that your work is controlled?

I can put the deadlines by myself and I am not controlled. I do my job in a free way, I plan it myself. The employees at the lower levels are controlled, and I have to control them myself. In customer services we have to control that they give the right price to the customers, don't give too many discounts. There must be control, I don't think they feel they are controlled but they know that we actually have to do it. We have to answer telephone call within three rings, and that has to be controlled and that sometimes may pressure the personnel.

Do you feel happy with the training and career development opportunities at [company name]?

No, I can't say I do. There is no program for that. That is also what I have said before. If I go to my boss and say I want to do this, then I am allowed to do it, but there is no program, when you begin here that it says you start this way and that your career is planned in any kind of way you have to take the initiative by yourself. I have made a career here, I started here twenty years ago at the customer service, and if you have the will power within yourself you can make a career.

Do you feel that [company name] is a very hierarchically structured company?

No. There are some information restrictions that can be only seen by me and by my boss. It is difficult with the information, sometimes you think you inform all the personnel with things that are important but everyone that this is the right information. There is a lot of information, sometimes it is important, sometimes not and it is very difficult to know what is important for each one. Sometimes they complaint, and ask why they haven't got this information about this, and I thought that this was not important for them, but I was wrong it seems. There have been some ideas about this problem, and it think that a few years ago there has been some kind of project within [company name] to get the right ways of supplying the right information, but it was not so successful.

Do you feel that there are any discrimination between people and departments?

Yes, there are some discriminations. This department is a bit discriminated. It's more value to work as salesmen on the field, but I think that the telephone sales are more important. We sell to a lot of customers, about 500 a day, but the salesmen on the field have 3 or 4 a day. But no one looks at it that way. I think we are a bit discriminated, but I am going to change that. It is my job. I think that the other [company name] personnel believe that we do have so many contacts a day, they don't really know what we do here. They don't appreciate our efforts, work and results. Between people however there are no discriminations. The ages are from 24 to 63 and we are all together.

Lets say I was a friend of yours about to join [company name], what advice would you give me to feel/be more accepted and adapt easy and faster?

I would take you around, present you, I would teach you all the work, so that you would feel comfortable at your work. There is a lot of education here In order to make you work good here at customer services, you have to know all about computer systems, we have MEDIA (which includes customers' history and interests, etc.) and SAP and the Microsoft office package and so on. So you would get a lot of training.

If you had the power to change things within [company name], what things would you keep and what things would you change? Why?

I think I would like to change what we have talked about before about the career development and training, so that somebody who starts working here will be able to know that if s/he stays here they will be able to make a career, this is my way up to a certain position in the next ten years. I have been here for so many years and I feel comfortable here, of course that depends a lot on me also, but I think the environment is nice at [company name], we have a lot of fun here and I would like to keep that. I try to organise as many social events as I can, as long I have the money for it, because it is important sometimes for the whole department to be together, on our leisure time, and not just during work. I will plan after Christmas to go away for one or two days to have a little bit of fun and a little bit of work.

Appendix 5.15
UK cultural answers

1. Warehouse site Manager

Does [comnpany name] pay well?
It is OK, I would not say that [company name] is the best payer in the world but it is not the worst payer either. And I think historically [company name] has offered more than just the pay it has always offered good terms and conditions. It has always appeared to be in the forefront of family friendly policies and stress counselling, making sure that the pensions are good. It is a good pension scheme I am sure that you will find better but it is generally a good pension scheme. It is a good sickness scheme. It is a minor thing but the warehouse staff all get uniforms and they are all treated the same. The general package in terms of salary is competitive. We do not do incentive bonuses on a day to day basis to our staff, we probably have better tools to enable us to do that because of SAP but we have not got to that. The company does offer a profit related bonus scheme but that is not working very well cause we have not had any profit for the last years. We have to be competitive, the unemployment rate in Lutterworth in distribution is less than half percent. A good quality warehouse person could be leaving here nine o'clock in the morning and could be working again at lunch time.

Is the profit loss related to SAP?
No I do not think so, the service dip might have had some impact upon it. If you offer poor service for a couple of months after the implementation, some customers might have walked away. But I think that the profitability is down to the fact that the market is very tough the order input that we are taken is similar to the one we have been taken before, and [company name] is expensive in terms of the cost base. I do not think that it is SAP related but it did not help when our service levels went wrong. We are now back to better service levels than before.

Personnel is treated fairly?
I hope so.

Hierarchical structured?
It used to be very hierarchical but it is getting better. We have only like four or five levels to the MD, so it is not totally hierarchical. Sometimes it may feel hierarchical to some people, it depends on what layer you are at. We have tried very hard to take out all the hieracical levels,

there used to be senior packers and things like that and we have tried hard to take away that. So basically in the warehouse we have only the team leaders and the warehouse manager.

Are you aware of any compaby value statements?
[Company name] would say that is has equal opportunities, it wants to do the best for its staff, the standard statements that you will hear in all the mission statements. I think they are true, it has historically and I think that it will continue to do so look after its people. [Company name] will look after its people and make sure that we offer the best customer service. The customers are extremely important to us and we must make sure that we offer the best customer service.

Structured career path?
If you take a normal warehouse person that comes through the door, one of the issues that you will have with him is that he will say well I have been here for five years, what is next. Often there is nothing that we can offer to them, except if there is a team leader job available. I can not create something out of nothing and I think that that is an issue for many companies. If you go to the sales office that ask where do I go next, and often it is difficult for us to say.

What would you change and keep?
One think that is important to improve is the communication and understanding between the sales and marketing and the distribution. I think sometimes distribution goes down one line and I think that sales and marketing goes down another line. We have to work hand in glove and sometimes I do not think that we work hand in glove. Sales could go and offer to City University that we can deliver 10 times per day, and distribution people do not know. They understanding of what we can do as a company is very important. We have started to work on that. But it must be a key understanding of what can be delivered, what cannot be delivered, what the market requires of distribution.

Is there enough information available?
Yes I think that the information is freely available and I do not think that anyone tries to hide anything. I think it is not so much the information but to make sure that the information are not separate pieces of information, this is my marketing info, this is my distribution information, it has to come together.

Describe the culture of [company name]
It has been quite a paternal company, in terms of that the internal culture has been paternalistic. It has been quite staid, I would not say that [company name] is dynamic but I

think that it is beginning to learn that it has to be dynamic. And I think that the culture is changing and I think that it now getting to try to bring some velocity to what it does. It has always been very sure footed, thinking about what it is going to do, take time to make decisions etc. I think that what will happen now is that when decisions will be taken the velocity and what we are going to do will be much clearer and much more precise in the future. We have always been very steady in our decision-making and we have realised that we have to be quicker and sharper and brighter. There were many improvements that the company could have made, yes that is a good idea lets go away and think about it for six months.

Can staff give suggestions?
We do lots of briefings, we tried suggestion boxes, we have had planning groups. We would like more and more input from the people. We do get a lot of input but I do not think that we get as much as we should, and that is not for not trying to get it.

2. Key user sales

Discrimination between departments?
No I do not think so, I do not think that we suffer with that, certainly because we know how closely linked we are, so therefore we cannot say that ok we are ok and then the warehouse struggle cause that has a knock on effect anyway. We cannot be like that really cause it would not work.

Hierarchical structured?
I think it used to be, one thing that we always said was that [company name] is not good at communication from the top. And I think we still struggle with that. But it is certainly not hierarchical now. Top level is male dominated, but personally I am not treated any different because I am a woman and a mother. They are very good at family oriented things. Personally speaking I do not think that we have any problems with sex or anything.

Would you advice anyone to join?
Yes I would advice you to join [company name], I think that it is a good company, it is a good company to work for in the respect that it is interested in their employees, they do not just say all right get on with it. And we try to make sure that the people are ok and that they are not too stressed. Especially now after the changes it has been a quite difficult time for people and management are continually trying to make sure that people are ok. I do not like where it is based, it is out in the sticks for me cause it is not anything in the area.

If a new person came in they would probably be shocked by that it is a very, very busy office. We are getting more interlined with performance measures, how many calls you answer and how many queries you'll be able to take, if someone was not used to that it can be difficult. But we are a call centre and we are only following the normal call centre guidelines really. When you have people talking on the telephone all day you have to have performance measures, to check if they have bad logs. It can be interpreted as big brother cause the people are being monitored on a day to day basis. But if you look at in on the basis that they are not getting bad logs or too stressed and people can get help if they feel stressed, if you look at it from that point of view it is no big problem. It is a very, very busy office and there is really no time for chit-chat and things like that. If you were a shy person you could have difficulties, not with the people just with the day to day work.

The environment is very relax, and the company is relaxing on the dress code as well. To help people fell more relaxed.

Social events?
We have got a social club here at the CSC, we have got Christmas dos and stuff like that but there is nothing that goes on every month or so. There is nothing that is going on on a regular basis, but there are things taking place. The social club is run by people that work within the office so its not a work for them it is a part o f their outside activities of work so they have to put their own time into that.

Feel important for [company name]?
I feel important because of my SAP knowledge, cause I think nobody has really gone through what we have gone through, and you can never replace four and a half years of experience. I know s o much about SD, and warehouse because of what I did during the implementation. But I do not think that I am indispensable. I sometimes get appreciated. [company name] is a very good payer, personally for me. The people within the organisation hold a lot of SAP knowledge and they could have gone outside and got a well paid job as a SAP trainer or something, so they did things to keep those people. (higher the salary).

People the greatest asset?
Overall I do not think that they do all the time. We have had redundancies so you could maybe they are not cause they are not keeping people in jobs. Personally I am ok. But lot of people have gone that had a lot of knowledge and they let them go which I do not agree with. But then business is business. Redundancies are very difficult to handle and we did not have a very good time with the people that were made redundant.

Detailed regulations?

When we went live with SAP we had a major change cause we had to update all the procedures. We have to have procedures and we have regulation because of the materials that we handle, and regulations because of the site that we are on. So yes there is a lot of regulations. But then we work for a company that sells chemicals so we cannot really expect anything else. It makes you confident that you are protected by the procedures and regulations.

Unwritten rules?

Not any that I can think of, no.

Appendix 5.16

German cultural answers

1st interview

1. Are good results being rewarded?

Merck have developed a bonus system for the top 200 employees. I think a bonus system is a motivation system and it shouldn't just be for the top 200 employees as I think it wouldn't work

2. How do you feel is the communication system within the subsidiary as well as between the subsidiary and the rest of the subsidiaries across Germany?

The communication is just fine. We communicate well

3. Any information restrictions?

We, within the subsidiary, are informed about everything that we need to be informed about. I don't think anyone ever felt that information is restricted to them, any apart from the one that has nothing to do with the job role. Of course, we were not happy to be informed that we will implement the new SAP version suddenly, because of Merck Eurolab, and I have raised my complaint to my boss. But I don't know why though it happened like that, neither does my boss. I suspect it is because they cannot release all information, as it is uncertain at the moment. And they prefer to be certain before doing so.

4. Do you feel your job is appreciated?

Yes

5. Can you describe the culture of the subsidiary?

We are in a phase now were we are realising the effects of having grown as a company enormously over the last 2 years. And really, it is just a matter of learning to deal and manage this bigger company.

6. If I was to join the subsidiary, what advise would you give me?

I would say that it is worth coming and working here. I think the company can offer a wide spectrum of job opportunities

7. Are there any development programmes? For example graduate training?

It does exist...but it takes place at the headquarters

8. In general, are you happy working in the subsidiary?

Yes, more than happy! I have been working here for quite a long time.

2nd interview

1. Are there any bonuses for you and your colleagues?

No, not in terms of how much we sell. We don't have a personal bonus system. But we get something organised, for example barbeques etc. We had a tent build for us just by the warehouse, and the whole company was invited to celebrate the success of the implementation.

2. Where do you go for lunch? Do you have coffee breaks?

As we have a kitchen inside the building and we are situated a bit outside the town centre, everyone does what they feel like it. Most of them bring food from home and warm it up here. Coffee breaks we don't have, we can do as often as we want coffees or have cigarettes. There are no restrictions to it. Usually smokers meet up here in the smoking room.

3. If I was a friend of yours and wanted to join the company, what advise would you give me?

I would definitely suggest for you to join. There are no particular things that I would suggest to you to do or nor as it is quite relaxed the atmosphere around here

4. How would you characterise the climate here with a few words?

Very good, we can help and talk to each other about anything. People are friends here and we can talk about personal issues as well. We go for drinks a few of us. But everyone is invited.

5. Is there competition between employees?

No not really. Some people can do more, or people who are qualified or have worked longer in the company, however this does not cause any competition within the subsidiary really.

6. Do you feel your job is recognised?

In a way yes otherwise I wouldn't be here.

7. Do you feel your suggestions and ideas are takes into consideration?

Yes definitely, especially my boss he does for sure

8. Do you feel that the company is hierarchically structured?

Yes, and it should be like that in terms of the nature of the business and its size. It is definitely in an acceptable level though. Nothing out of the ordinary.

9. Could you ask for more training?

Yes, for example we did and we got some.

10. Do you feel information is restricted?

No, not at all. I feel that I do get informed about the things I need to know.

11. Did some people leave the subsidiary because of the implementation?

No, no one left I think because of the implementation. Maybe some people did because they could get a better paid job after gaining the skills of the SAP system. But not because of the implementation.

3rd interview

1. Would you advise me to join Merck? Is it a good company to work for?

It is a big company, which provides secure job positions. I would say though that do not join a manual job, like warehouse employees, because the job is not well paid. This is more the position really, but not Merck fault.

2. Do you think the company is hierarchically structured?

Yes, and it is normal, it should be like that.

3. Is information distributed freely?

We have an information leaflet every month that informs everyone.

4. Do you feel your job is recognised?

No, perhaps because I work here for so long. I would wish it would be recognised more.

5. How is the climate within Merck?

It is very good. We have a lot of common things that Merck organised, like x-mas parties, barbeques etc.

6. Do you feel there is competition within the company?

Yes, there is. We do work more individually rather than as a team.

7. Were you happy with the implementation partner?

No not really. For the money they received, nothing they did was good. We did much better work

4th

1. Is Merck hierarchically structured

No not really. At least I don't feel this way. There is a hierarchy but not that it felt hat it restricts me in any way.

2. Is information restricted?

There is in terms of the system, that I cannot change certain things, but I can look at anything I want.

3. If I was a friend of yours, would you suggest I work at Merck?

I wouldn't say no, don't come. If you joined I would advise you to be open and sincere and admit mistakes and ask if you don't understand something. Be normal really

4. Do you feel your job is recognised?

I don't sometimes. I think it could be more recognised. I wouldn't say the money is really good enough when comparing to my friends who work in the similar jobs but in other companies. However I don't work as long here as well. I do get though from my colleagues or people involved some feedback or recognition of when I do something well. However, I am not sure about my boss as he works in the headquarters and he doesn't see very often what I do. He takes for granted what I am doing/

5. Did you ask for training? Maybe SAP training?

I didn't really because I didn't have the time. I was new, had new things to learn but the dates didn't suit me. I will in the future, but couldn't in the beginning.

6. Can you say your opinions and suggestions are listened to?

I think they do really. I either tell him or he asks me for things. He does care and asks me.

7. Are there differences between men and women, age differences, education, racial differences?

Generally no.

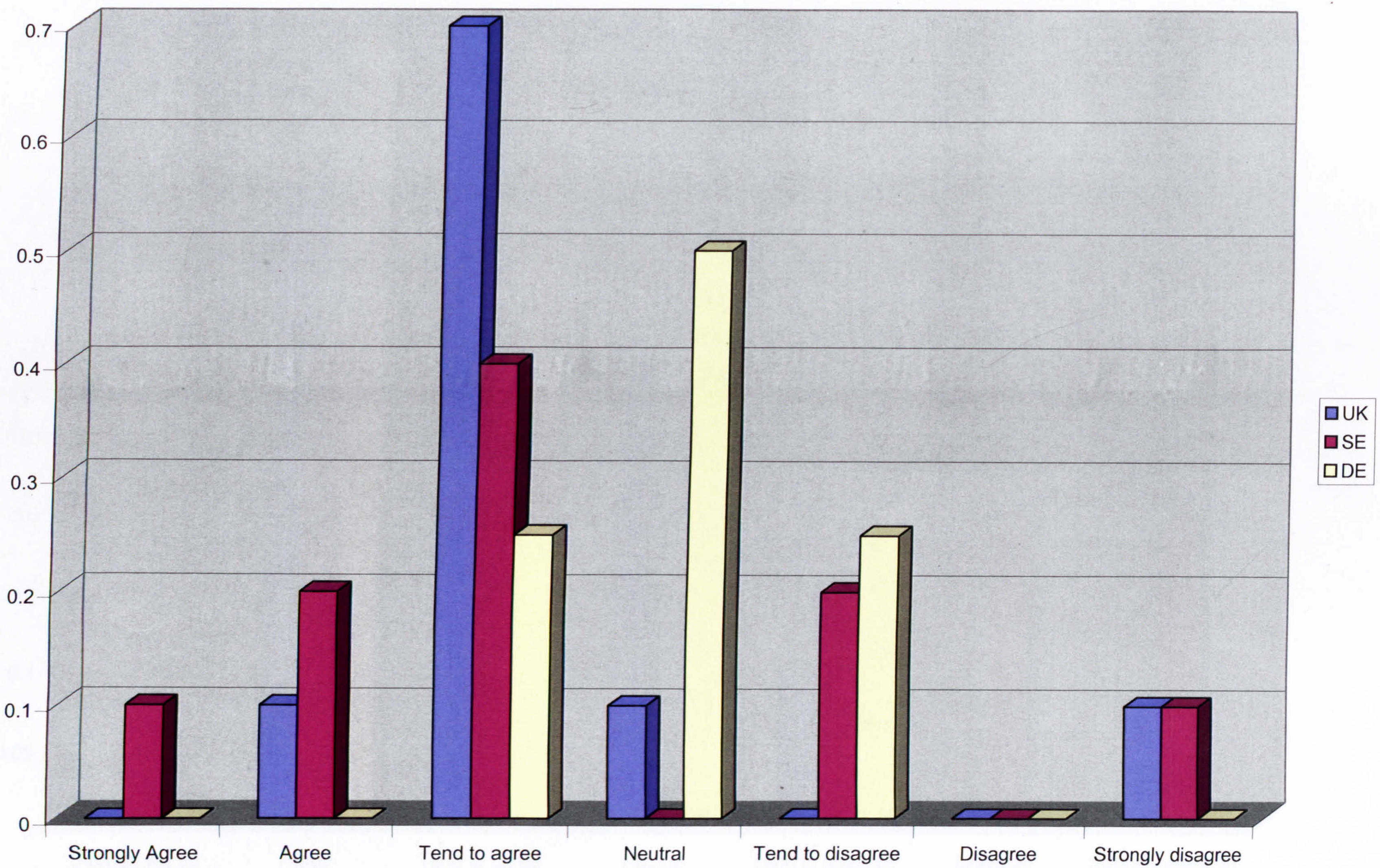
8. Are there any social events that take place within the company?

There is the usual x-mas and summer barbeque.

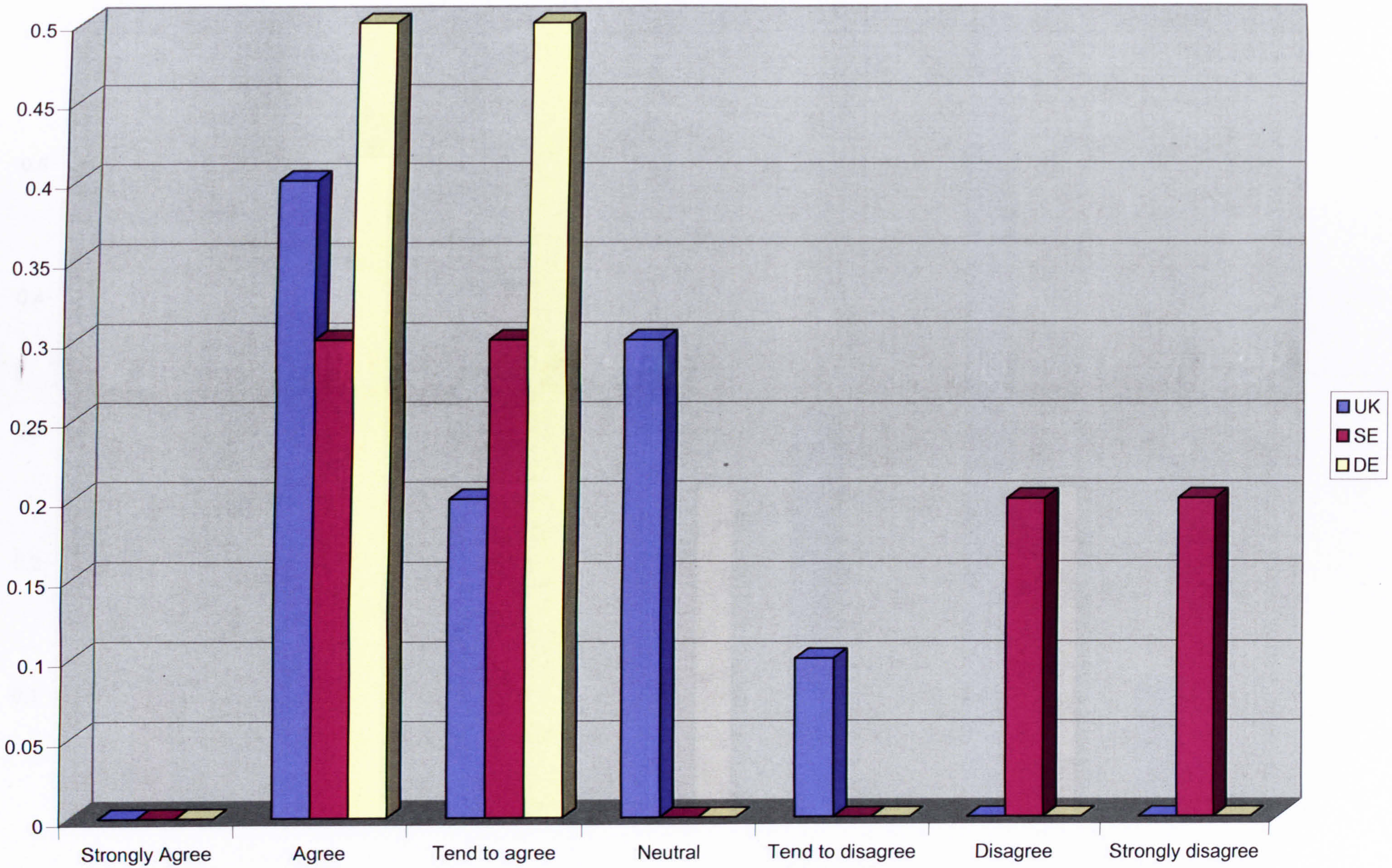
It would have been nice to have an exchange program between the employees of the different subsidiaries. Also we are planning to go to the headquarters and see how it is there.

Appendix 5.17

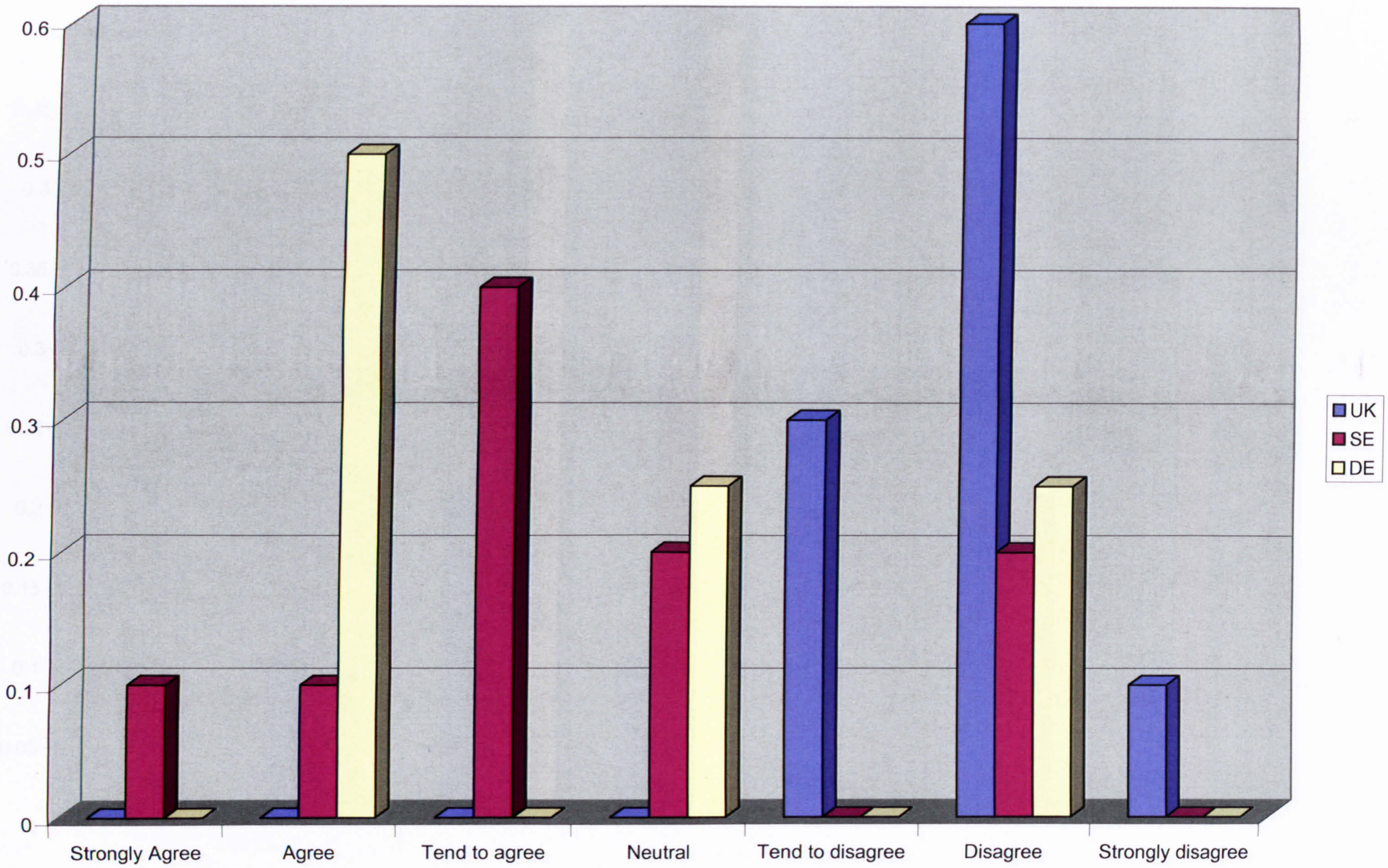
Charts illustrating results



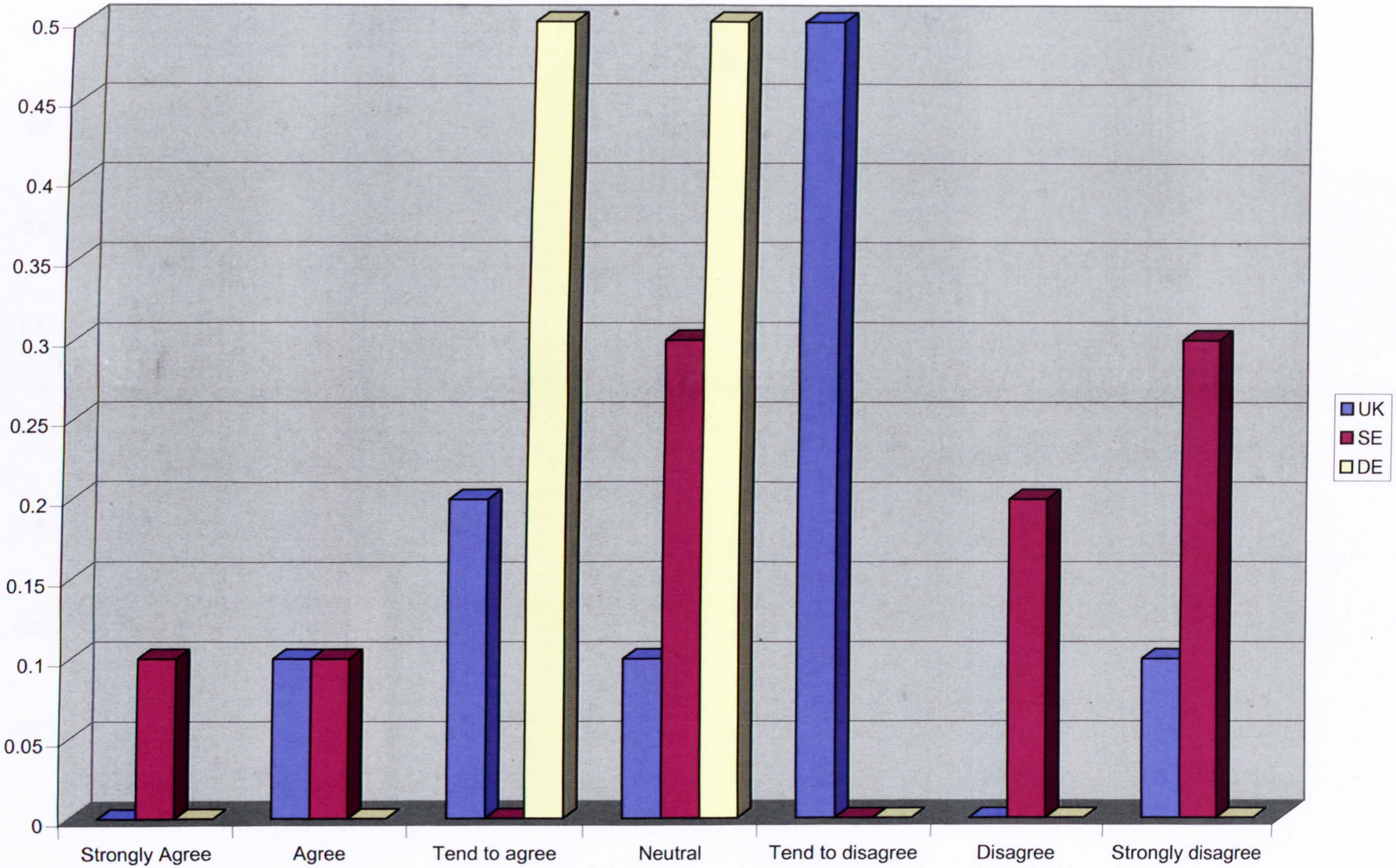
Question 1: The management is more concerned with employees getting the work done, other than with the employees as persons.



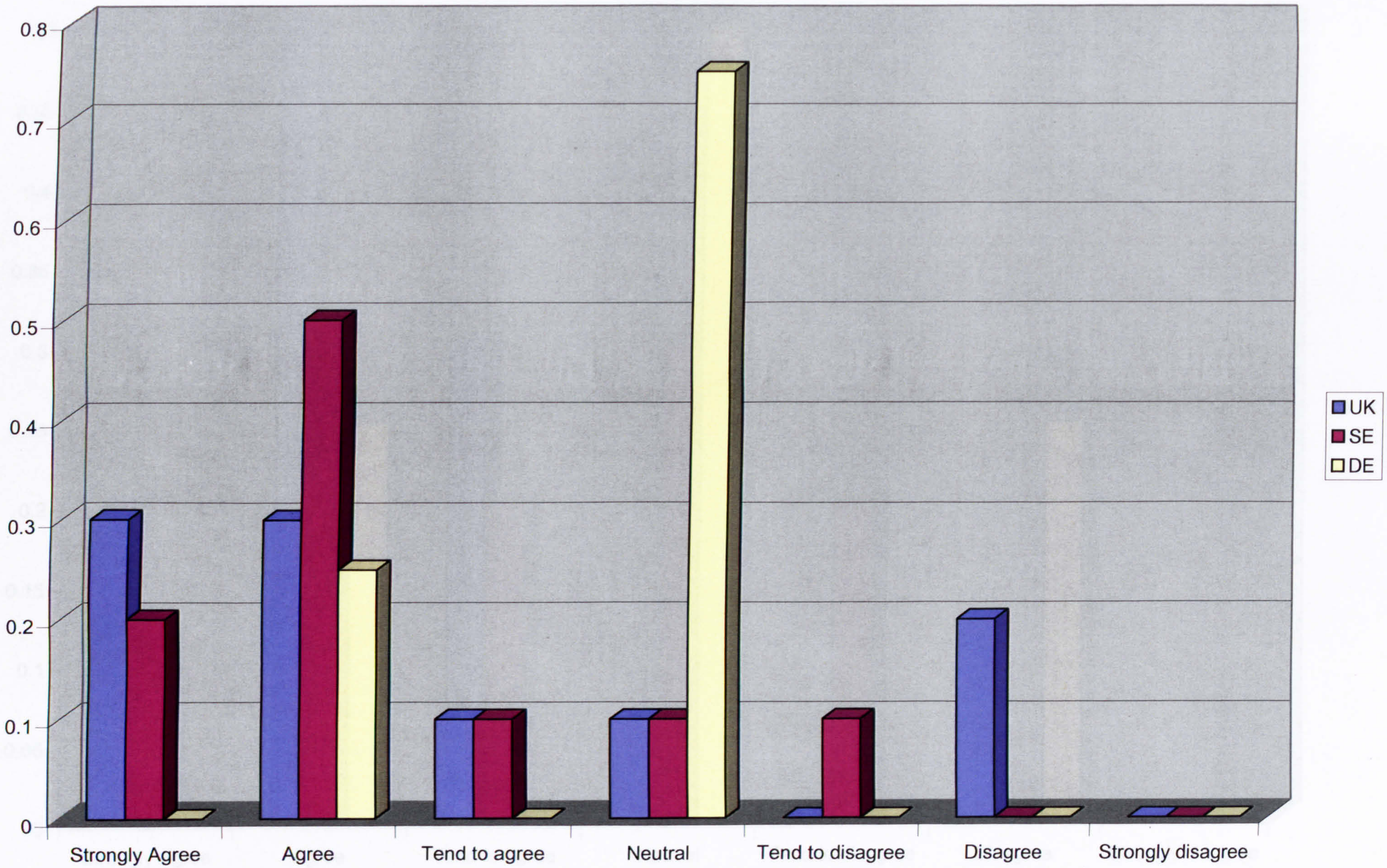
Question 2: Good results are rewarded



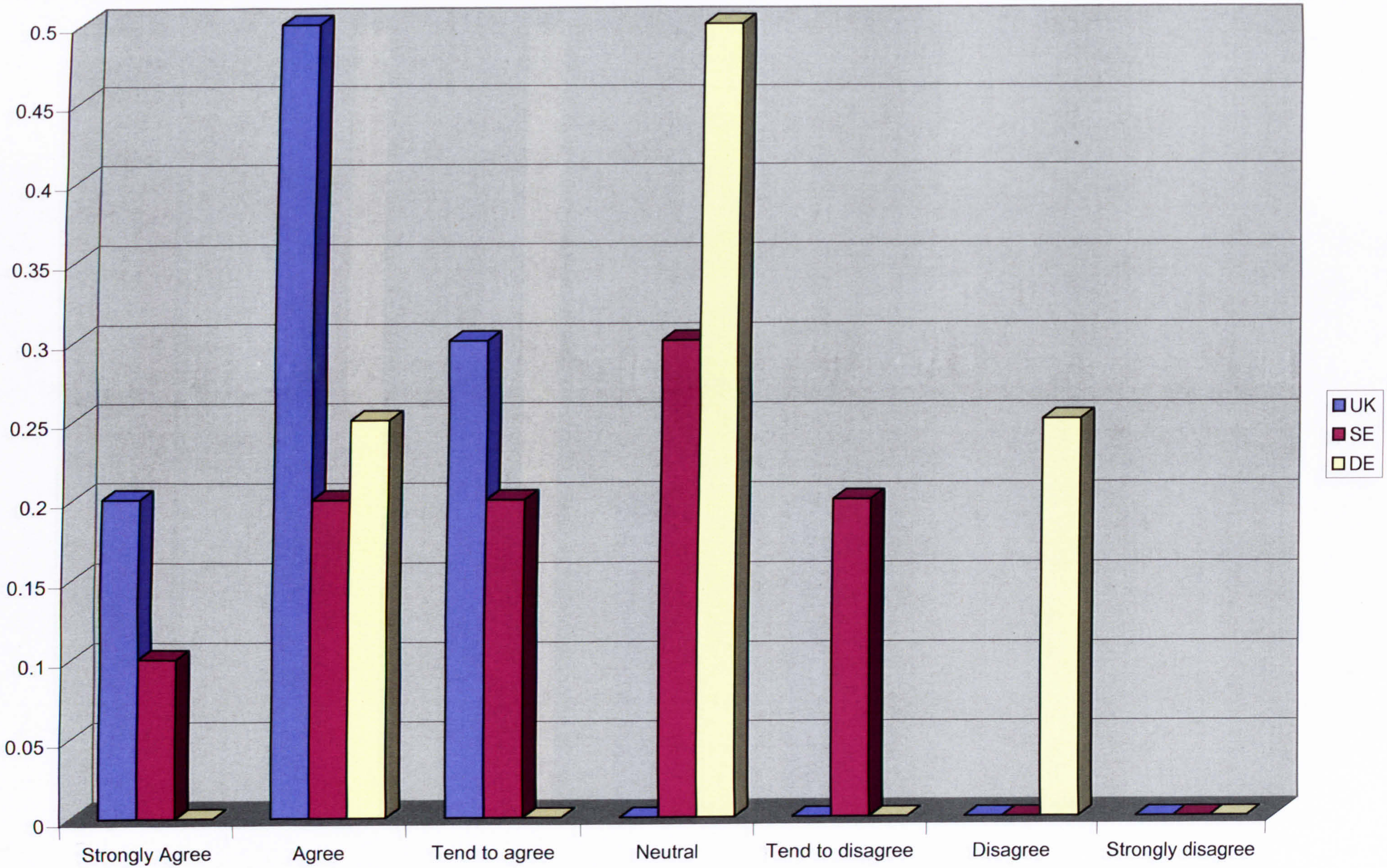
Question 3: Deadlines are loose and flexible



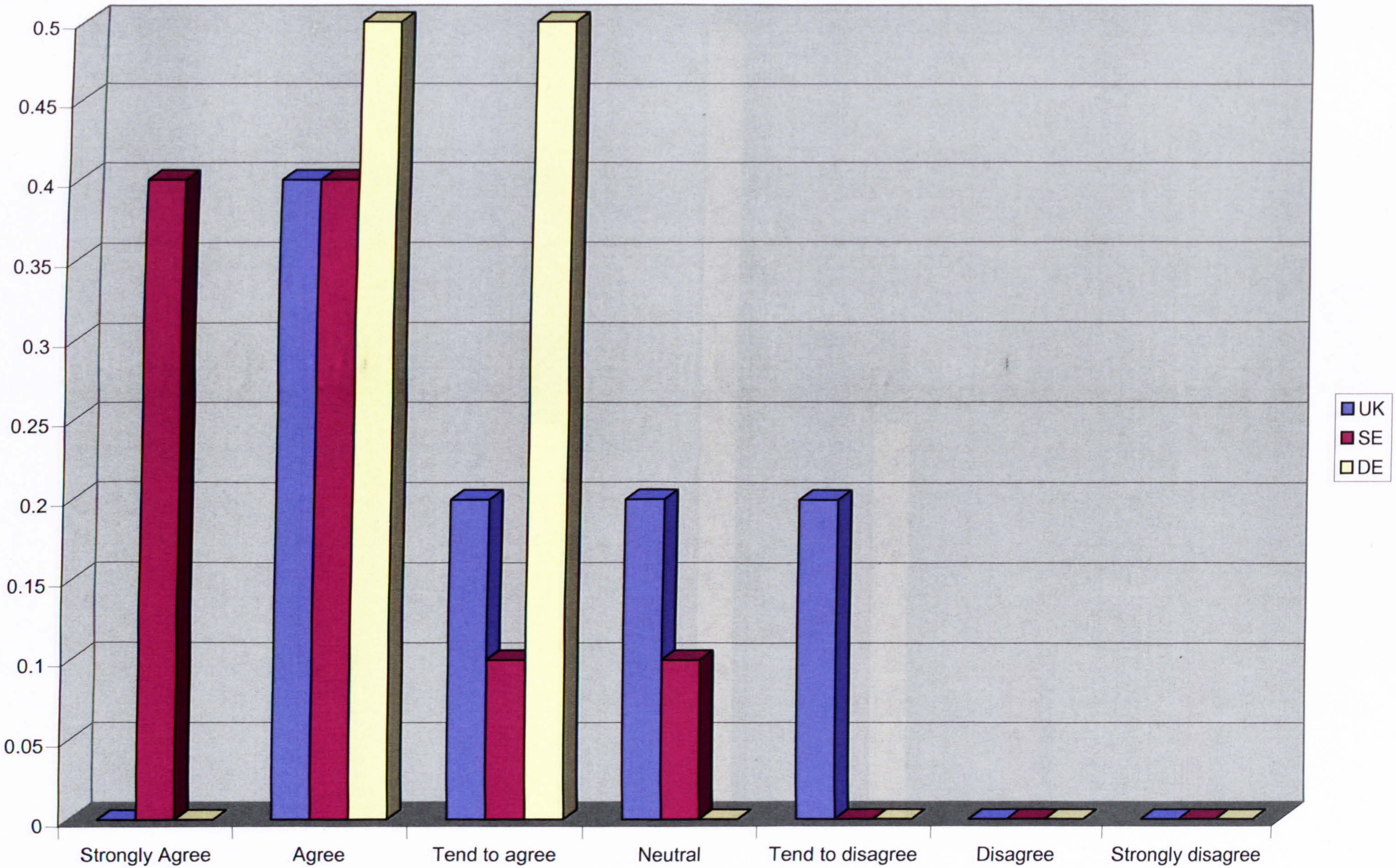
Question 4: There are numerous training and career development programmes within my company



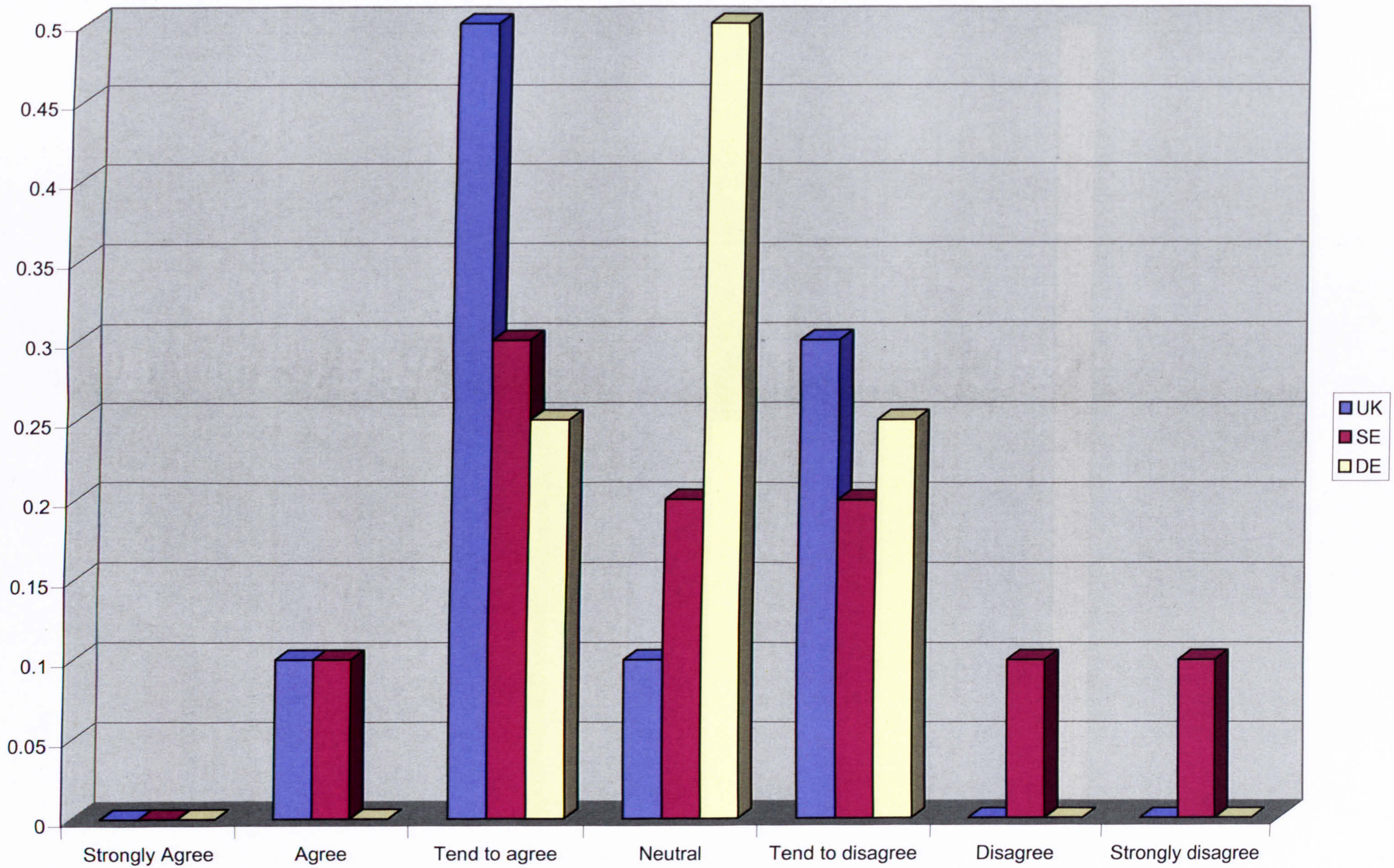
Question 5: There are detailed regulation, rules and procedures for most of the things that I do



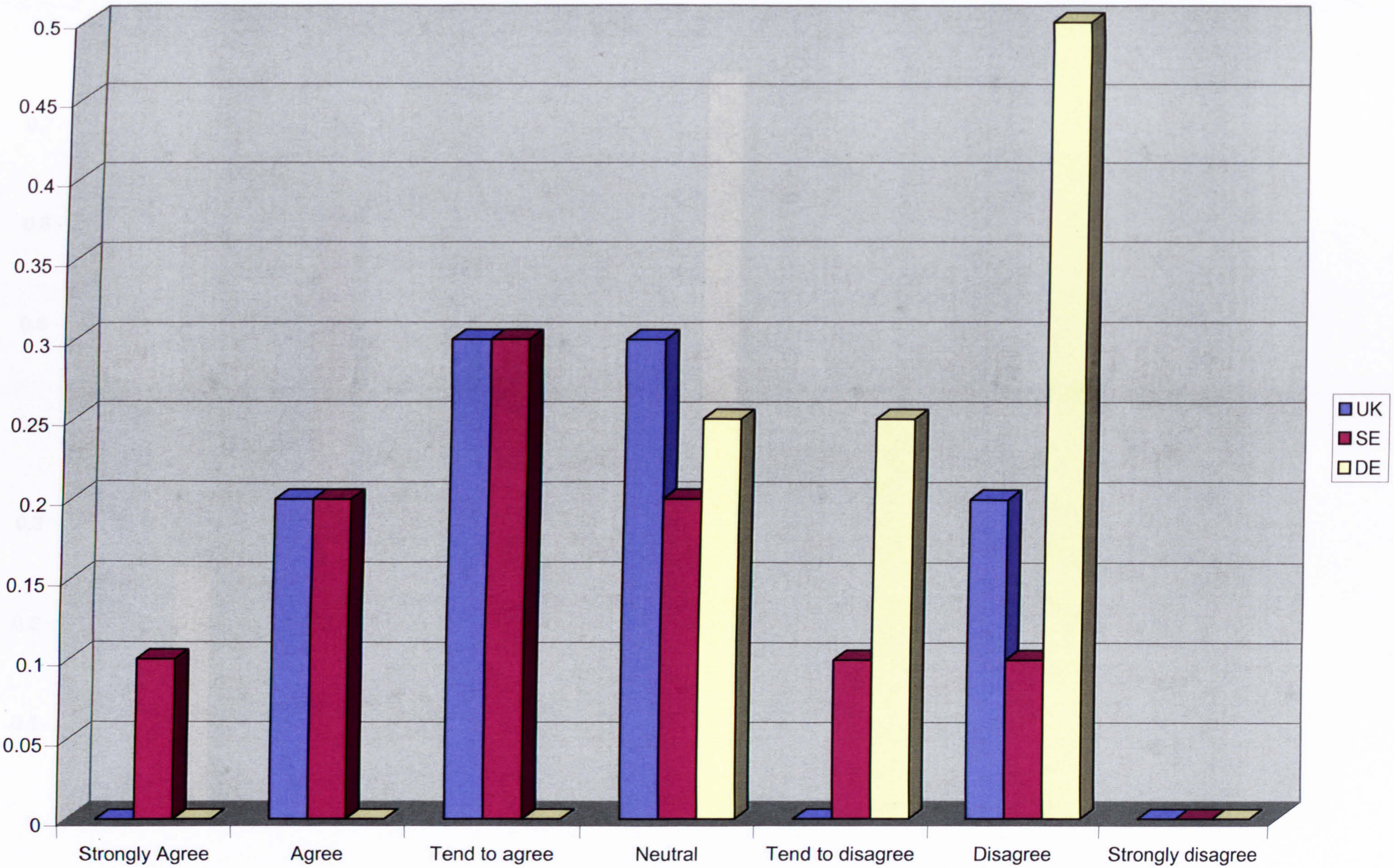
Question 6: Our policies and procedures are formal



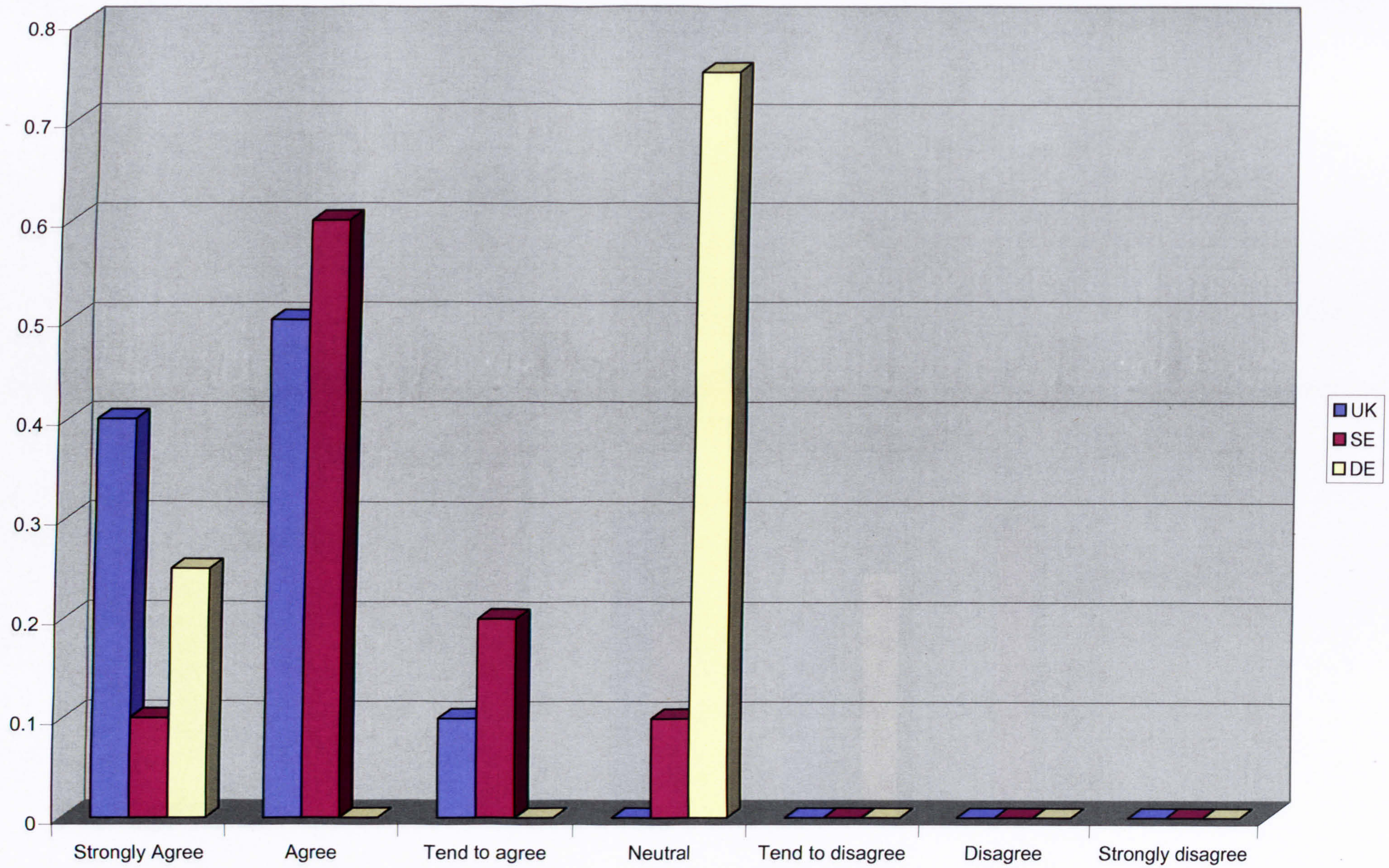
Question 7: The quality of the physical facilities is satisfying



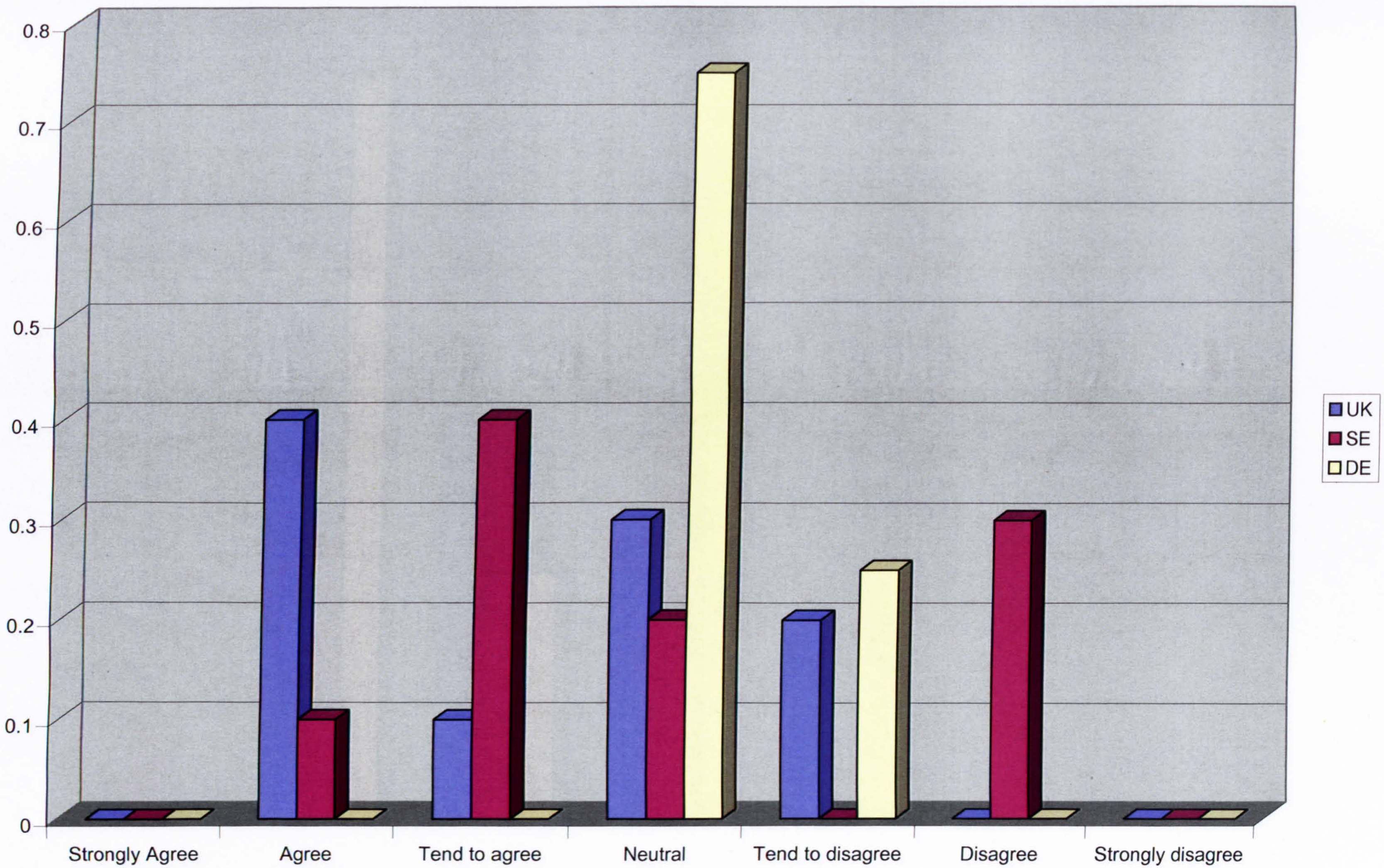
Question 8: The management freely shares information



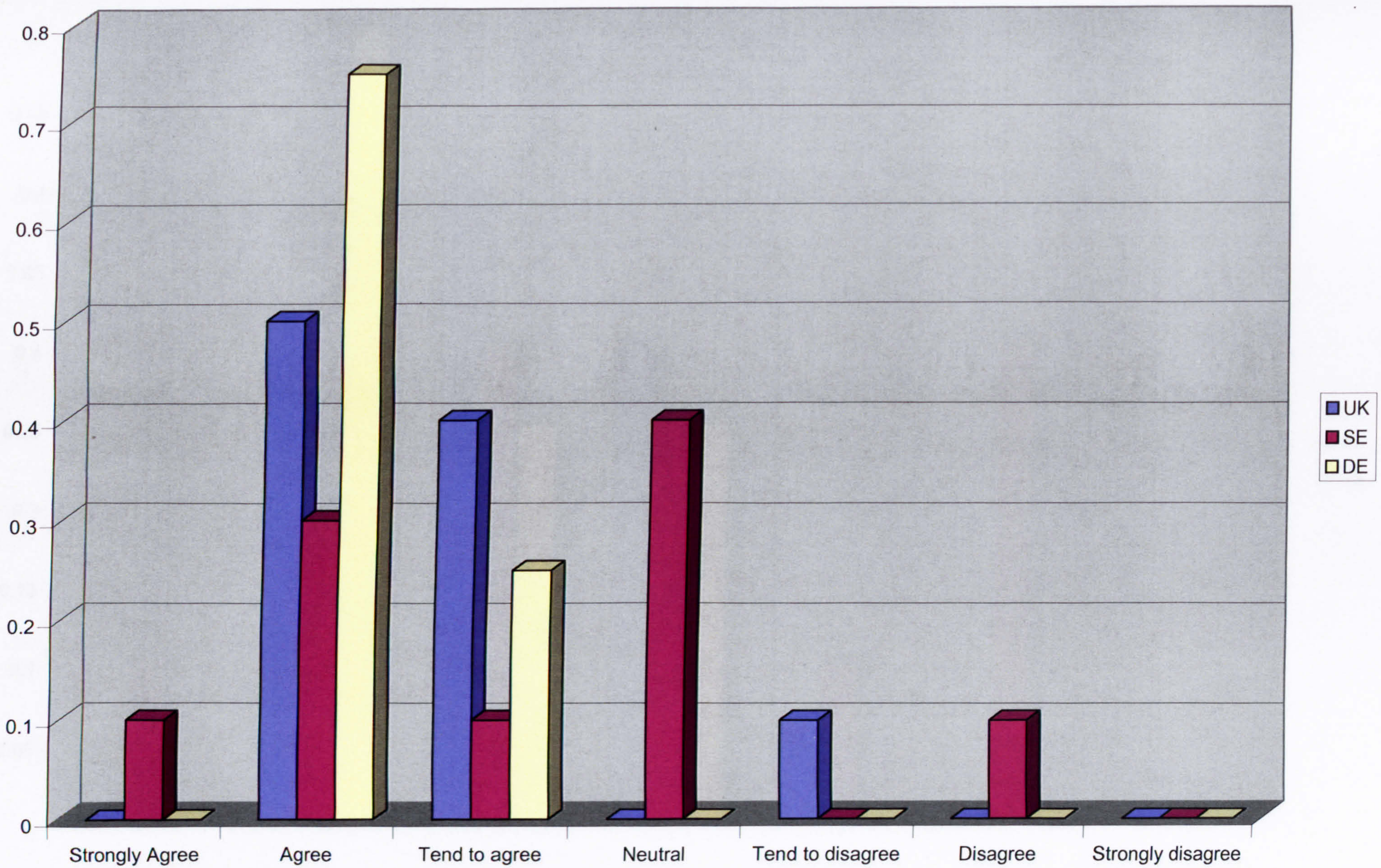
Question 9: Short-term results are more valuable than long-term results



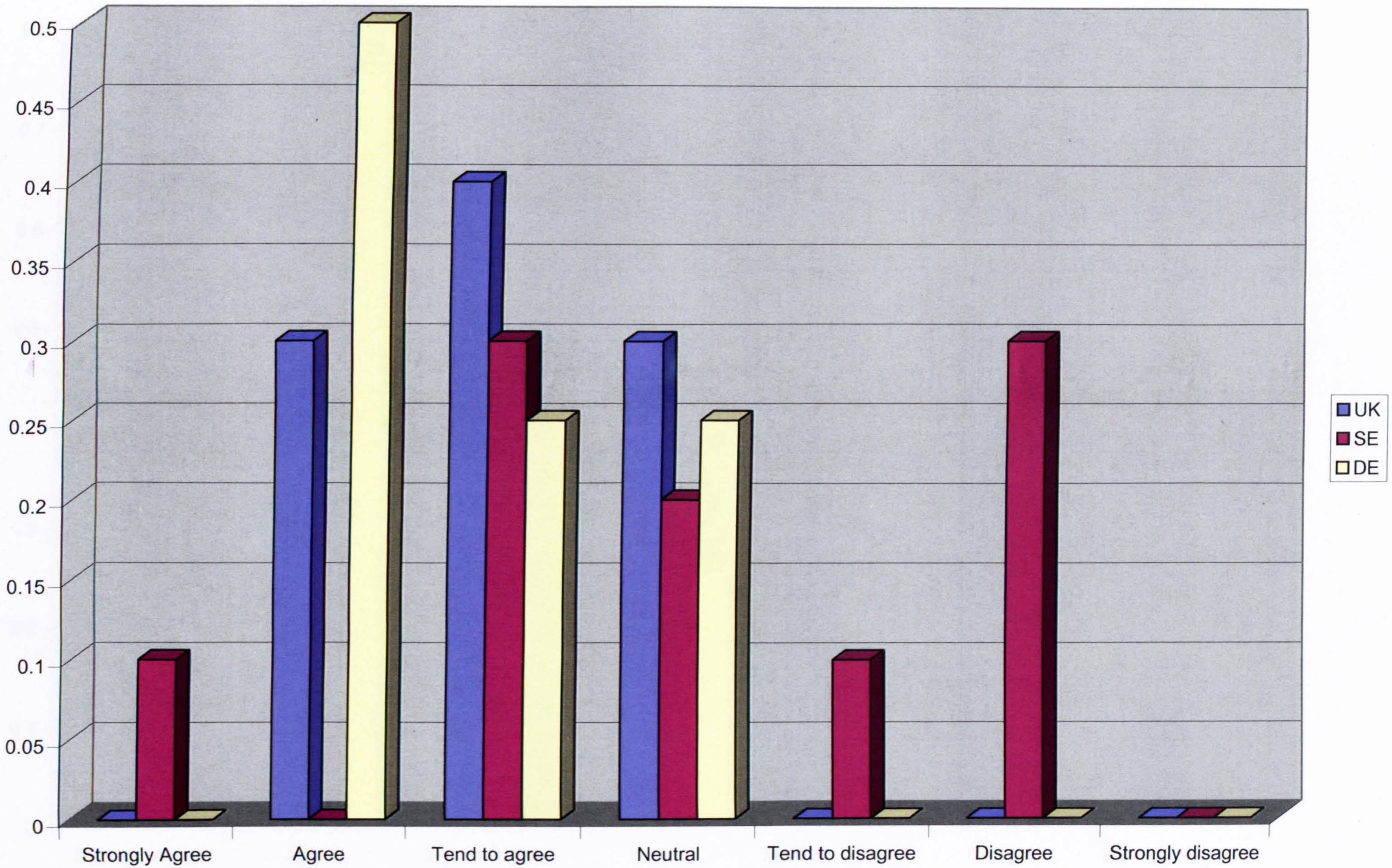
Question 10: People are treated fairly regardless of their educational background, age, gender, and race



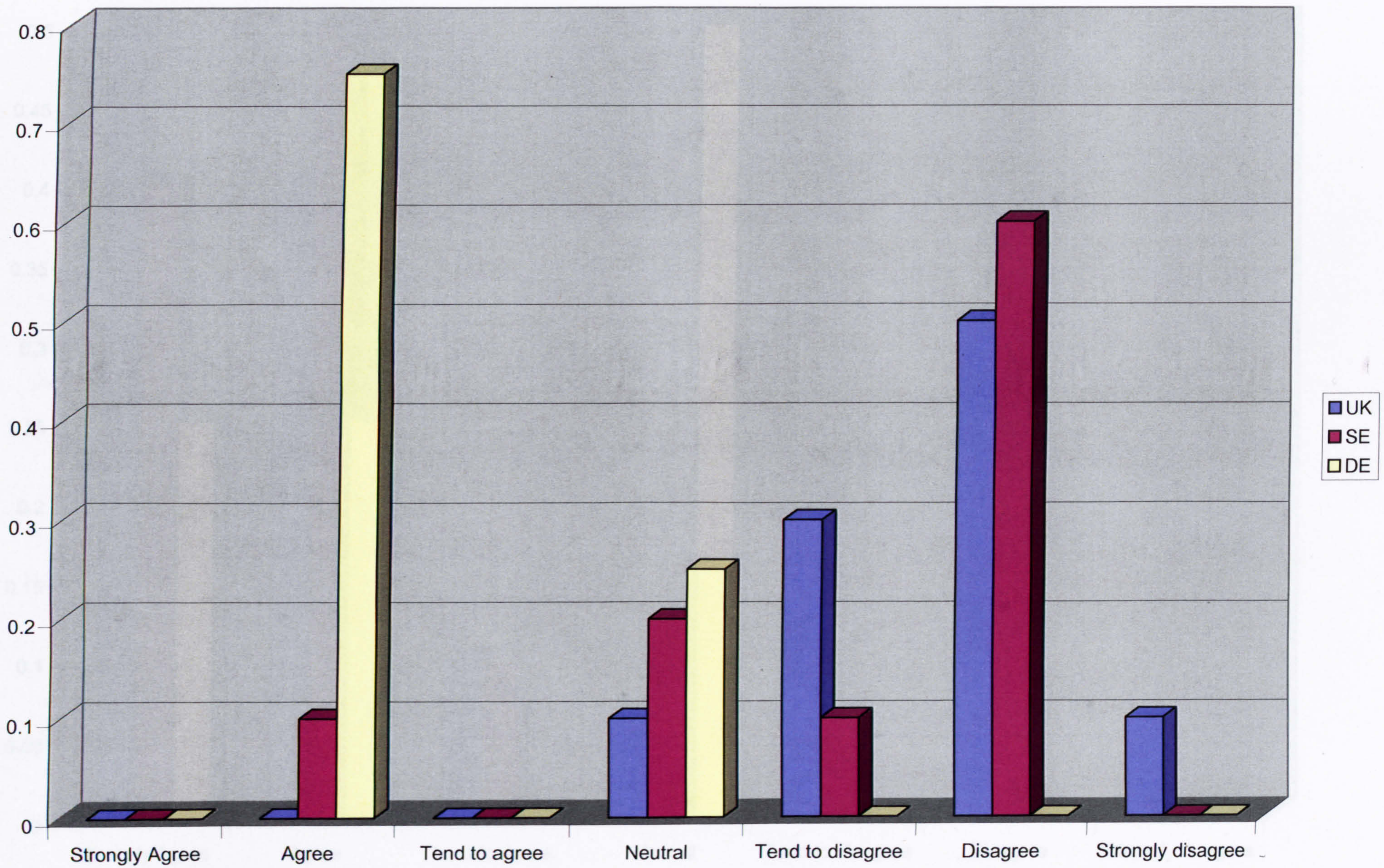
Question 11: The different departments of the company are of equal importance to top management



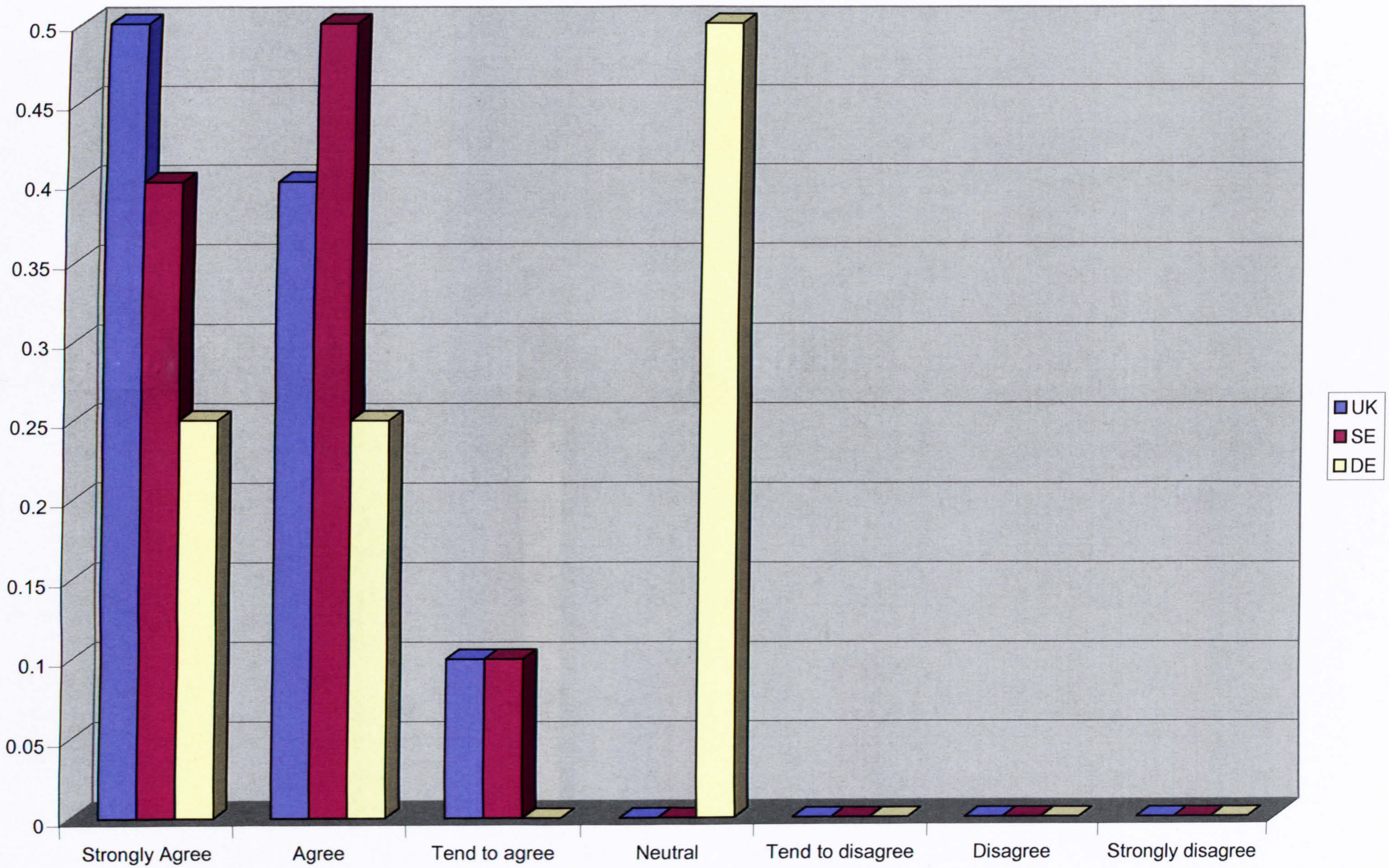
Question 12: Newly hired people feel at home and adapt to the company easily



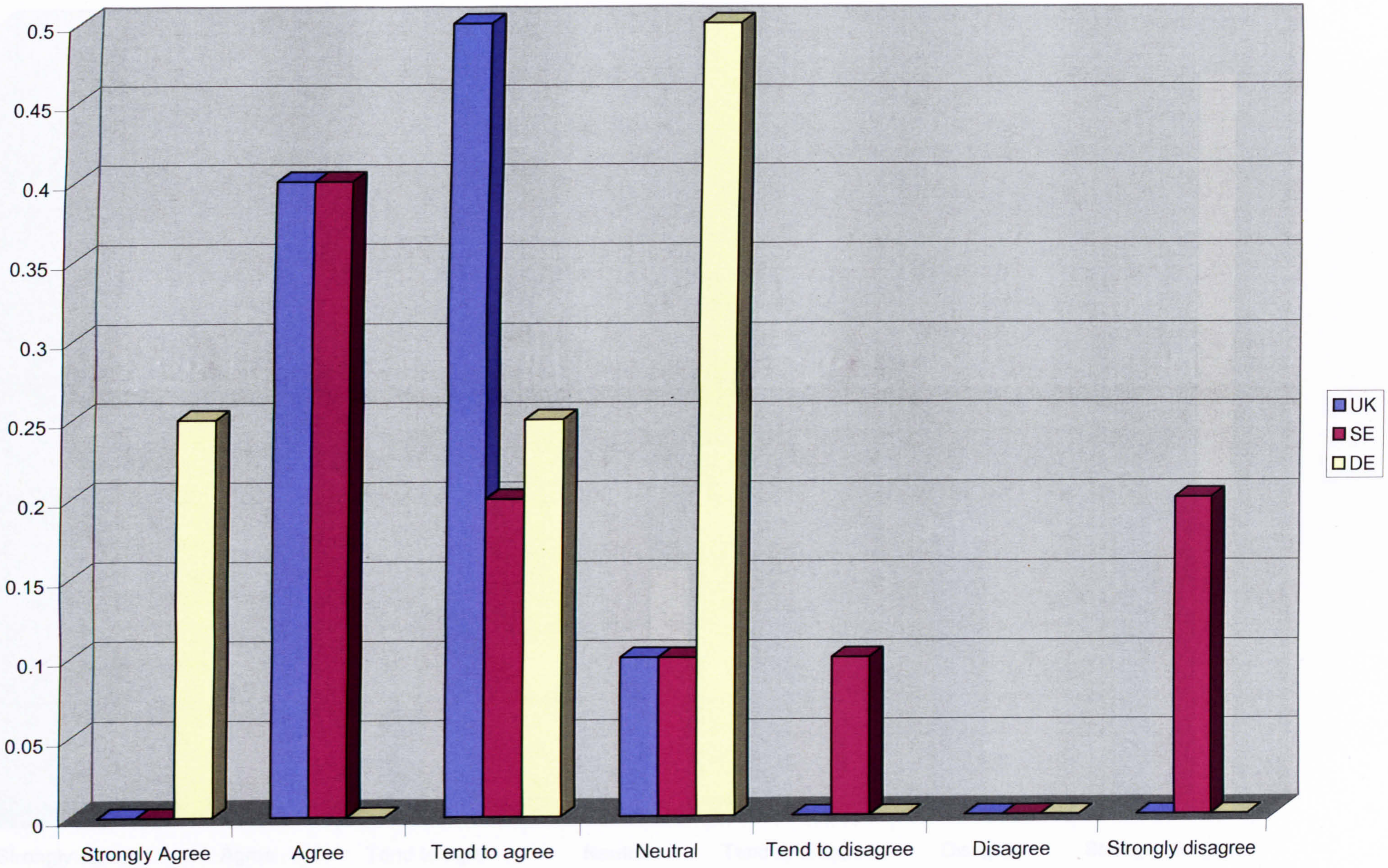
Question 13: Employees communicate a lot and of good quality



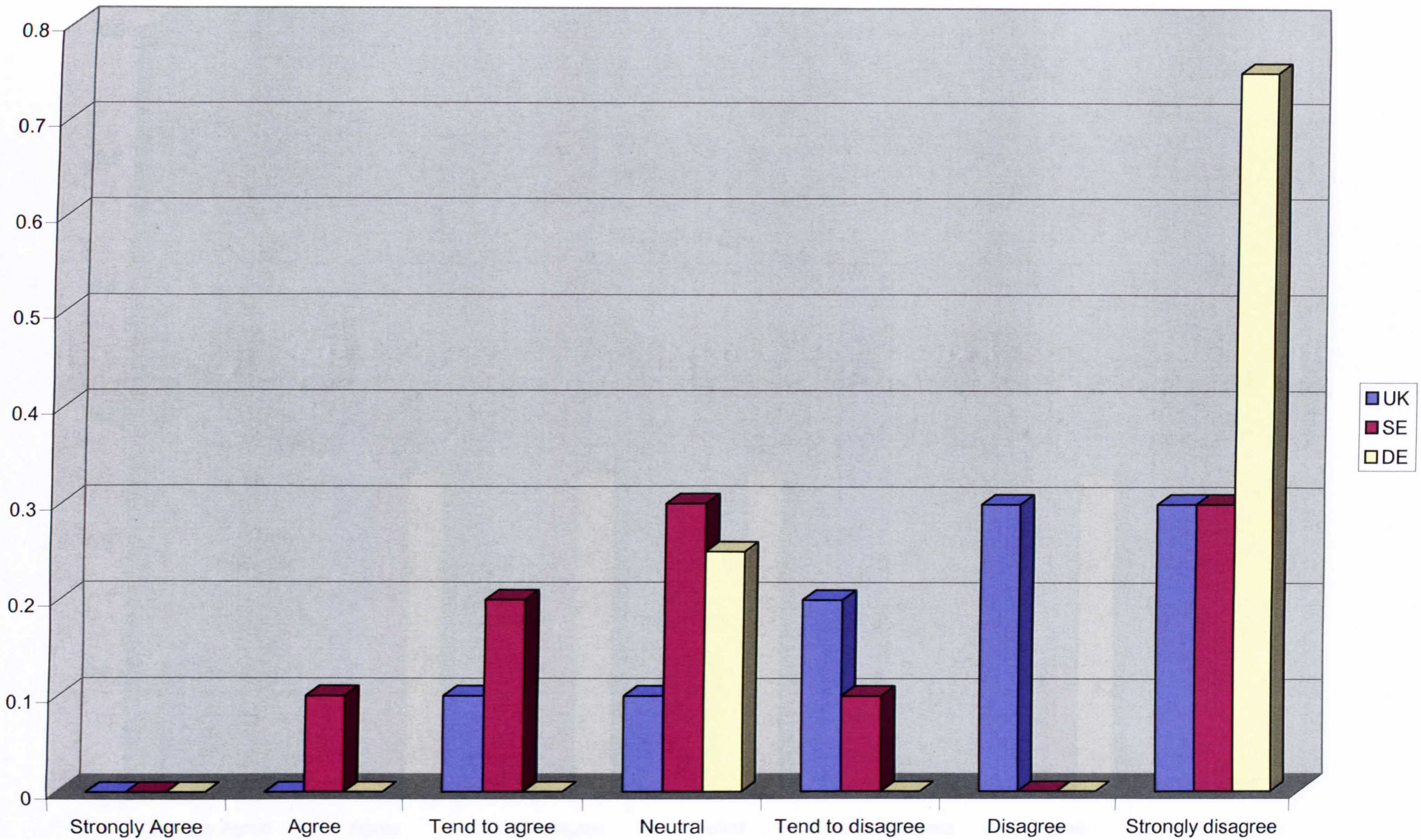
Question 14: Many social events, where everybody is invited take place within our company



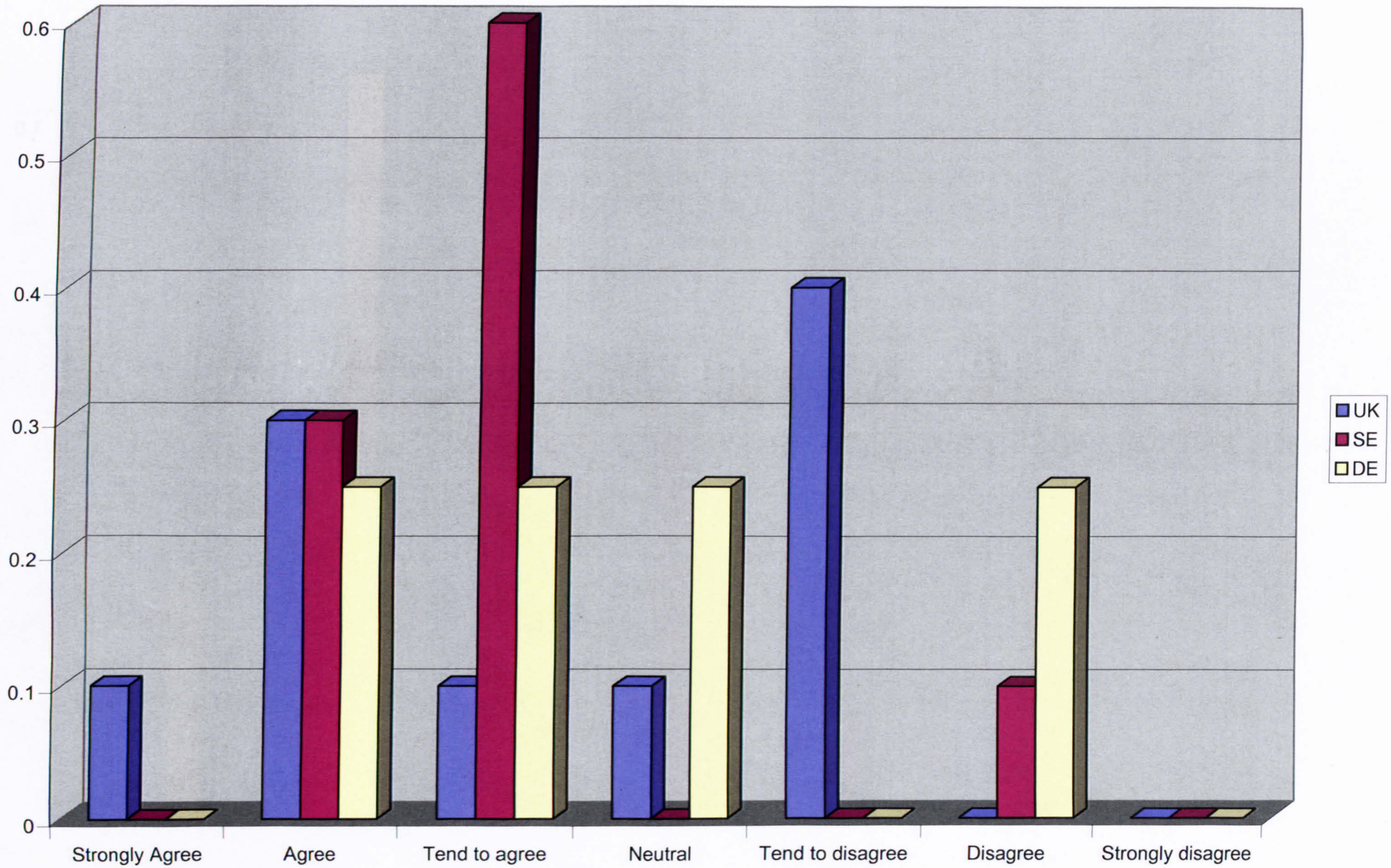
Question 15: Costs are a major concern for the company



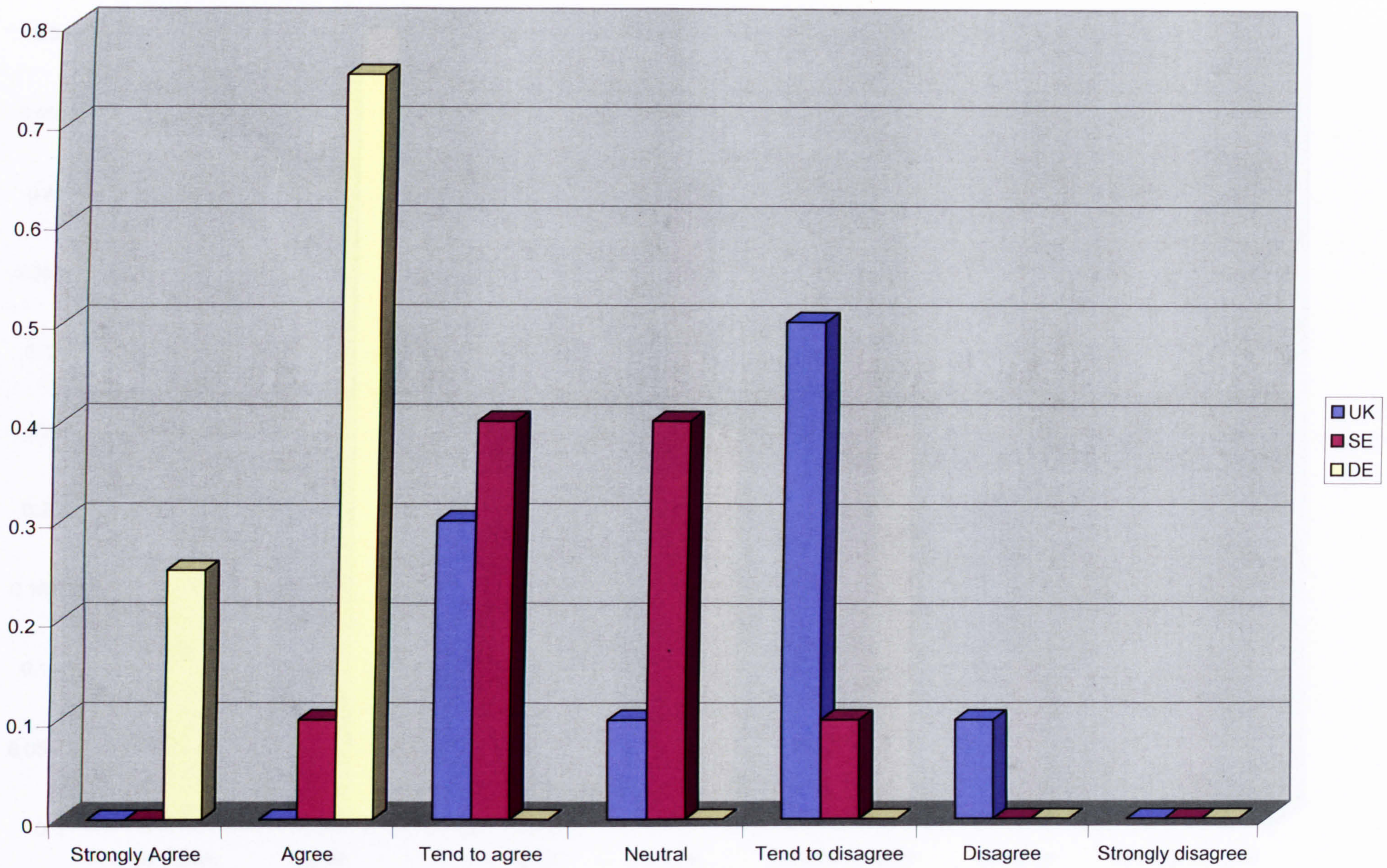
Question 16: Persons that achieve extraordinary results are recognised and rewarded



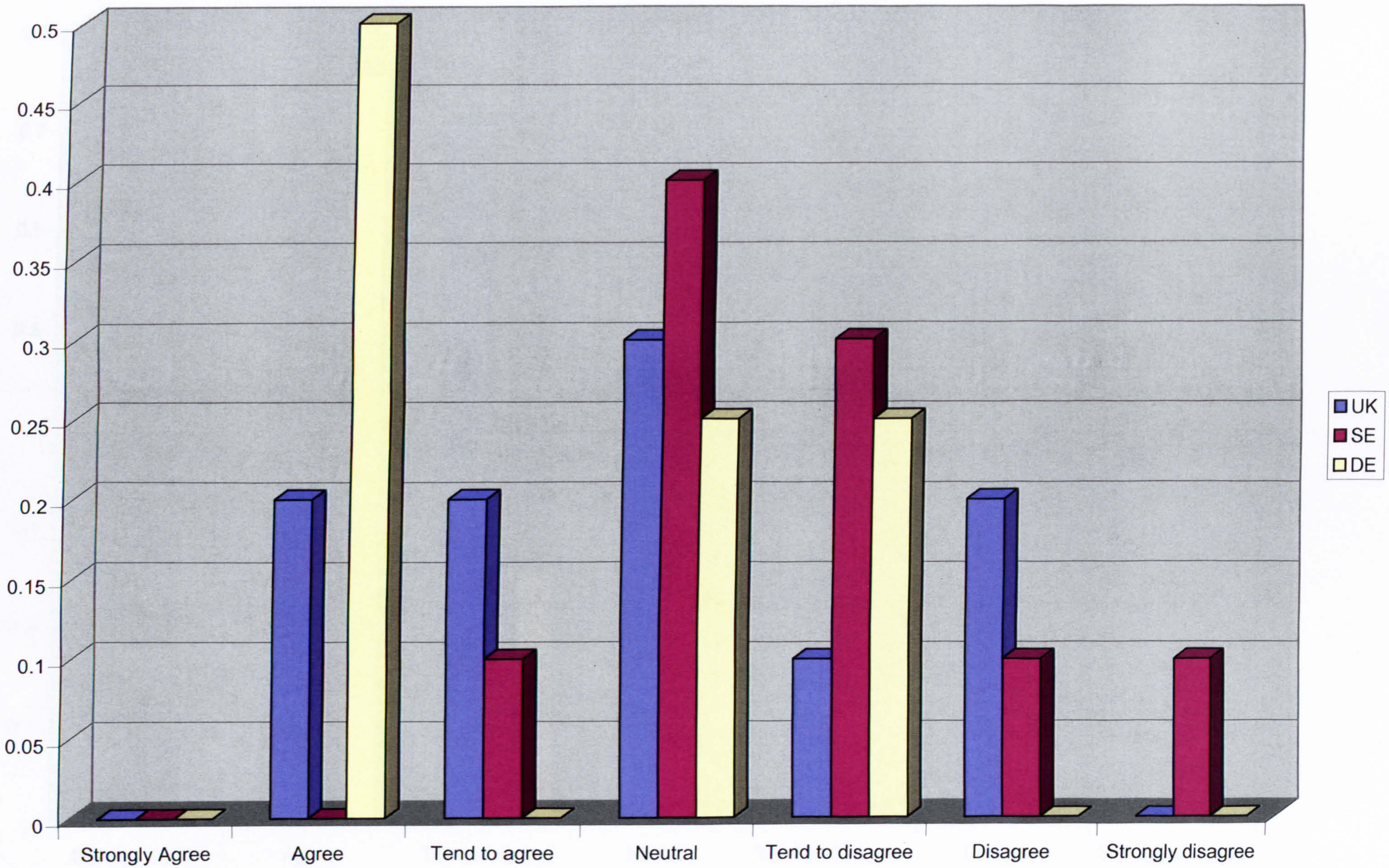
Question 17: I would lie for my company



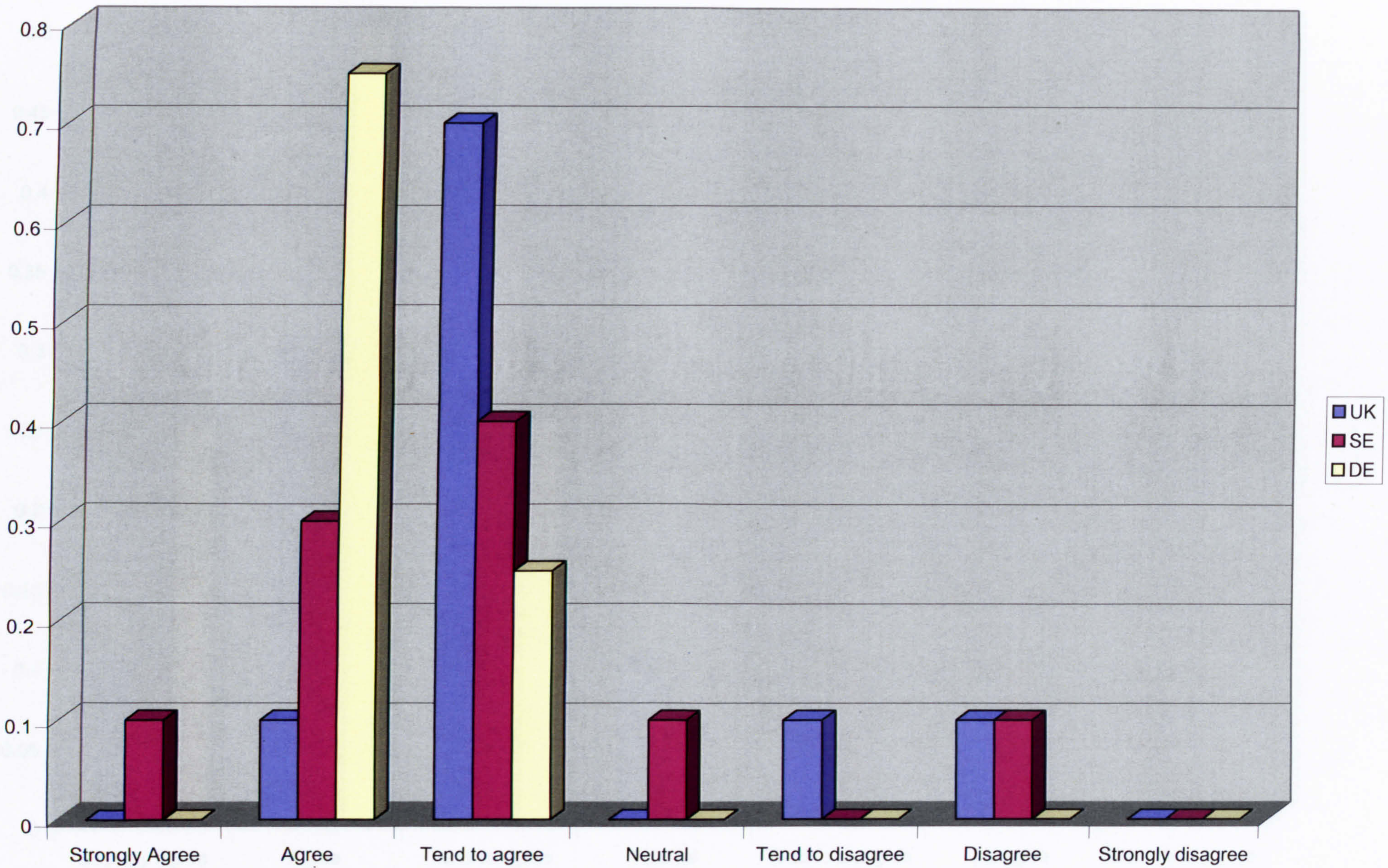
Question 18: I feel comfortable taking risks



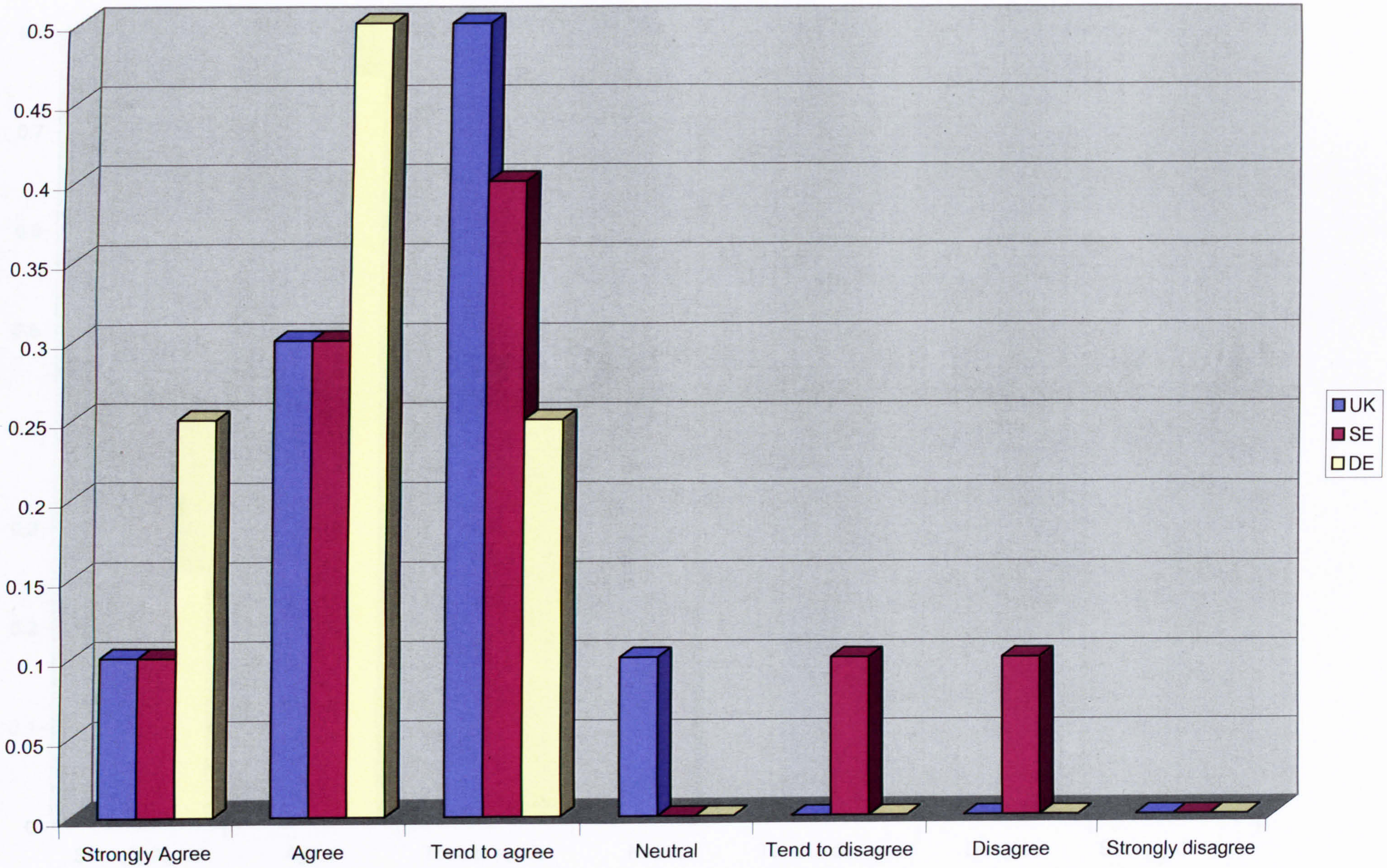
Question 19: Job roles tend to make employees work more individually and not in groups



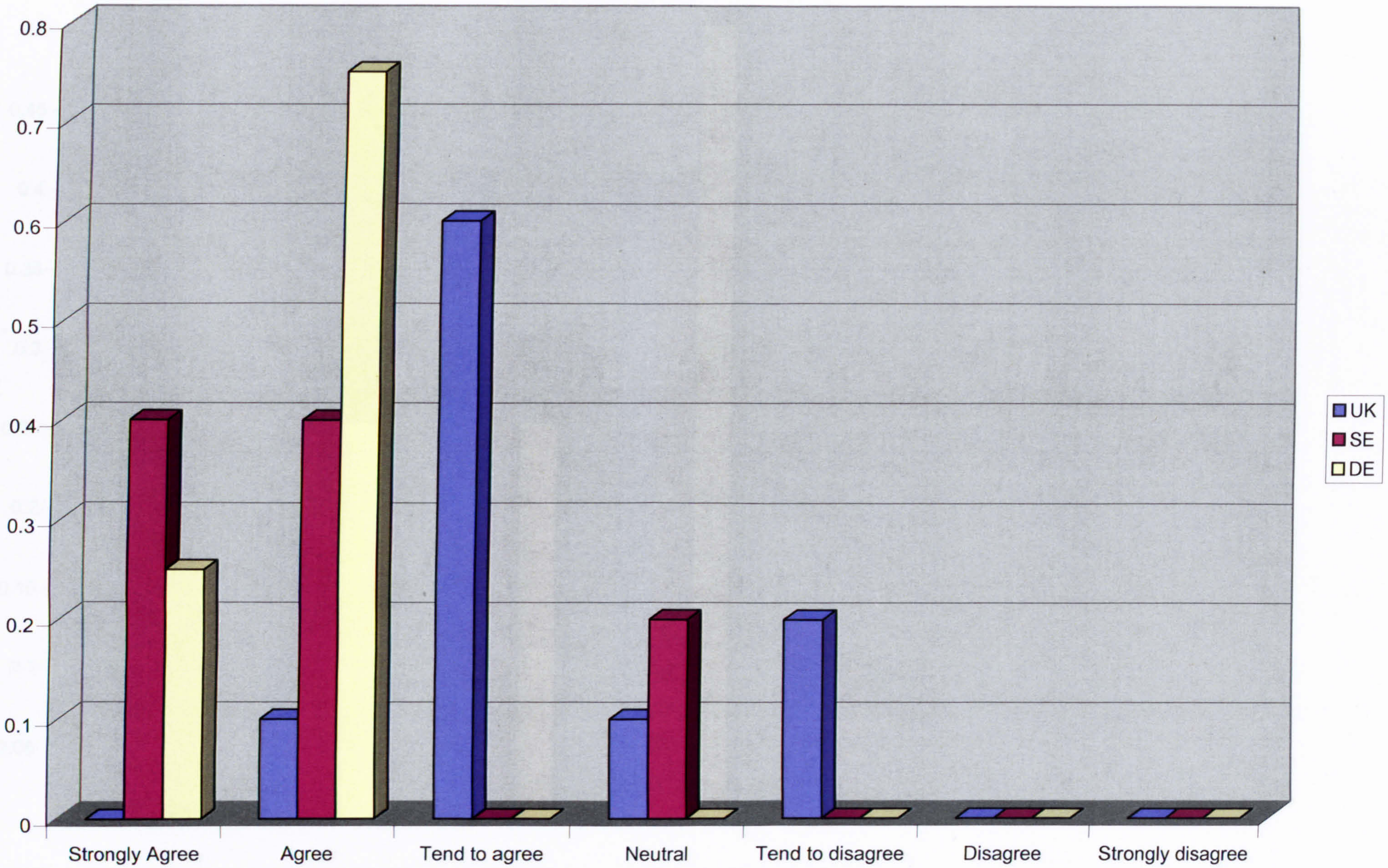
Question 20: Employees are encouraged to take part in the decision making processes of the company



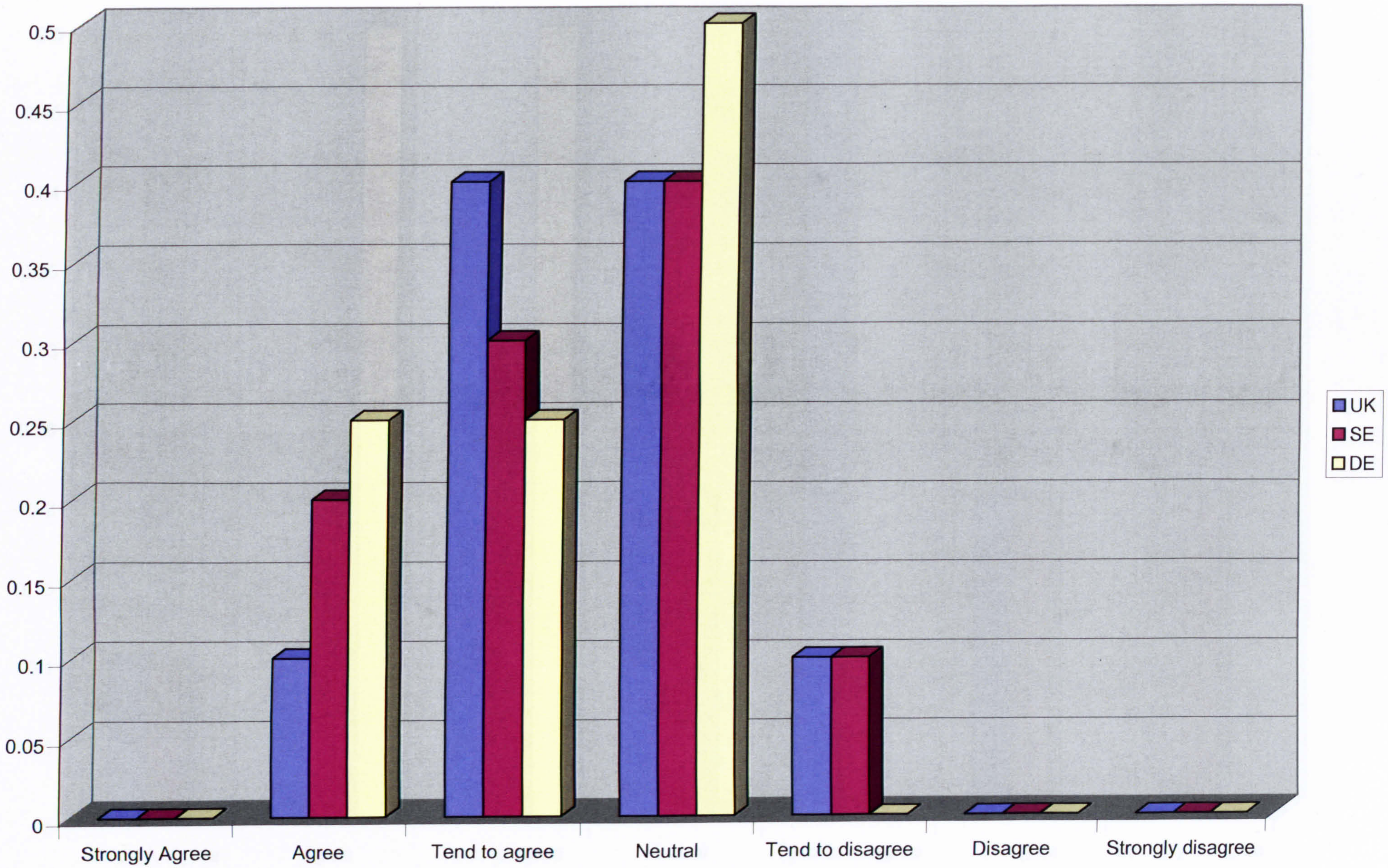
Question 21: Employees are encouraged to make suggestions



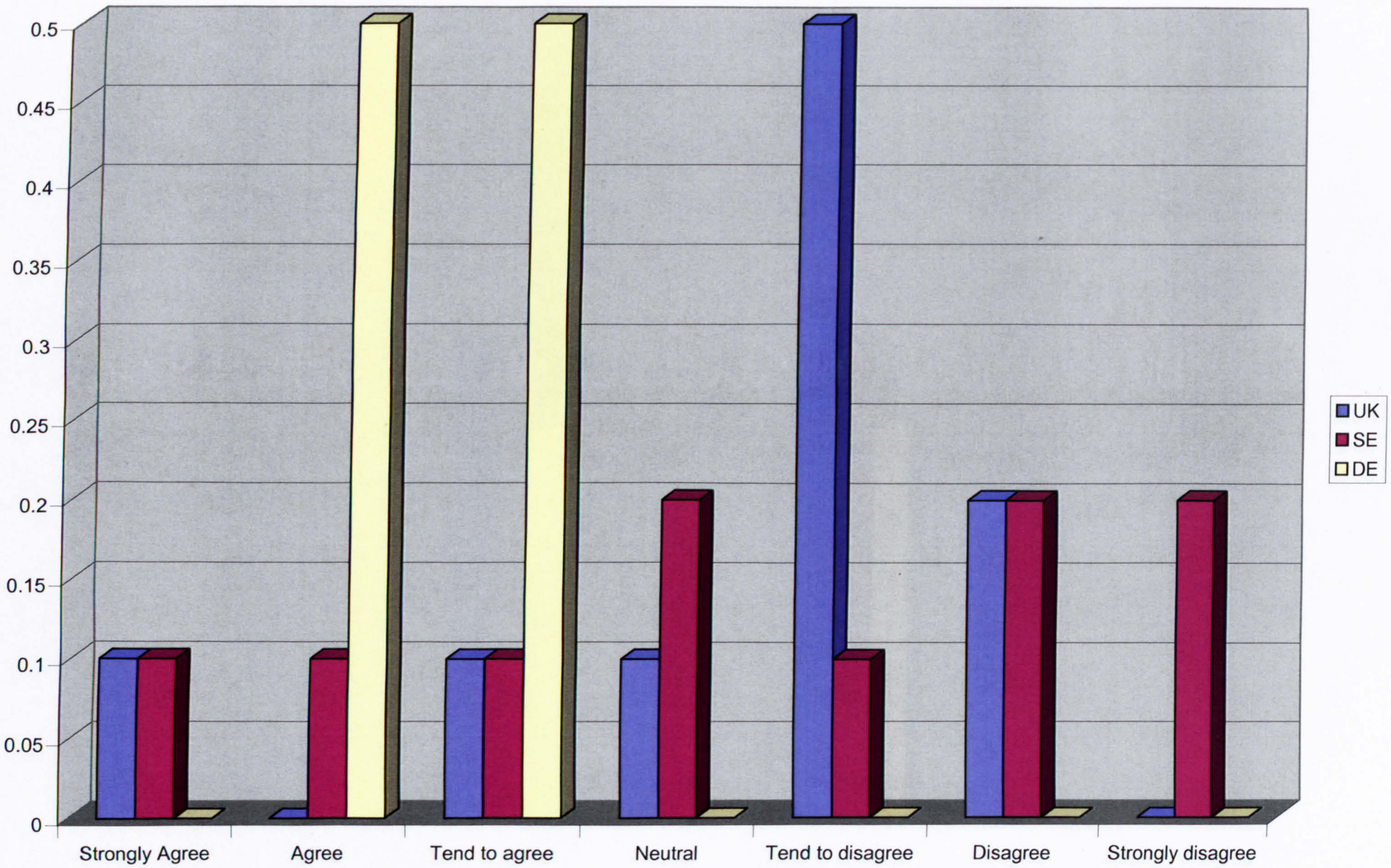
Question 22: I feel that my work is being appreciated



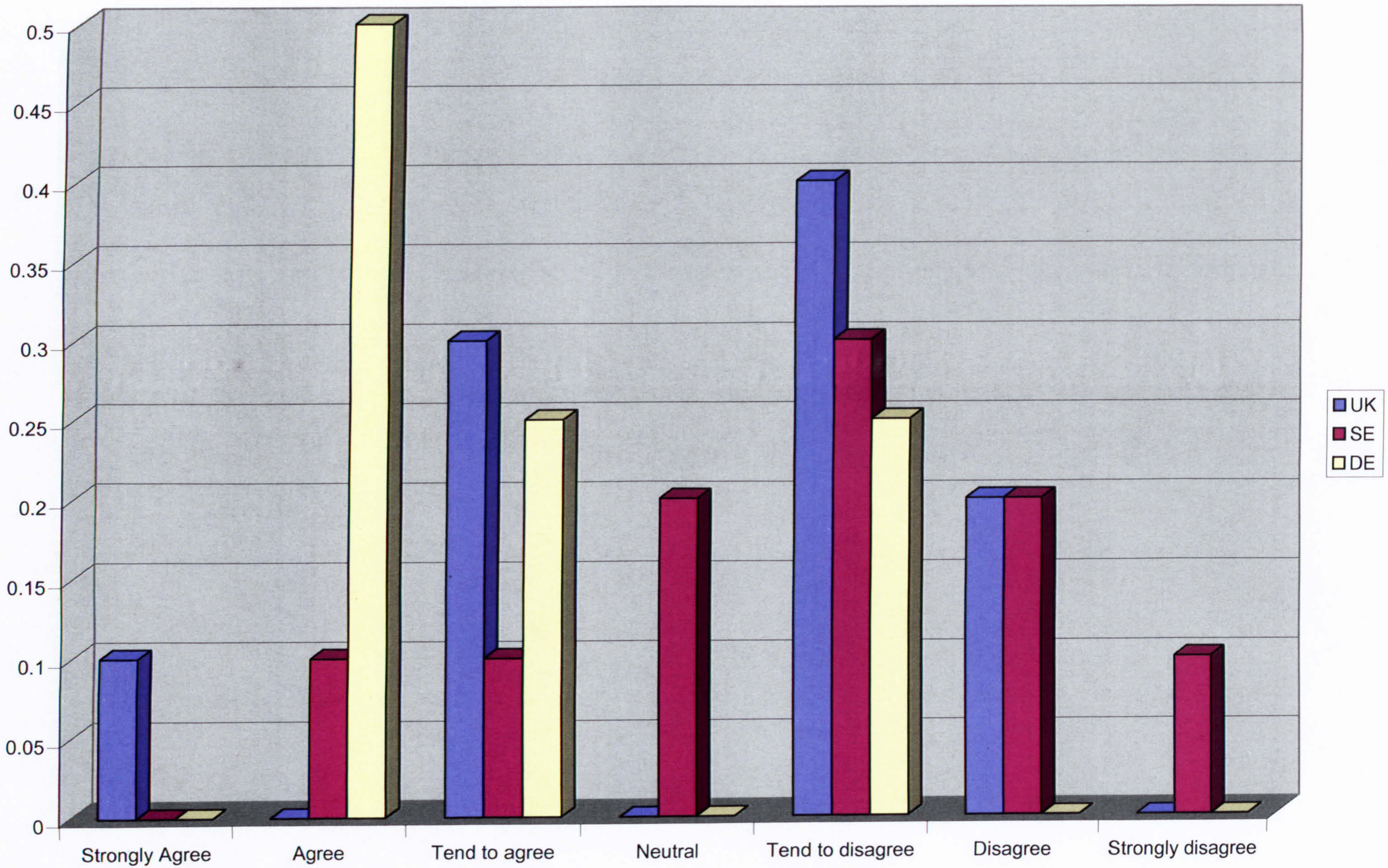
Question 23: I feel I that know the mission of the organisation



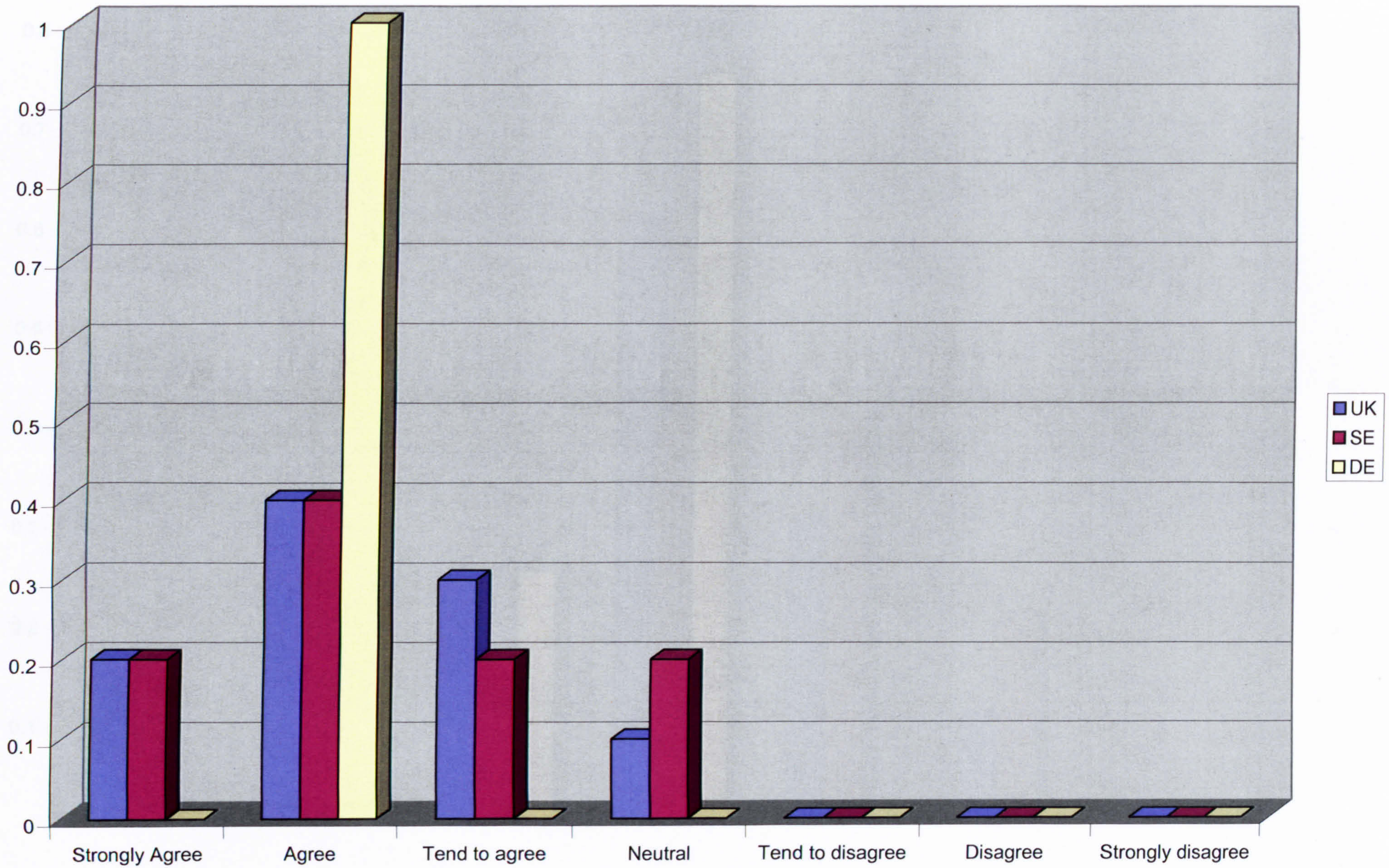
Quesiton 24: Company X practices what it advocates



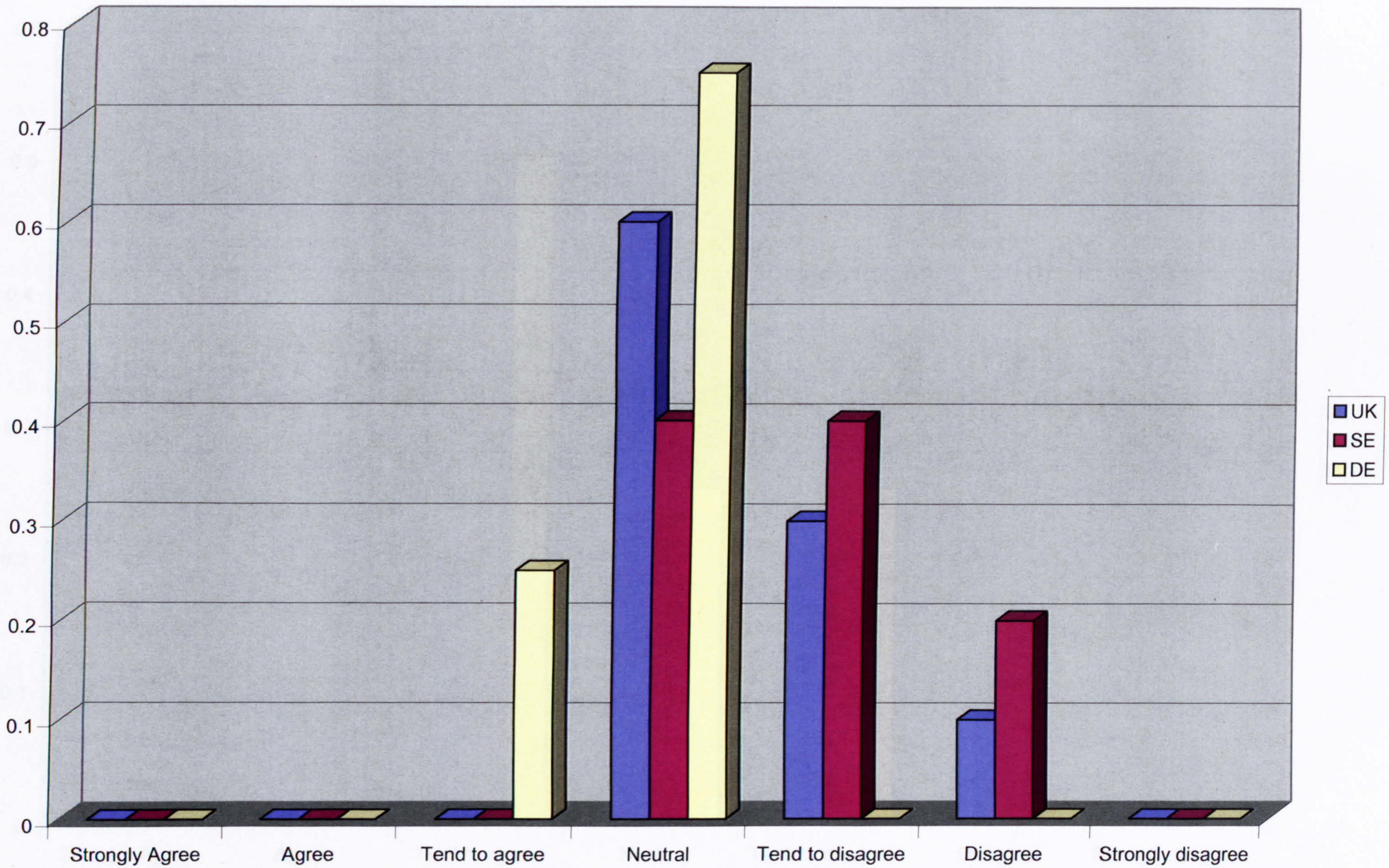
Question 25: Company X encourages personal development (like concentration seminars, etc.)



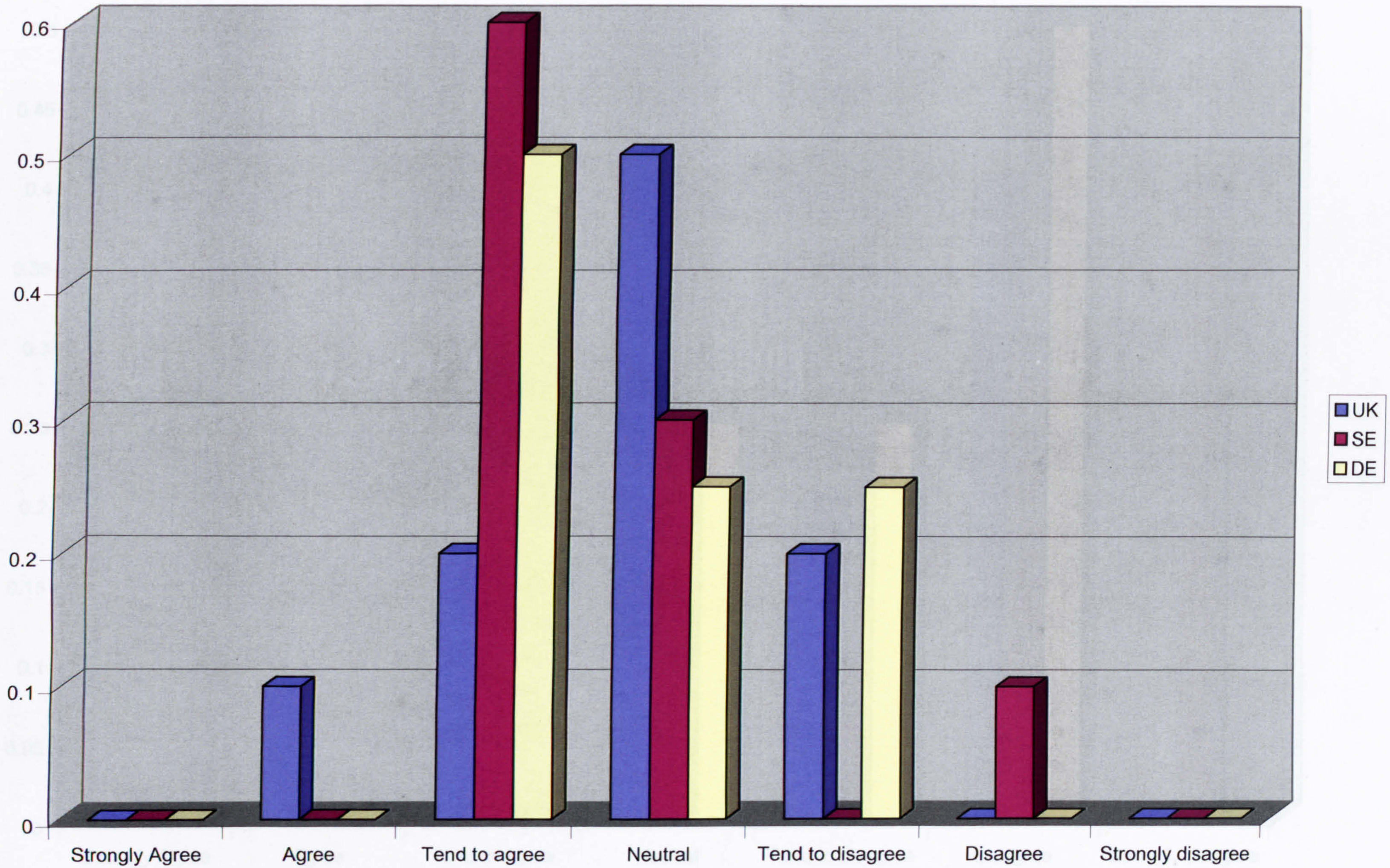
Question 26: Company X acts as if its employees are its greatest asset



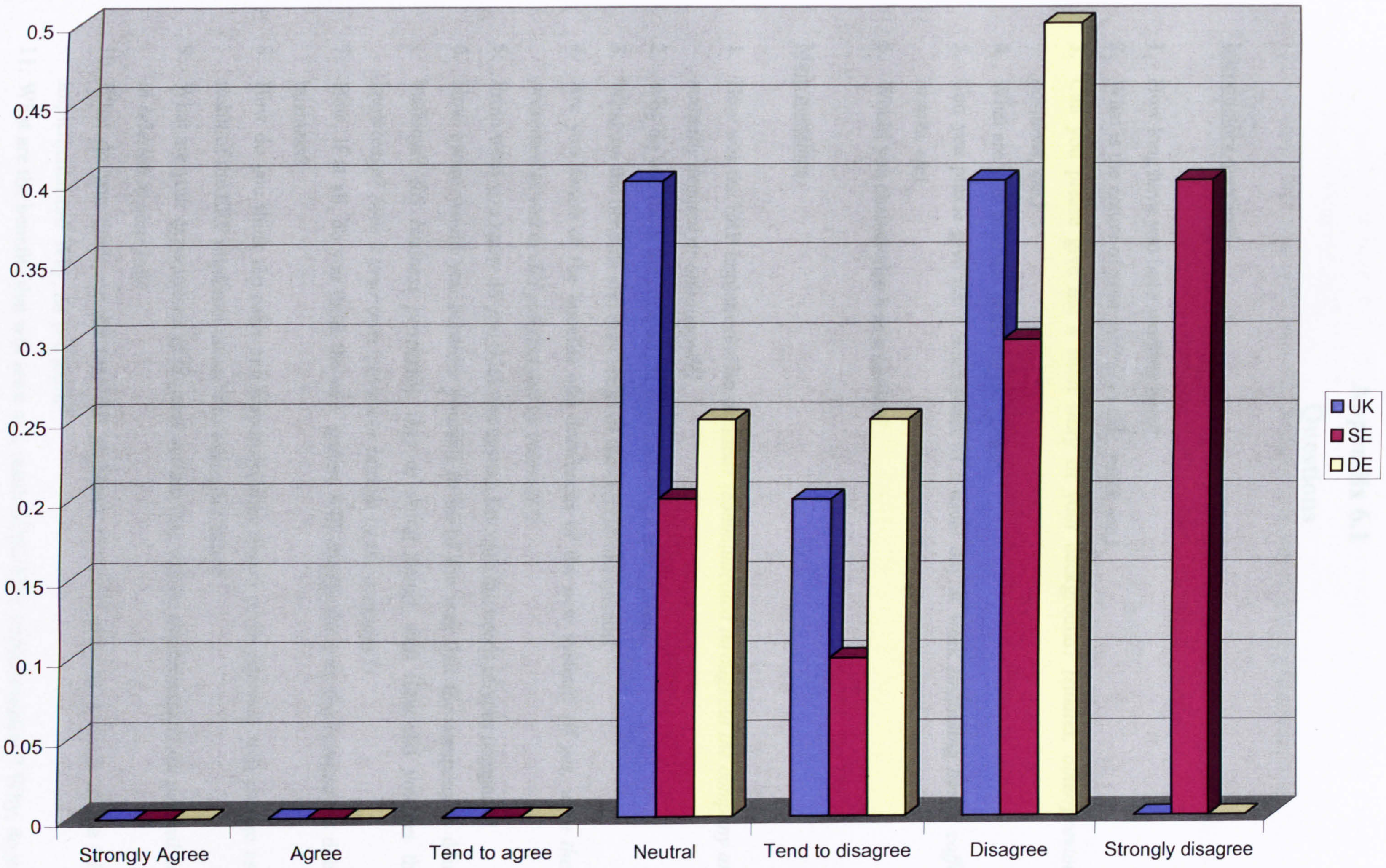
Question 27: Company X is a good place to work



Question 28: Employees are happy with the changes the management decides to take place



Question 29: I am happy with "the way things are done around here"



Question 30: The company has a very structural career path

Appendix 6.1

Questions

Introductory questions:

1. How long have you been working here?
2. What is the nature of your job? *(Job title, roles, etc.)*
3. Can you please give me a short story of your background? *(studies, other/previous positions, etc.)*
4. What are your ultimate goals for the future?
5. Can you please give me a description of a usual day at work *(including lunch, coffee breaks, etc)*
6. Would you characterise it as a routine?

Main questions

1. How was the ERP implementation decided? *(communicated throughout the company and mutually decided or announced?)*
2. Why do you think the company is implementing a new system?
3. What are the benefits and drawbacks of the current/old system?
4. Are you aware of the benefits and drawbacks of the new system? *(if yes, were these presented to you or did you find out by yourself?)*
5. From what you know do you think the system fits with the needs of your company?
6. How aware would you consider yourself to be of the way that the company is doing business? *(its business processes, way of doing things, etc)* How did you get that knowledge? *(was it your own interest or initiate by the company?)*
7. How, if at all, do you think the new system will change the way the company is doing business?
8. How do you think the roles and responsibilities *(yours or in general)* will change as a result of the ERP implementation? For example? Why?
9. What are your expectations of the new system that will be implemented? *(in general and in relation to your job)*
10. What do you think are the essential problems that will arise as a result of the ERP implementation? Why, do you think?
11. What are the benefits that will arise as a result of the ERP implementation? Why, do you think?

12. How would you describe the climate prevailing now within the company, as a result of the ERP implementation?
13. Are there any employees that feel stressed because of the implementation of the new system?
14. Are there any briefings, support meeting, etc. introduced because of the implementation of the new system?
15. Are you aware of the different milestones of the implementation?
16. Do you decide, or is it decided for you the training you will receive on the new system?
17. What are you general feeling about the change of system?

Appendix 6.2

Culture-statement questionnaire

Name:
Position:

Please tick the box that applies best to each statement.
A – Strongly agree
B – Agree
C – Tend to agree
D – Neutral
E – Tend to disagree
F – Disagree
G – Strongly disagree

**** Responses are handled with strict confidence****

1	The management is more concerned with employees getting the work done, other than with the employees as persons. A☐ B☐ C☐ D☐ E☐ F☐ G☐
2	Good results are rewarded. A☐ B☐ C☐ D☐ E☐ F☐ G☐
3	Deadlines are loose and flexible. A☐ B☐ C☐ D☐ E☐ F☐ G☐
4	There are numerous training and career development programmes within my company. A☐ B☐ C☐ D☐ E☐ F☐ G☐
5	There are detailed regulation, rules and procedures for most of the things that I do. A☐ B☐ C☐ D☐ E☐ F☐ G☐
6	Our policies and procedures are formal. A☐ B☐ C☐ D☐ E☐ F☐ G☐
7	The quality of the physical facilities is satisfying. A☐ B☐ C☐ D☐ E☐ F☐ G☐
8	The management freely shares information. A☐ B☐ C☐ D☐ E☐ F☐ G☐
9	Short-term results are more valuable than long-term results. A☐ B☐ C☐ D☐ E☐ F☐ G☐
10	People are treated fairly regardless of their educational background, age, gender, and race. A☐ B☐ C☐ D☐ E☐ F☐ G☐
11	The different departments of the company are of equal importance to top management. A☐ B☐ C☐ D☐ E☐ F☐ G☐
12	Newly hired people feel at home and adapt to the company easily. A☐ B☐ C☐ D☐ E☐ F☐ G☐

13	Employees communicate a lot and of good quality. A☐ B☐ C☐ D☐ E☐ F☐ G☐
14	Many social events, where everybody is invited take place within our company. A☐ B☐ C☐ D☐ E☐ F☐ G☐
15	Costs are a major concern for the company. A☐ B☐ C☐ D☐ E☐ F☐ G☐
16	Persons that achieve extraordinary results are recognised and rewarded. A☐ B☐ C☐ D☐ E☐ F☐ G☐
17	I would lie for my company. A☐ B☐ C☐ D☐ E☐ F☐ G☐
18	I feel comfortable taking risks. A☐ B☐ C☐ D☐ E☐ F☐ G☐
19	Job roles tend to make employees work more individually and not in groups A☐ B☐ C☐ D☐ E☐ F☐ G☐
20	Employees are encouraged to take part in the decision making processes of the company. A☐ B☐ C☐ D☐ E☐ F☐ G☐
21	Employees are encouraged to make suggestions. A☐ B☐ C☐ D☐ E☐ F☐ G☐
22	I feel that my work is being appreciated. A☐ B☐ C☐ D☐ E☐ F☐ G☐
23	I feel I that know the mission of the organisation. A☐ B☐ C☐ D☐ E☐ F☐ G☐
24	Company X practices what it advocates. A☐ B☐ C☐ D☐ E☐ F☐ G☐
25	Company X encourages personal development (like concentration seminars, etc.) A☐ B☐ C☐ D☐ E☐ F☐ G☐
26	Company X acts as if its employees are its greatest asset. A☐ B☐ C☐ D☐ E☐ F☐ G☐
27	Company X is a good place to work A☐ B☐ C☐ D☐ E☐ F☐ G☐
28	Employees are happy with the changes the management decides to take place. A☐ B☐ C☐ D☐ E☐ F☐ G☐
29	I am happy with "the way things are done around here". A☐ B☐ C☐ D☐ E☐ F☐ G☐
30	The company has a very structural career path. A☐ B☐ C☐ D☐ E☐ F☐ G☐

Appendix 6.3

Scores of national cultures

Country	PDI	IDV	MAS	UAI	LTO	ITIM representative	Training in local language
Arab World**	80	38	52	68			Arabic
Argentina	49	46	56	86		yes	Spanish
Australia	36	90	61	51	31	yes	English
Austria	11	55	79	70			German
Belgium	65	75	54	94		yes	French/Dutch
Brazil	69	38	49	76	65	yes	Portuguese
Canada	39	80	52	48	23		English/French
Chile	63	23	28	86			Spanish
China	80'	15'	55'	40'	11 4	yes	Chinese
Colombia	67	13	64	80			Spanish
Costa Rica	35	15	21	86			Spanish
Czech Republic	35'	60'	45'	60'			Czech
Denmark	18	74	16	23		yes	Danish
East Africa**	64	27	41	52	25		English
Ecuador	78	8	63	67			Spanish
El Salvador	66	19	40	94			Spanish
Finland	33	63	26	59			
France	68	71	43	86			
Germany	35	67	66	65	31	yes	German
Greece	60	35	57	11 2			English
Guatemala	95	6	37	10 1			Spanish
Hong Kong	68	25	57	29	96		Chinese/English
Hungary	45'	55'	79'	83'	50'		
India	77	48	56	40	61		Hindi
Indonesia	78	14	46	48		yes	English
Iran	58	41	43	59			English
Ireland	28	70	68	35			English
Israel	13	54	47	81			English
Italy	50	76	70	75		yes	Italian
Jamaica	45	39	68	13			English
Japan	54	46	95	92	80		Japanese
Malaysia	10 4	26	50	36			English
Mexico	81	30	69	82		yes	Spanish
Netherlands	38	80	14	53	44	yes	Dutch
New Zealand	22	79	58	49	30		English
Norway	31	69	8	50		yes	Norwegian

Pakistan	55	14	50	70	0		English
Panama	95	11	44	86			Spanish
Peru	64	16	42	87			Spanish
Philippines	94	32	64	44	19		English
Poland	55'	60'	65'	78'	37'	yes	Polish/English
Portugal	63	27	31	104		yes	Portuguese
Singapore	74	20	48	8	48		Chinese/English
South Africa	49	65	63	49			English
South Korea	60	18	39	85	75	yes	English/Korean
Spain	57	51	42	86		yes	Spanish
Sweden	31	71	5	29	33	yes	Swedish
Switzerland	34	68	70	58			German/French/Italian
Taiwan	58	17	45	69	87		Chinese
Thailand	64	20	34	64	56		English
Turkey	66	37	45	85			English
United Kingdom	35	89	66	35	25		English
United States	40	91	62	46	29	yes	English
Uruguay	61	36	38	100			Spanish
Venezuela	81	12	73	76			Spanish
West Africa**	77	20	46	54	16		English

Appendix 6.4
Principal Predictions

- **As PDI decreases the stronger the reaction, as PDI increases the weaker the reaction**

Employees in organisations whose national culture has a large PDI index are less likely to react than employees in organisations whose national culture has a small PDI index. An explanation for that may be that in large PDI cultures, employees expect inequality, and the violation of their norms may be considered as something to be expected in their culture (Hofstede, 1994). In the contrary, in organisations whose national culture has a small PDI index, violating the norm of the employees cannot be accepted as it may be considered as something completely inappropriate.

- **As IDV increases the stronger the impact, as IDV decreases the weaker the reaction**

Employees in organisations whose national culture has a high IDV index are more likely to react than employees in organisations whose national culture has a low IDV index. The rationale is that employees in high IDV cultures are very much concerned with themselves and the highest priority is to look after them selves. Thus, violating the norms of the employees of such an organisation will cause strong reactions, as their well being will be sacrificed (Hofstede, 1994). In the contrary, in organisations whose national culture has a low IDV index, the employees are less like to react at the violation of one of their norms. The reason could be because low IDV cultures are group oriented, and the groups' well-being is perceived as the best guarantee for their individual well-being (Hofstede, 1994). Therefore, violating the norm of the employees of an organisation with a low IDV national culture may be perceived for the well being of the group as whole and hence the reaction will be weak if non-existent.

- **As MAS increases the stronger the reaction, as MAS decreases the weaker the reaction**

Employees in organisations whose national culture has a high MAS index are more likely to react than employees in organisations whose national culture has a low MAS index. An explanation for that may be that employees in low MAS countries believe in quality of work life, consensus and solidarity thus the violation of a norm may be considered as something they have to compromise with, work closely together to overcome it (Hofstede, 1994). In the contrary, in organisations whose national culture has a high MAS index, the violation of a norm might cause the employees to react strongly. High MAS cultures are more assertive and

demanding. The violation of a norm might be regarded in cultures like that as something less acceptable.

- **As UAI increases the stronger the reaction, as UAI decreases the weaker the reaction**

Employees in organisations whose national culture has a strong UAI index are more likely to react than employees in organisations whose national culture has a weak UAI index. The reason behind this may be that employees in strong UAI countries feel stressed and anxious without laws and rules and the violation of a norm may come across to them as threatening (Hofstede, 1994). In the contrary, employees from weak UAI countries are more relaxed, they are willing to take risks therefore the violation of a norm may be perceived as a challenge to overcome.

- **As CDI decreases the stronger the reaction, as CDI increases the weaker the reaction**

Employees in organisations whose national culture has a high CDI index are less likely to react than employees in organisations whose national culture has a low CDI index. An explanation may be that employees from high CDI index countries are more acceptant of change, and more pragmatic (Hofstede, 1994). Therefore, the violation of a norm may be perceived as a reality and be accepted. In the contrary, employees from low CDI index cultures are more likely to react to a violation of a norm as they are concerned for stability and are less pragmatic (Hofstede, 1994).

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Appendix 7.1

Elicitation technique presentation

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A. Elicitation Technique

The elicitation technique consists of 4 stages:

1. Observations
2. Background questions
3. Culture statement questionnaire
4. Culture mining approach

For each stage we will present:

a. Purpose, procedure and tools
b. Example of results from scenario 1

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1. Observations:
Purpose, procedure & tools

Purpose:

To examine, analyse and document interesting characteristics of culture as they might reveal valuable information about the implicit client's culture - the norms, values and beliefs

Procedure:

1. Study the Physical Setting
2. Read what the Company/Country says about its Culture
3. Test how the Company/Culture greets Strangers
4. Observe how People spend their Time

Tools:

Observation checklist

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1. Observations:
Example of results from scenario 1

- Relatively new warehouse. The office and warehouse in one building
- Formal reception, signing in and receiving a visitors number
- Mission statement of the company hung at the reception. Long and complicated
- Open landscape offices
- Busy atmosphere
- No luxuries - simple and practical design
- Relatively small, straight-forward, impersonal restaurant in the building. Only for the company. Men and women sat separate
- Very organised warehouse, simply structured

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2. Background Questions:
Purpose, procedure & tools

Purpose:

To establish a preliminary connection with the Interviewee and to gather information about him/her. It is important as it will aid our understanding of his/her job role and responsibilities and his role in the culture (departmental/organisational/national)

Procedure:

1. Set up a meeting with each interviewee individually
2. Start meeting with an informal discussion
3. Conduct the interview preferably as continuing the discussion

Tools:

Background Questions

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2. Background Questions:
Example of results from scenario 1

Summary:

- The functionality of WM is inadequate and does not fit the requirements in the warehouse
- Extensive configurations of the warehouse module is necessary
- R/3 does not keep pace with local legislations
- R/3 is inflexible regarding deliveries of large number of materials
- R/3 changes the roles and responsibilities of the warehouse personnel

Output:

Interviews WH

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3. Culture Statement Questionnaire:
Purpose, procedure & tools

Purpose

To gather and determine the client's culture. The questionnaire aims to uncover the underlying norms, beliefs and values that determine peoples' behaviours. By this task a lot of information is revealed about the client's culture which will help us understand a lot about the way work is done there.

Procedure

1. Prepare the list of the employees that the questionnaire is going to be sent to
2. Send questionnaires and inform employees about the date they have to be returned and assure them of the confidentiality of their responses
3. Gather questionnaires by the deadline and categorise them by department
4. Analysis of the responses by department and organisation as a whole

Tools

Culture statement questionnaire

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3. Culture Statement Questionnaire:
Example of results from scenario 1

The output from this stage is the responses the warehouse employees gave to the culture statement questionnaire. Through the different answers of the employees, the cultural elements of their company or of their department can be identified. Moreover, their level of satisfaction with certain things - elements that can be improved, etc can also be discovered.

Output:

Culture Statement Questionnaires from WH

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4. Culture mining approach:
Purpose, procedure & tools

Purpose:

This stage brings together the results from the 3 previous stages of the elicitation technique, aiming to extract implicit elements of the culture in order to discover the culture-related ERP implementation problems.

Procedure:

1. Study thoroughly results from the 3 previous stages
2. Set up meeting with each interviewee individually
3. Conduct the interview by reviewing interviewees' responses and by asking them "why" questions

Tools:

"Why" questions

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4. Culture mining approach:
Example of results from scenario 1

The output of this stage, can be seen as the output of the whole elicitation technique. The reason is because this stage glues together the data collected from the previous stages, and in addition this stage, thus making the 4th.

Output:

Culture answers from WH

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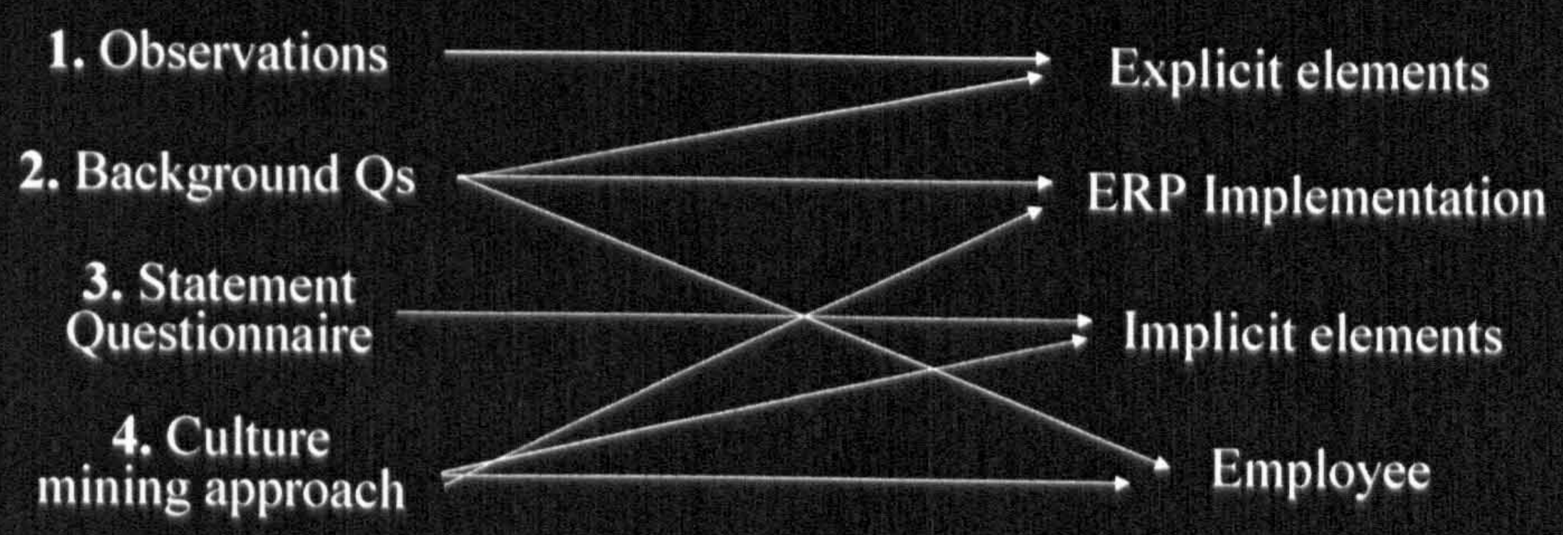
A. Elicitation Technique: General Output

All 4 stages of the elicitation technique contribute to the collection of a plethora of data about the organisation as a whole, about departments, about the employees, and about the ERP implementations.



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Appendix 7.2

Modelling technique presentation

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B. Modelling Technique

The modelling technique consists of 3 stages:

1. Identification of cultural elements for a specific action
2. Modelling of those elements
3. Description of the model fragment

(* Please note that for simplification reasons stage 1 is an integration of 2 stages: a. identification of relevant data and b. specifying cultural elements)

For each stage we will present:

a. Purpose, procedure and tools
b. Example of results from scenario 2

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1. Identification of cultural elements:
Purpose, procedure & tools

Purpose:

To identify the relevant data and specify the cultural elements that are relevant to a specific action. These elements are critical determinants of the actions performed by employees.

Procedure:

1. Understand the definition of the different cultural elements
2. Identify the relevant data
3. the action to be investigated
4. Identify the elements from the data collected from the elicitation technique relevant to this action

Tools:

Definitions of the cultural elements

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1. Identification of cultural elements:
Example of results from scenario 2

Example of elements identified:

Agent: warehouse personnel

Action: physical & administrative work in the warehouse

Norm: all warehouse personnel believe they should perform physical tasks

Value: warehousemen should perform mainly physical tasks

Belief: R/3 prevents warehouseperson to perform mainly physical tasks

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2. Modelling of the elements:
Purpose, procedure & tools

Purpose:

To model the elements identified in the previous stage, relevant to a specific action. The outcome is a model fragment of the cultural meta-schema.

Procedure:

1. Identify the relationships of the elements from the meta-schema
2. Model the elements according to the meta-schema

Tools:

Meta-schema

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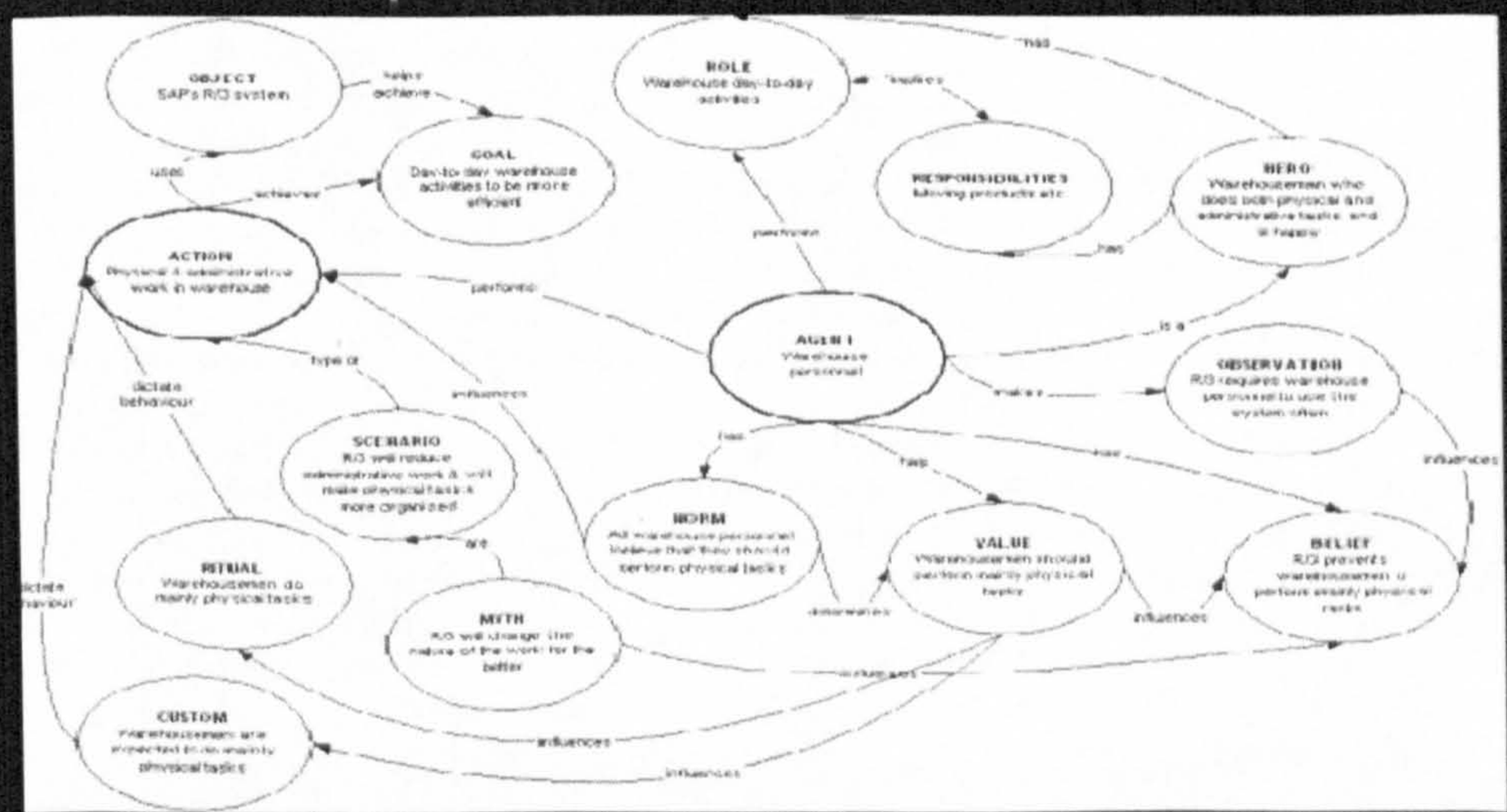
2. Modelling of the elements:
Example of results from scenario 2



3. Description of the model fragment:
Purpose, procedure & tools

Purpose:

To describe the model fragment for a specific action in order to understand the different elements of culture and their inter-relationship with the other elements in the model fragment

Procedure:

1. Understand the different elements in the model fragment
2. Describe the model fragment

3. Description of the model fragment:
Example of results from scenario 2

The cultural value elicited from stakeholders was job satisfaction. An important cultural norm was that warehouse personnel work "out there" in the warehouse and perform physical tasks such as moving products. The organisation valued employee satisfaction in their work, however the IT materials manager believed that "especially in the beginning the warehouse staff did not want to sit by the desk, they wanted to be out there in the warehouse". This reflected a problem that warehouse staff were spending more time using the system and less time "out there" in the warehouse. The warehousemen were accustomed that their job responsibilities entailed mainly physical tasks and that this was also what was expected from them. The customs and rituals of a warehouseman before the SAP implementation reflected the expectations of the subsidiary's warehousemen and with the introduction of SAP's R/3 system this has changed. The myth that was circulated in the warehouse was that R/3 would change the nature of the work for the better, leading them to believe that the R/3 system would reduce administrative work and will make physical tasks more organised. However, the reality did not reflect the myth and all warehousemen realised that they have to use the system regularly and whoever manages to do both physical and administrative tasks and still be happy was regarded as a hero.

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Appendix 7.3

Cultural predictions presentation

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C. Generic Cultural Predictions

The main general GCP is:

If the norm or the value of an employee is violated by the introduction of the ERP system, then s/he will react

The degree of this reaction depends on the score of the national culture on the dimensions. Generally, we predict that:

- As PDI ↓ the stronger the impact of the violation
- As UAI ↑ the stronger the impact of the violation
- As IDV ↑ the stronger the impact of the violation
- As MAS ↑ the stronger the impact of the violation
- As CDI ↓ the stronger the impact of the violation

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Generic Cultural Predictions: Purpose, procedure & tools

Purpose:

To predict possible problems that might arise from the change induced as a result of the introduction of an ERP system. Therefore, culture-related ERP problems can be recognised and avoided.

Procedure:

1. Study a model fragment from the 2nd part of the method
2. Examine the general predictions and the score of the national culture of the company in interest
3. Determine the dimension(s) that increase(s) this reaction

Tools:

Table with the scores on the dimensions

Dimensions of national culture

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GCP 1 & 2: Example of results from scenario 3

Norm 1: All employees ought to be trained adequately on the new system

GCP 1: If this norm is violated in an organisation in the UK, then it is likely that the employees will react and maybe reject the system. For example use external applications, not invest time in using it properly, feel frustrated.

GCP 2: If this norm is violated in an organisation in DE, then it is likely that the employees will react. For example complain or feel frustrated. If the opportunity arises, they might complain to their superiors

GCP 3 & 4: Example of results from scenario 3

Norm 2: Information should not be restricted to employees

GCP 3: If this norm is violated in an organisation in the UK, then it is likely that the employees will react strongly. For example they might feel frustrated, feel unsatisfied with their job, lose motivation.

GCP 4: If this norm is violated in an organisation in DE, then it is likely that the employees will react, maybe even reject the system. For example feel frustrated or if the opportunity arises, complain to their superiors.

Appendix 7.4

Evaluation Questionnaire

Name:_____

Instructions:

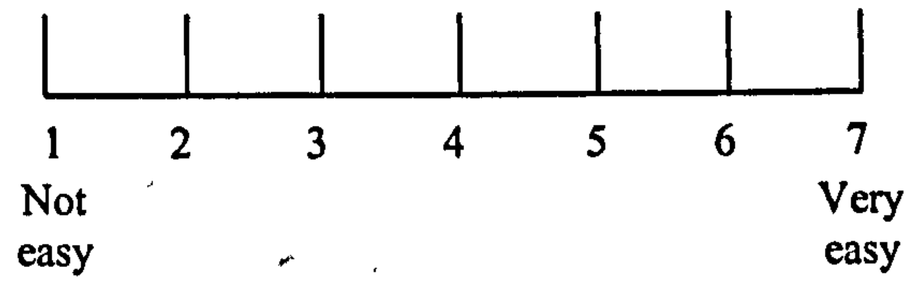
Please answer all questions. For all questions, a scale of 1-7 is given. Please circle the most appropriate number. Give comments and examples with your answer in the space provided.

A. Elicitation technique

1. With what level of ease do you perceive re-applying the following 4 stages of the elicitation technique?

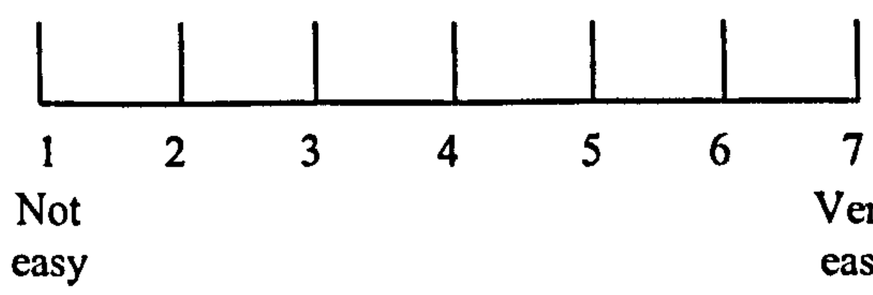
a. Observations

Comments:



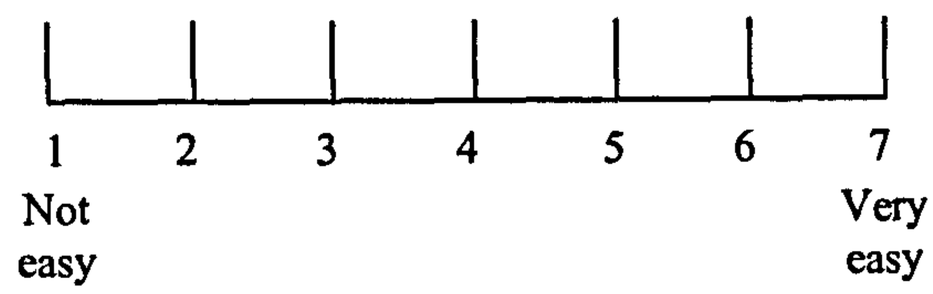
b. Background questionnaire

Comments:



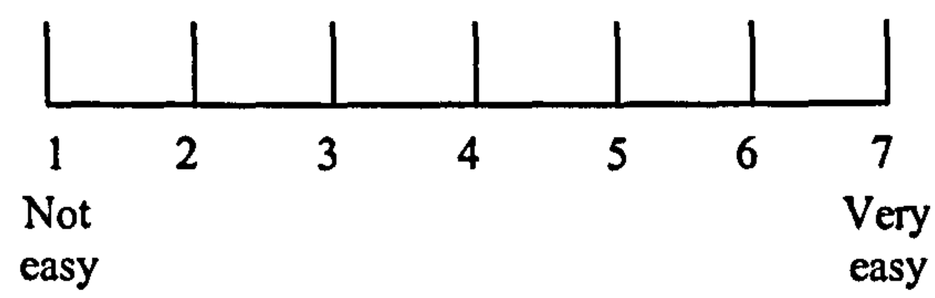
c. Cultural statement questionnaire

Comments:



d. Culture mining approach

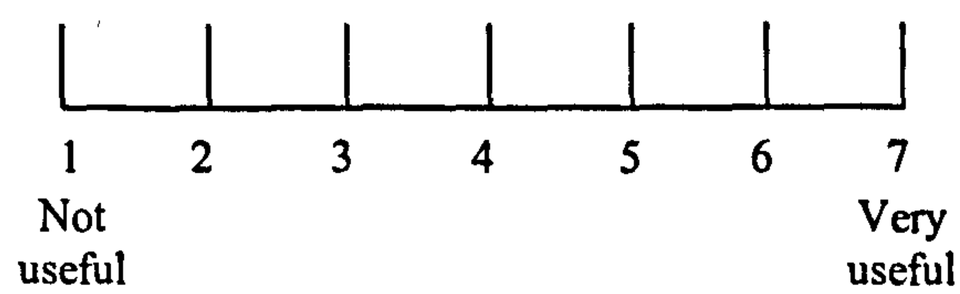
Comments:



2. How useful for ERP implementations did you find the following 4 tools of the elicitation technique?

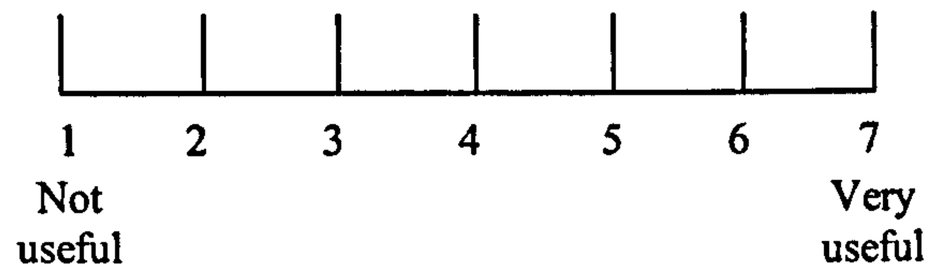
a. Observations

Comments:



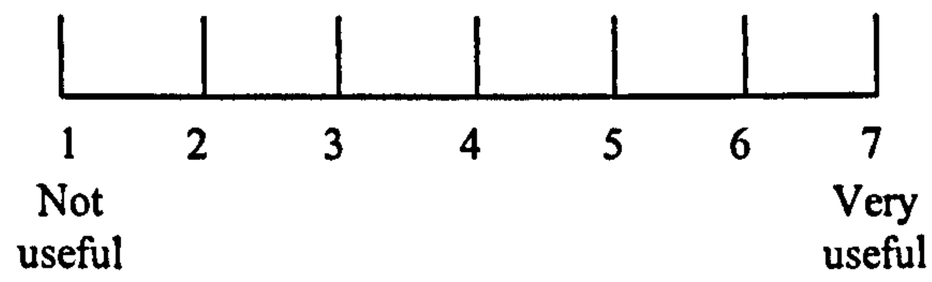
b. Background questionnaire

Comments:



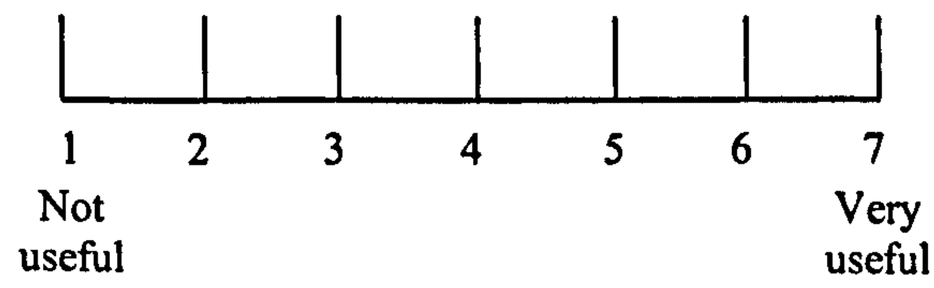
c. Cultural statement questionnaire

Comments:



d. Culture mining approach

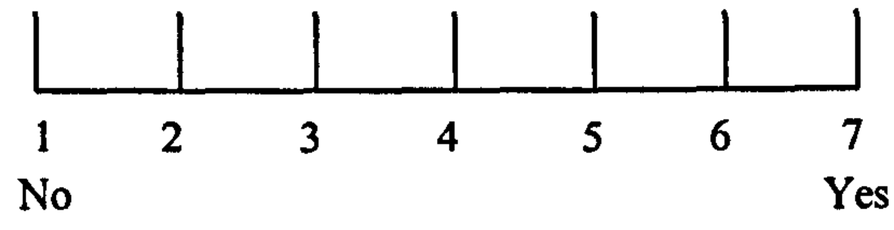
Comments:



3. Do you feel that the results for scenario 1 from the following 4 tools of the elicitation technique meet the promises?

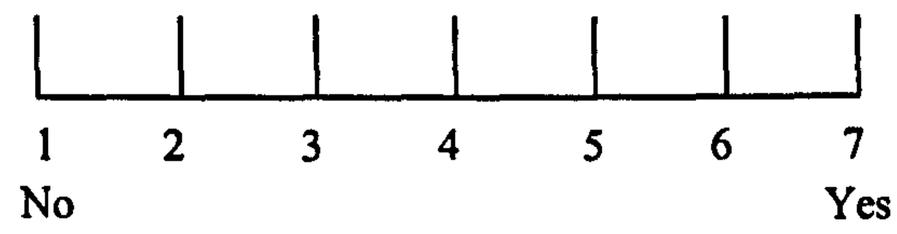
a. Observations

Comments:



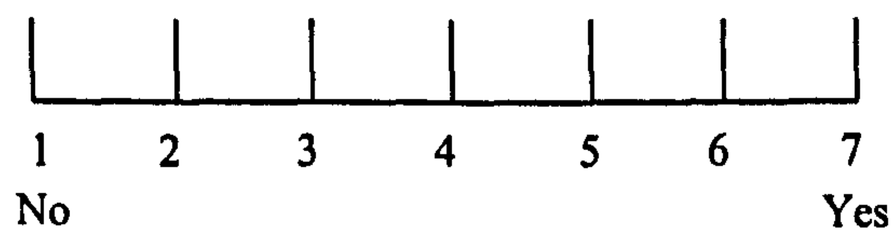
b. Background questionnaire

Comments:



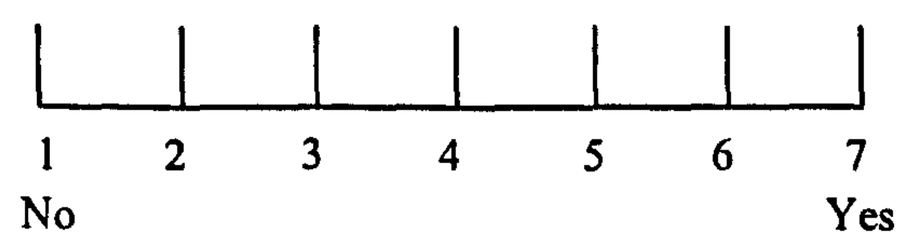
c. Cultural statement questionnaire

Comments:



d. Culture mining approach

Comments:

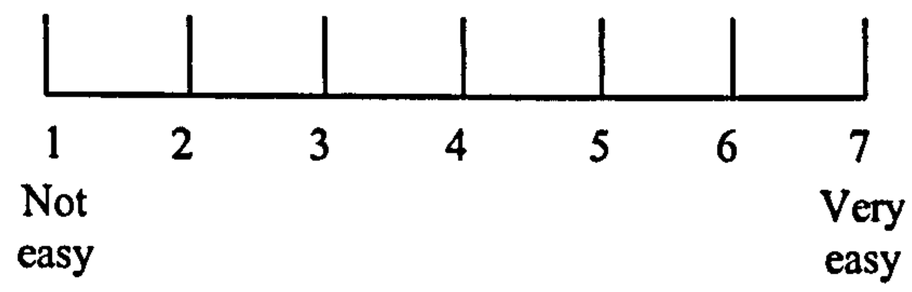


B. Modelling technique

1. With what level of ease do you perceive re-applying the following 3 stages of the modelling technique?

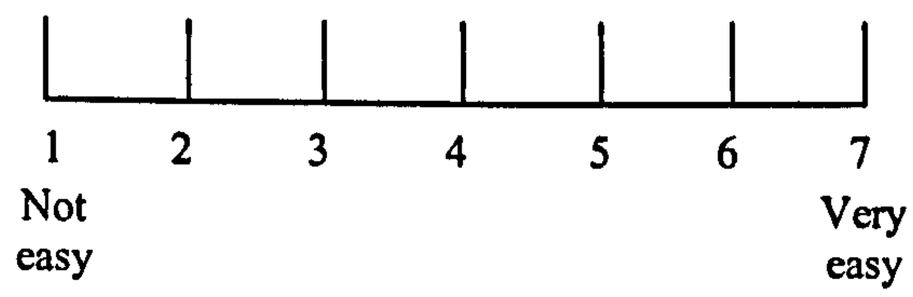
a. Identification of cultural elements

Comments:



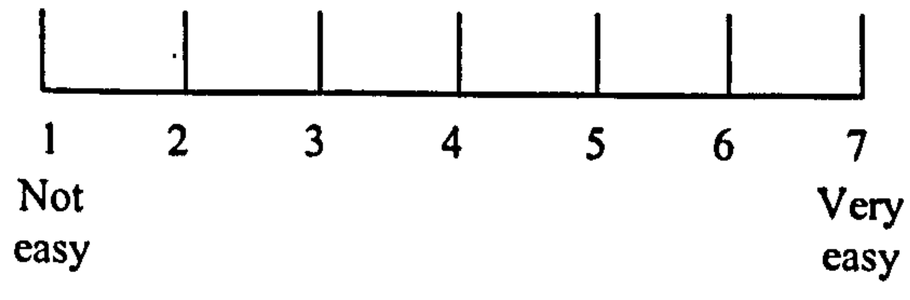
b. Modelling of the elements

Comments:



c. Analysis of the model fragments

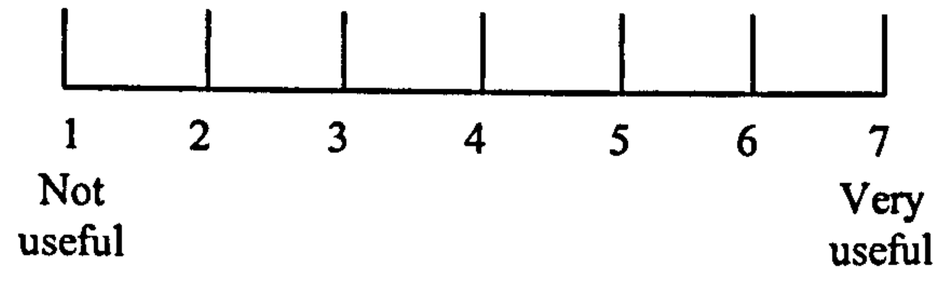
Comments:



2. How useful for ERP implementations did you find the following 3 tools of the modelling technique?

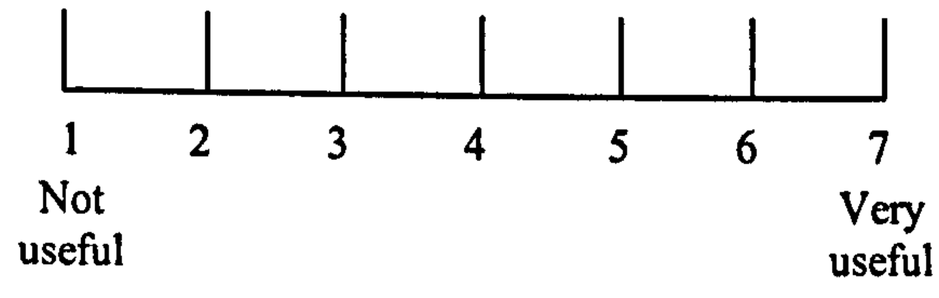
a. Identification of cultural elements

Comments:



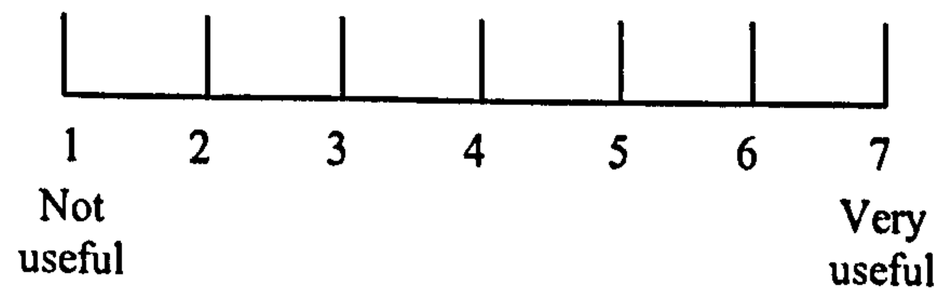
b. Modelling of the elements

Comments:



c. Analysis of the model fragments

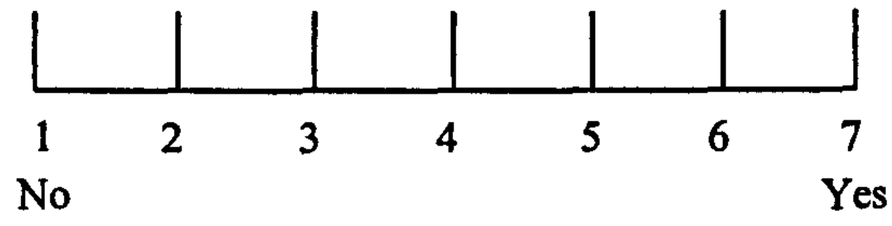
Comments:



3. Do you feel that the results for scenario 2 from the following 4 tools of the modelling technique meet their promises?

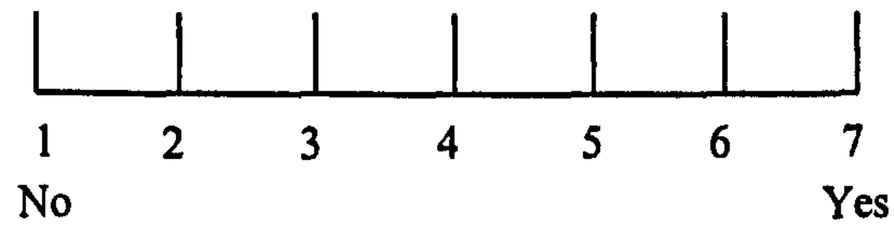
a. Identification of cultural elements

Comments:



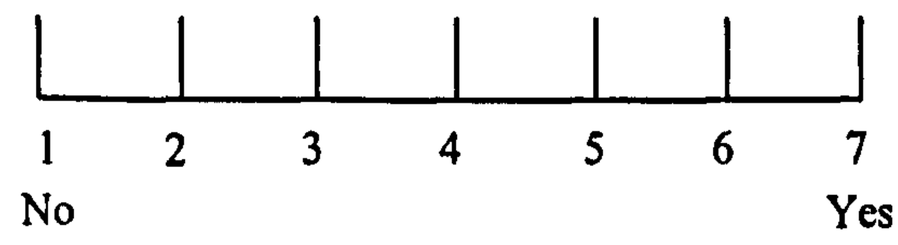
b. Modelling of the elements

Comments:



c. Analysis of the model fragments

Comments:



C. GCP (Generic Cultural Predictions)

1. With what level of ease do you perceive re-applying the following 4 GCP?

   a. GCP 1: If this norm is violated in an organisation in the UK, then it is likely that the employees will react and maybe reject the system. For example use external applications, not invest time in using it properly, feel frustrated, etc.

Comments:

1	2	3	4	5	6	7
Not easy						Very easy

   b. GCP 2: If this norm is violated in an organisation in DE, then it is likely that the employees will react. For example complaint or feel frustrated. If the opportunity arises they might complaint to their superiors

Comments:

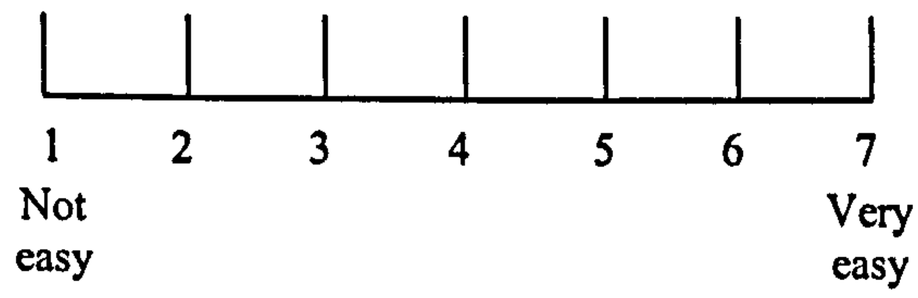
1	2	3	4	5	6	7
Not easy						Very easy

c. GCP 3: If this norm is violated in an organisation in the UK, then it is likely that the employees will react strongly. For example they might fell frustrated, feel unsatisfied of their job, loose motivation, etc.

Comments:

d. GCP 4: If this norm is violated in an organisation in DE, then it is likely that the employees will react, maybe even reject the system. For example complaint to their superiors or feel frustrated. If the opportunity arises they might complaint to their superiors.

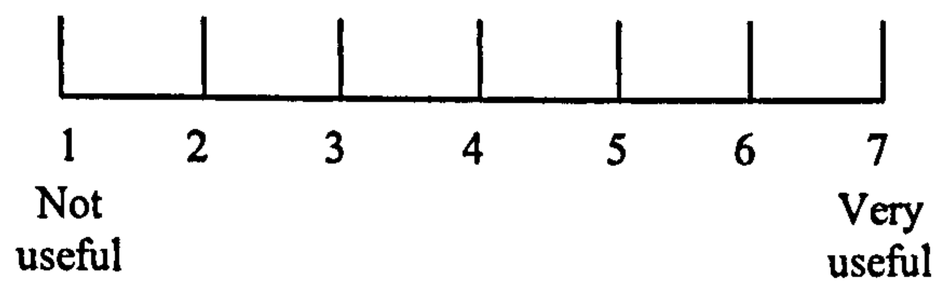
Comments:



2. How useful for ERP implementations did you find the following 4 GCP?

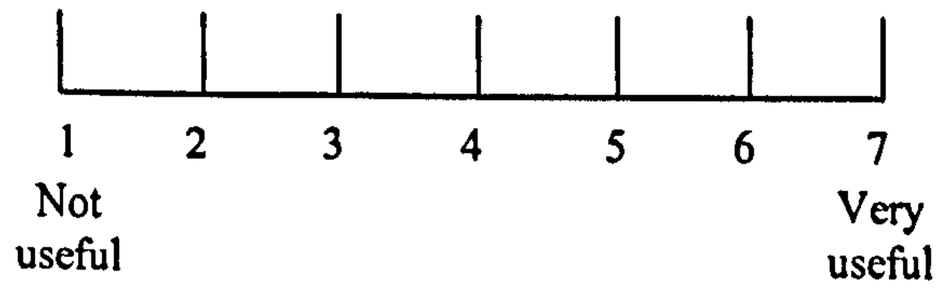
a. GCP 1: If this norm is violated in an organisation in the UK, then it is likely that the employees will react and maybe reject the system. For example use external applications, not invest time in using it properly, feel frustrated, etc.

Comments:



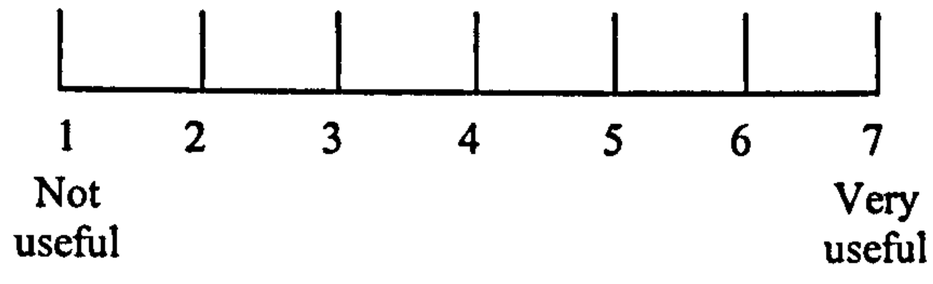
b. GCP 2: If this norm is violated in an organisation in DE, then it is likely that the employees will react. For example complaint or feel frustrated. If the opportunity arises they might complaint to their superiors

Comments:



c. GCP 3: If this norm is violated in an organisation in the UK, then it is likely that the employees will react strongly. For example they might fell frustrated, feel unsatisfied of their job, loose motivation, etc.

Comments:



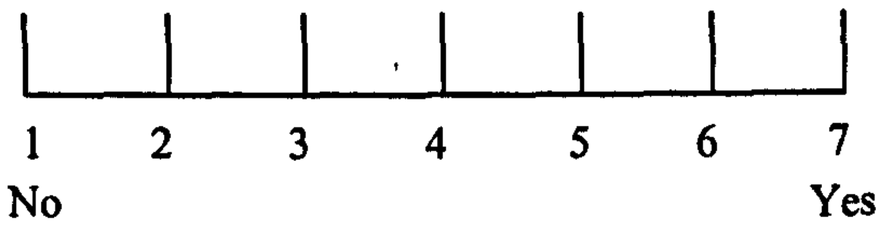
d. GCP 4: If this norm is violated in an organisation in DE, then it is likely that the employees will react, maybe even reject the system. For example complaint to their superiors or feel frustrated. If the opportunity arises they might complaint to their superiors.

Comments:

3. Do you feel that the results for scenario 1 from the following 4 GCP meet their promises?

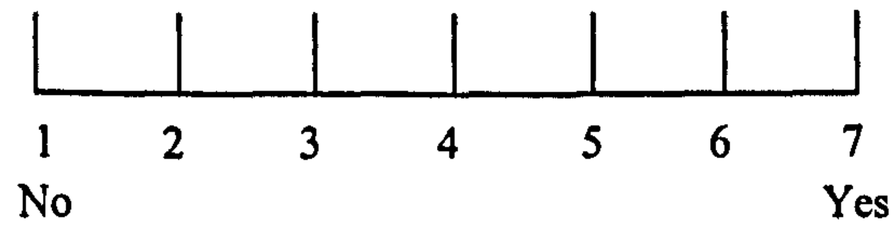
a. GCP 1: If this norm is violated in an organisation in the UK, then it is likely that the employees will react and maybe reject the system. For example use external applications, not invest time in using it properly, feel frustrated, etc.

Comments:



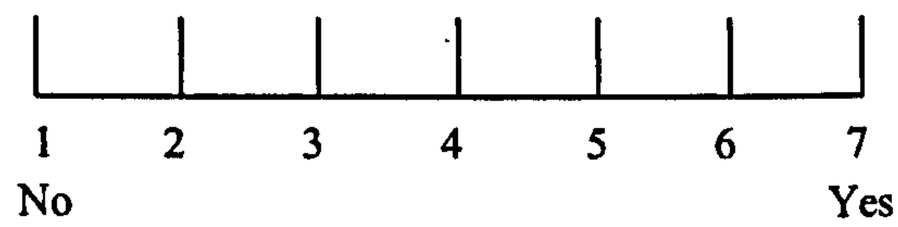
b. GCP 2: If this norm is violated in an organisation in DE, then it is likely that the employees will react. For example complaint or feel frustrated. If the opportunity arises they might complaint to their superiors.

Comments:



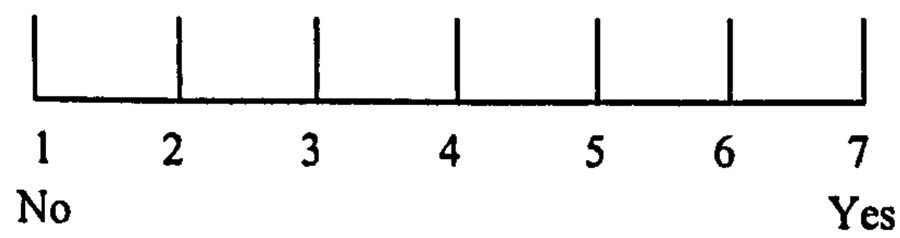
c. GCP 3: If this norm is violated in an organisation in the UK, then it is likely that the employees will react strongly. For example they might fell frustrated, feel unsatisfied of their job, loose motivation, etc.

Comments:



d. GCP 4: If this norm is violated in an organisation in DE, then it is likely that the employees will react, maybe even reject the system. For example complaint to their superiors or feel frustrated. If the opportunity arises they might complaint to their superiors.

Comments:



Appendix 7.5

Method Questionnaire

A. Elicitation technique

The elicitation technique is divided into 4 stages:

a. Observations

b. Background questionnaire

c. Cultural statement questionnaire

d. Culture mining approach

The experts will be asked the following questions:

1. Did you find the specific stage of the elicitation technique useful? Why?
2. What are the advantages and disadvantages of each stage?
3. Do you think you could reapply the elicitation technique yourself?
4. What do you perceive to be the advantages and disadvantages of the elicitation technique? Why?
5. Do you feel that the elicitation technique can provide you more insight into ERP implementation problems? Why?
6. Do you feel that the elicitation technique can increase your awareness of culture-related problems during ERP implementations?
7. Do you have any suggestions on how the elicitation technique could be improved? Why?

B. Modelling technique

The modelling technique consists of 3 stages:

a. Identification of cultural elements (from the data gathered with the elicitation technique) relevant to a specific problem

b. Modelling of the above by using the meta-schema and the guidelines

c. Analysis of the model fragment to explain problem

The experts will be asked the following questions:

1. Did you find the specific stage of the modelling technique useful? Why?
2. What are the advantages and disadvantages of each stage?
3. Do you think you could reapply the modelling technique yourself?
4. What do you perceive to be the advantages and disadvantages of the whole modelling technique?

5. Do you feel that the modelling technique can provide you more insight into ERP implementation problems? Why?
6. Do you feel that the modelling technique can increase your awareness and understanding of culture-related problems during ERP implementations? Why?
7. Do you have any suggestions on how the modelling technique could be improved? Why?

C. Generic Cultural Predictions (GCP)

The GCP for culture-related problems in different national cultures presented for scenario 3 are 4 in number.

The experts will be asked the following questions for each prediction:

1. Did you find the specific prediction useful? Why?
2. Do you think that this GCP can help recognise and avoid culture-related implementation problems of this kind in future ERP implementations?
3. How might you reapply the GCP?
4. What do you perceive to be the advantages and disadvantages of the GCP? Why?
5. Would you find it useful to have more predictions for other national cultures? Why?
6. Do you perceive the predictions to be of considerable value for future ERP implementations? Why?

Appendix 7.6

Returned background questionnaires

Expert A

Instructions: *Firstly, please provide a copy of your CV. Secondly, please answer all questions and give details where necessary.*

Name	
Organisation	**SAP UK**
Role in Organisation	**Senior Human Resources Consultant**
Sex (M/F)	**F**

ERP experience

Number in years	**9**

ERP application areas worked on

Area	Please tick if relevant	Please give details
Implementation	X	**As a consultant I have been involved in many implementations across different industries in Australia and the UK.**
Training	X	**I have provided customer training courses in the software.**
Research		
Education		
Development	X	**I had worked in Product Management working with customers and developers to enhance the product.**
Design/evaluation	X	**I have completed design documentation as part of the project life cycle. I also provide Quality Assurance Reviews (evaluations) for SAP of customer/partner (external) projects.**

Other (give details)		

ERP packages

ERP	Please tick if relevant	Please give details (version, function areas, modules, etc.)
SAP	X	Materials Management and Human Resources
PeopleSoft		
GEAC		
SCT Corp.		
Baan		
Oracle		
J.D. Edwards		
Other (give details)		

Additional Information

Please, if relevant, provide any other information that you consider relevant from your background and has not been mentioned here
Please refer to CV for details.

Expert B

Instructions: *Firstly, please provide a copy of your CV. Secondly, please answer all questions and give details where necessary.*

Name	
Organisation	**Shell Services International**
Role in Organisation	**SAP R/3 Consultant**
Sex (M/F)	**M**

ERP experience

Number in years	4

ERP application areas worked on

Area	Please tick if relevant	Please give details
Implementation		(1997 – 1998) Montell U.K. SAP R/3 Implementation; SD/MM modules (1998 – 1999) Shell U.K. SAP R/3 Implementation; SD/MM/HM and Is-Oil modules. I was involved with design of new business processes, configuration, testing and post go-live support. (1999 – 2000) Shell U.K. SAP R/3 Implementation; PM and aspects of the HR module. I worked as an interface consultant, designing and testing 2 major interfaces from SAP to legacy systems.
Training		On both of the above implementations I was responsible for training superusers on new business and technical system processes.
Research		
Education		

Development		(2000 – 2001) Shell Services International, Rijswijk, Netherlands; SD support consultant, bug fixing and configuration work.
Design/evaluation		See implementation work. Process design, configuration, development of business scripts, training materials etc
Other (give details)		(2001) Shell Services International, SAP R/3 Performance improvement project, Hamburg; Testing and suggesting process improvements and technical improvements to system enhancements. Designing new enhancements.

ERP packages

ERP	Please tick if relevant	Please give details (version, function areas, modules, etc.)
SAP		Versions 3.1h and 4.0b. Modules worked on include; SD/MM/PM/HR and Is-Oil
PeopleSoft		
GEAC		
SCT Corp.		
Baan		
Oracle		
J.D. Edwards		
Other (give details)		

Additional Information

Please, if relevant, provide any other information that you consider relevant from your background and has not been mentioned here

Experts' background questionnaire

[redacted]

EXPERT C

Instructions: *Firstly, please provide a copy of your CV. Secondly, please answer all questions and give details where necessary.*

Name	[redacted]
Organisation	[redacted]
Role in Organisation	Professor. Associate Prof.
Sex (M/F)	F

ERP experience

Number in years	2

ERP application areas worked on

Area	Please tick if relevant	Please give details
Implementation		
Training	✓	
Research		
Education	✓	
Development		
Design/evaluation	✓	
Other (give details)		

ERP packages

ERP	Please tick if relevant	Please give details (version, function areas, modules, etc.)
SAP		
PeopleSoft		
GEAC		
SCT Corp.		
Baan		
Oracle		
J.D. Edwards		
Other (give details)	AQUA AJS	→ for SME'S → for insurance companies

Additional Information

Please, if relevant, provide any other information that you consider relevant from your background and has not been mentioned here
I have not a technical experience in ERP. I have just worked with diagnosis before implementation and effects after implementation.

Appendix.7.7

Scenario answers

Expert A Scenario answers

Scenario 1

For scenario 1, expert A was asked the following questions:

1. What would you do in order to determine those difficulties described in scenario 1?

I would talk to the people, as it looks more like an issue problem and not as a software one. I would make sure that other consultants come in and talk to the people as the previous ones that did the implementation, in this case, haven't done something well and the warehouse people would resist them.

2. What techniques would you use?

Techniques as far as I know don't work, for example available implementation methodologies. If they did, problems like that wouldn't arise in the first place, and they do in real implementations as well. Therefore, I would just talk to the people and try and understand what the difficulties are.

3. What are the advantages and disadvantages of this way of finding out these difficulties?

The main disadvantage as in this case is that the techniques do not work. Hence, I cannot see any advantages relating to this specific scenario.

4. Do you believe that by using these techniques you determine the difficulties described in scenario 1 and the explanations behind them?

No, unless some new techniques are applied.

Scenario 2

For scenario 2, expert A was asked the following questions:

1. What would you do with the information described in scenario 2?

It definitely needs to be addressed with the management. I would try to make them understand the issues and convince them of finding a way to address them.

2. How would you analyse this situation?

It depends on what the management would say. But in general I can only think of talking to the people.

3. What techniques would you use?

I would try to make the warehouse employees understand the potential reasons behind these problems, what the management and the consultants are planning to do to address those issues and generally would try to make them feel valued.

4. What are the advantages and disadvantages of using these techniques?

The advantage of this technique is that you have a chance of helping the employees and the organisation as a whole. The disadvantage is that it isn't really a technique.

5. Do you feel that these techniques provide you an in depth insight into ERP implementation problems?

As it is not a technique, all depends really on the depth and accuracy of the information the warehouse employees would give me.

6. Do you feel that by using these techniques you would understand the reason why the warehouse personnel experiences stress, frustration and lack of job satisfaction?

Again, same thing as before. It all depends on the warehouse employees.

Scenario 3

For scenario 3, expert A was asked the following questions (countries mentioned for expert A are Australia and the UK):

1. Would you do something different/extra in the implementation of R/3 for each of the subsidiaries, and if yes what?

Yes I would, firstly in terms of legislation. Also, I would try and deal with the people from each subsidiary in a way they are used to and understand, so to help them with the implementation process. This however from my experience of working in these countries.

2. From your experience, is there something that you are aware of that might cause specific national culture-related implementation problems in the different subsidiaries?

The resistance in my opinion is a common issue. However, there is a difference for me on how I should handle this resistance in the different subsidiaries. I think that in Australia

people are more open than in the UK. In the UK people are more formal, so I would try to open them up and get the necessary information out of them. Hence, I would think that in the UK it is harder to bring issues to light.

3. From your experience, do you believe the national culture differences of the different subsidiaries require a country specific implementation approach?

It would be helpful as it might help overcome certain country specific problems, in terms of their mentality and the way they behave. For example, in Australia when employees have problems they tell me. Whereas in the UK, employees do not tell me. I have to call them and ask. If the implementation methodologies were different maybe certain problems could be avoided and hence employees wouldn't have a reason to contact me, or would have a reason and would contact me.

Expert B Scenario answers

Scenario 1

For scenario 1, expert B was asked the following questions:

1. What would you do in order to determine those difficulties described in scenario 1?

I would try and understand why the resistance exists. I would look at the complaints and the reason they exist.

2. What techniques would you use?

None in specific, there are no specific ones for such situations really. I would firstly just conduct interviews for a general feeling and also to identify the key variables to form a questionnaire. Subsequently, I would disseminate the questionnaire to find out the reasons for these problems and their resistance. I would look at variable like expectation, usability, performance of the system, mood, if the new system constraints them, what changes were made, if there is more work involved, the ambiguity in terms of their job role and what it entails, the overall impact (positive and negative), background information, job security. I would also speak to the warehouse management to find out the key areas of concern and the reasons why (for example not good fit with the system). From a technical perspective, I would look at the transactions etc. Moreover I would check how IT literate the warehouse employees are.

3. What are the advantages and disadvantages of this way of finding out these difficulties?

The main advantage is that if you do all these things you can understand why these problems exist. If you understand why then you have a higher chance of solving them. Additionally, you can find out potential problems through these interviews and questionnaires. The main disadvantage is that you can get many different perceptions from many different people in the organisation which can lead to be confusing as it is difficult to manage all this information.

4. Do you believe that by using these techniques you determine the difficulties described in scenario 1 and the explanations behind them?

Yes, as you can find out the soft issues and solve the problems.

Scenario 2

For scenario 2, expert B was asked the following questions:

1. What would you do with the information described in scenario 2?

I think that basically the problem is that they haven't been trained plus that they have a preconception of how work should be done. As they haven't been trained properly and hence they haven't got an appreciation of what the new system could do, their expectations are based on what they were used to with the old system. I would try and do all these things immediately in order to add value. Maybe I would also consider employing more people. In general, I would try and understand what it means to be there as one of the employees of the warehouse. Subsequently to all these things, I would try and establish if there was any improvement after the communication efforts and new training arrangements. I mean an improvement in terms of job satisfaction and results.

2. How would you analyse this situation?

I am not sure. I cannot think of any specific techniques. Just read the information elicited.

3. What techniques would you use?

I would just talk to them to find out why the administrative work has increased, if it is justified and I would also try and explain to them. If it cannot be justified then I would streamline the processes. Moreover I would try and understand why the loss of job satisfaction and lack of training has occurred. Was it for example communication issues? In general I would talk to them and I would also use questionnaire to establish any improvements.

4. What are the advantages and disadvantages of using these techniques?

The advantage is really that you have a chance of understanding more about what and why employees are not happy with the system. Moreover you can also explain to them or help them overcome problems and become happier with their jobs.

5. Do you feel that these techniques provide you an in depth insight into ERP implementation problems?

Yes, I would say so. However, it all depends on how much the employees want to open up.

6. Do you feel that by using these techniques you would understand the reason why the warehouse personnel experiences stress, frustration and lack of job satisfaction?

In a way yes. Again it depends on the employees.

Scenario 3

For scenario 3, expert B was asked the following questions (countries mentioned for expert B are Germany and the UK):

1. Would you do something different/extra in the implementation of R/3 for each of the subsidiaries, and if yes what?

First of all, I would ask the parent company what is it that it expects from the subsidiaries. Subsequently, I would send a higher-level questionnaire to a representative sample to both the UK and the German subsidiary. The questionnaire would give an indication of the differences between the 2 subsidiaries. For example differences in perceptions of something that might be better than something else (a business process etc.). Moreover, I would consider any information I could get about background, expectations, impacts, perceptions, experiences etc, about these 2 countries. Also, I would structure the implementation processes according to the information I would gather.

2. From your experience, is there something that you are aware of that might cause specific national culture-related implementation problems in the different subsidiaries?

The mentality of the people. In Germany, employees and people in general are more technically oriented, they are more automated and seem to have higher expectations on what the system should be or do. Whereas in my opinion in the UK people are more laid back.

3. From your experience, do you believe the national culture differences of the different subsidiaries require a country specific implementation approach?

Definitely! System harmonisation wouldn't be feasible across two countries in a big bang. Different countries have different expectations, different understandings so you need to have different approaches.

Expert C Scenario answers

Scenario 1

For scenario 1, expert C was asked the following questions:

1. What would you do in order to determine those difficulties described in scenario 1?

I would prepare a questionnaire and send it around to the people in the warehouse. The questionnaire's aim would be to find out the reason behind those difficulties and maybe possible suggestions from the employees for improving the situation

2. What techniques would you use?

Simple questionnaire drafting techniques

3. What are the advantages and disadvantages of this way of finding out these difficulties?

The advantages are that you first of all have a chance of finding out what happened and what are the reasons for those difficulties. On the other hand though, there is always the risk that the employees will not answer truthfully because they might be scared. Another disadvantage may be that the questionnaire may not elicit the needed information up to the detail required in order to be able to deal with those difficulties. The reason is because I will prepare it myself and it will not be based on a special template for such situations

4. Do you believe that by using these techniques you determine the difficulties described in scenario 1 and the explanations behind them?

Again, maybe not to the needed detail.

Scenario 2

For scenario 2, expert C was asked the following questions:

1. What would you do with the information described in scenario 2?

I would try and talk to the management and see what they think about the situation. I personally believe that either the employees have to be trained more or the processes have to change so to accommodate their needs.

2. How would you analyse this situation?

I don't think I would analyse necessarily the situation further. I think the reasons why the situation exists are pretty clear. What I would really do next, after talking to the management, would be to deal with the situation depending on what was decided.

3. What techniques would you use?

I am not aware of any techniques. I would just try and communicate to the employees what was decided in order to improve the situation.

4. What are the advantages and disadvantages of using these techniques?

The advantage is that at least the employees would feel that we are trying to deal with the situation they are in. the disadvantage is that the solution might not be the one that would change the situation to the extent the employees wish for.

5. Do you feel that these techniques provide you an in depth insight into ERP implementation problems?

It all depends on the warehouse employees and how much they are prepared to let us understand the depth of those implementation problems.

6. Do you feel that by using these techniques you would understand the reason why the warehouse personnel experiences stress, frustration and lack of job satisfaction?

Again, it all depends on the warehouse employees.

Scenario 3

For scenario 3, expert C was asked the following questions (countries mentioned for expert A are Spain and the UK):

1. Would you do something different/extra in the implementation of R/3 for each of the subsidiaries, and if yes what?

I would follow the suggested, in the implementation methodologies, legislation and language differences. However, apart from that I would try myself, as there are no available methods, to communicate the implementation process, in the best possible way to the employees of the 2 subsidiaries. From my experience, here is Spain, although the implementation is essentially the same, it has to be communicated in a different way because of differences in the mentality. What works in one country, doesn't necessarily work in another

2. From your experience, is there something that you are aware of that might cause specific national culture-related implementation problems in the different subsidiaries?

In my experience, as I mentioned earlier, people in different countries need a different approach with the ERP implementation. They need a different way of handling.

3. From your experience, do you believe the national culture differences of the different subsidiaries require a country specific implementation approach?

Absolutely, but there isn't one around. I personally believe that you cannot implement an information system, including an ERP, the same way in Germany and the same way in Spain for example. People are very different in these 2 countries, have a different way of working and are also used to a different way of behaving and communicating.

Appendix 7.8

Returned evaluation questionnaires

Evaluation Questionnaire

[redacted]

Name: [redacted] Expert A

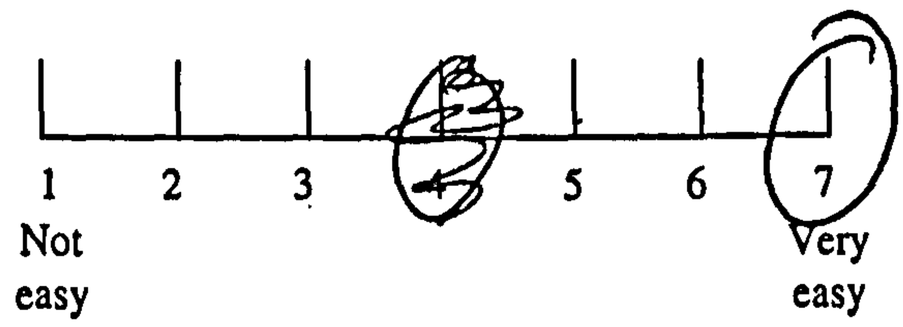
Instructions:

Please answer all questions. For all questions, a scale of 1-7 is given. Please circle the most appropriate number. Give comments and examples with your answer in the space provided.

A. Elicitation technique

1. With what level of ease do you perceive re-applying the following 4 stages of the elicitation technique?

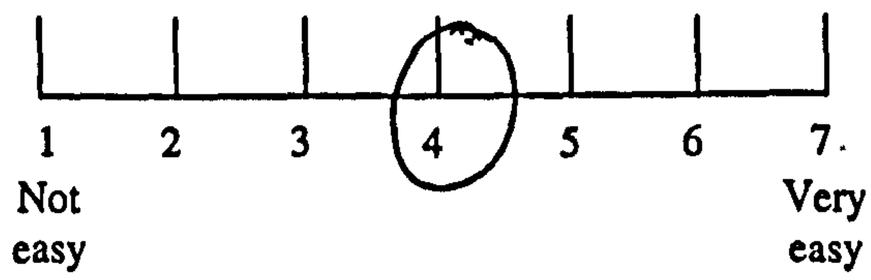
a. Observations



Comments:

It would be somewhat time consuming & most valuable at the start of the implementation. All implementation consultants may not have the skills to carry this out.

b. Background questionnaire



Comments:

TEXT BOUND INTO

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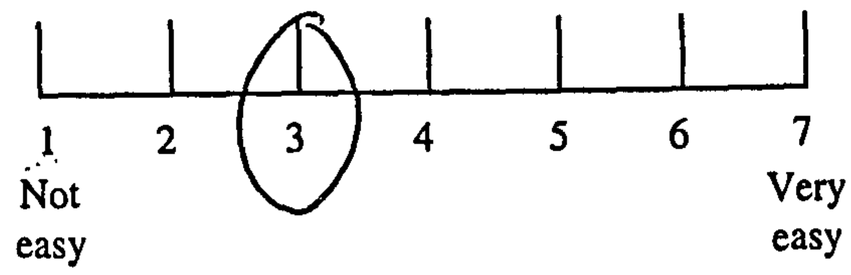
c. Cultural statement questionnaire

Comments:

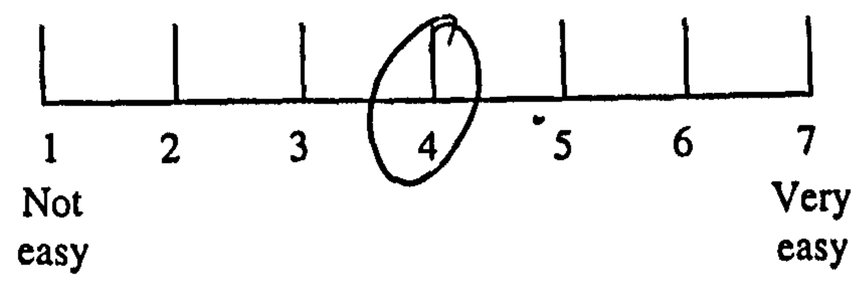
I personally would not have a problem with asking employees to complete the questionnaire but doubt some would answer it honestly or some management would allow it.



d. Culture mining approach

Comments:

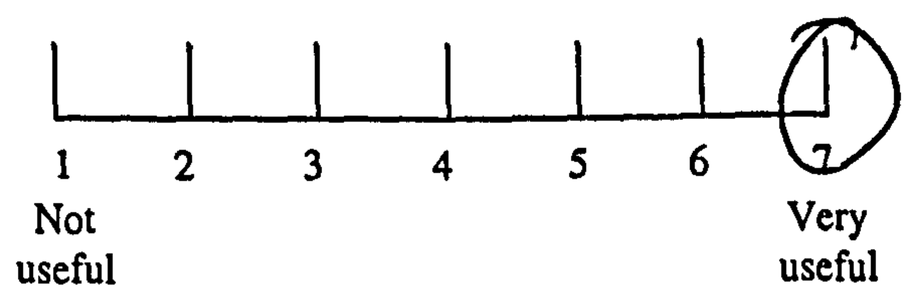
Would require a lot of time.



2. How useful for ERP implementations did you find the following 4 tools of the elicitation technique?

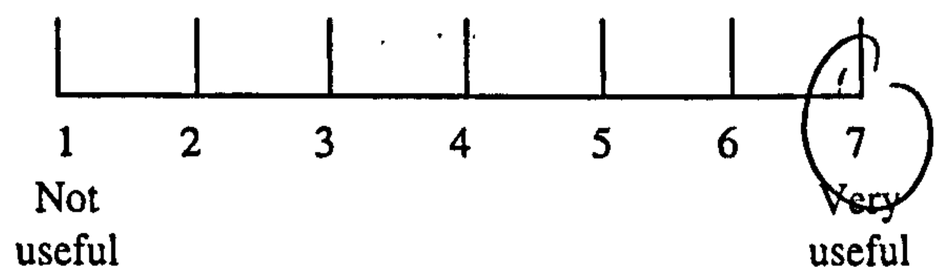
a. Observations

Comments:



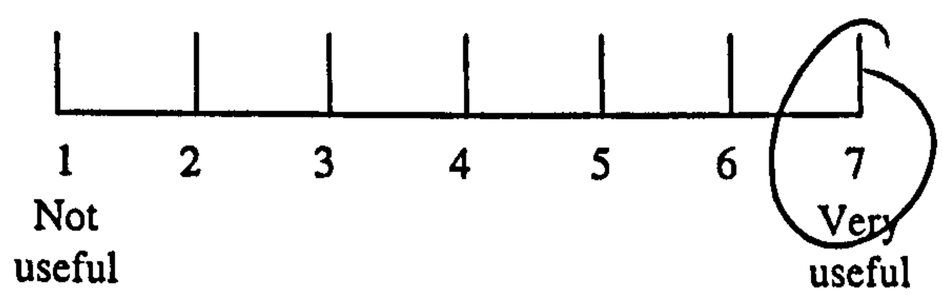
b. Background questionnaire

Comments:



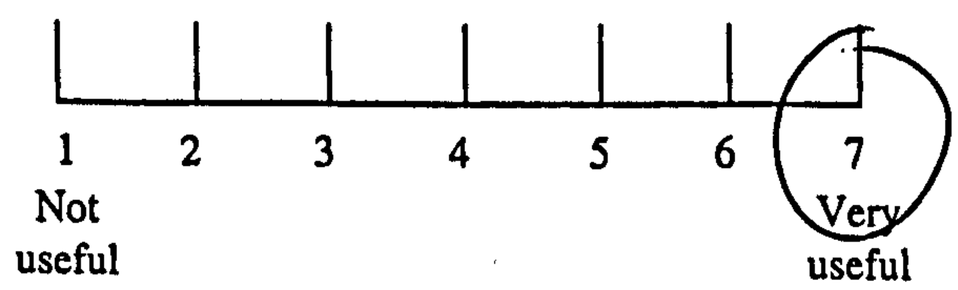
c. Cultural statement questionnaire

Comments:



d. Culture mining approach

Comments:

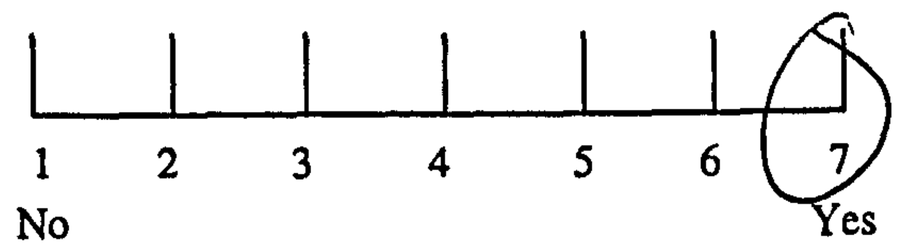


All four tools would be useful as they serve to formalise the processes that a "good" consultant should be aware of anyway – i.e. understanding a customer's culture, approach to doing things, the way the organisation works in order to get things done in the most efficient manner

3. Do you feel that the results for scenario 1 from the following 4 tools of the elicitation technique meet the promises?

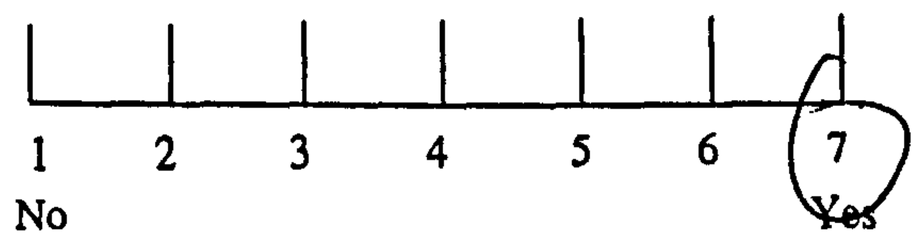
a. Observations

Comments:



b. Background questionnaire

Comments:

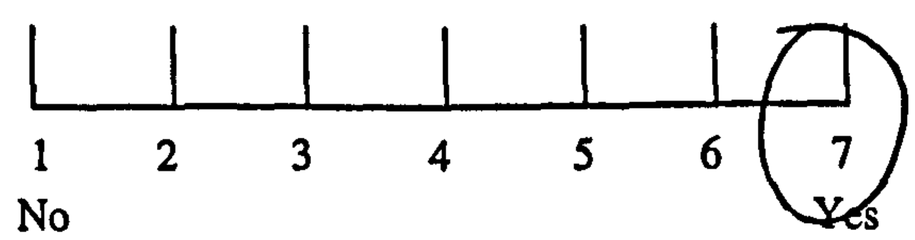


c. Cultural statement questionnaire

Comments:

d. Culture mining approach

Comments:



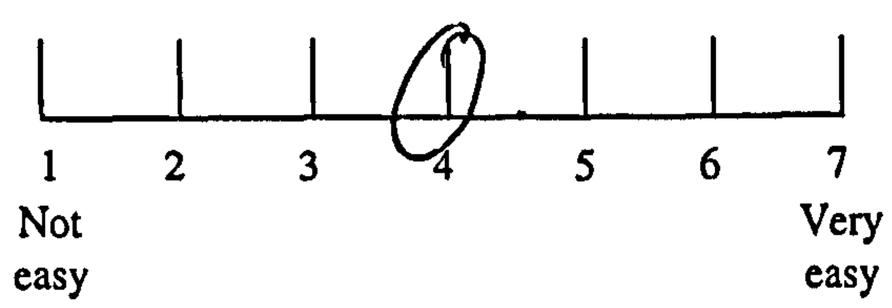
B. Modelling technique

1. With what level of ease do you perceive re-applying the following 3 stages of the modelling technique?

a. Identification of cultural elements

Comments:

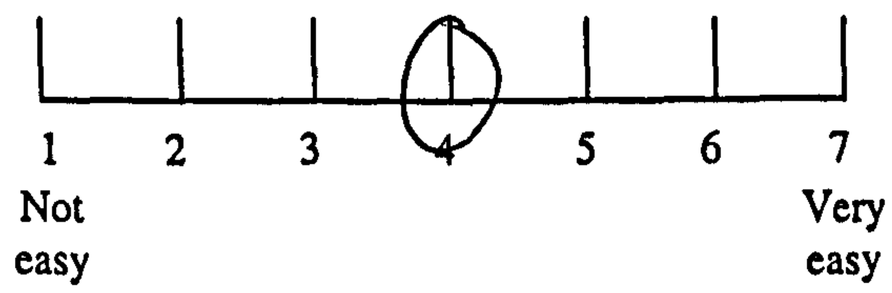
Time consuming, not all consultants would have the skill set to do this.



b. Modelling of the elements

Comments:

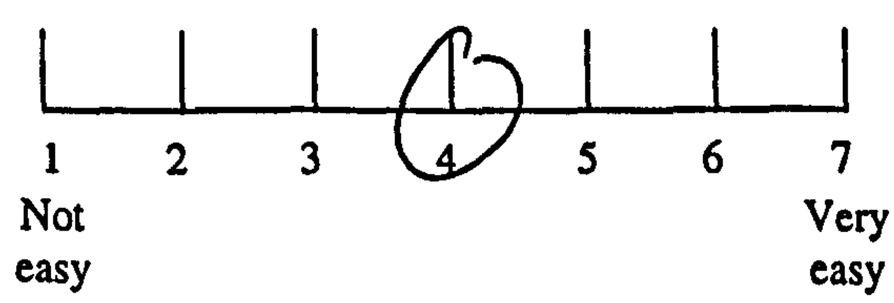
as above



c. Analysis of the model fragments

Comments:

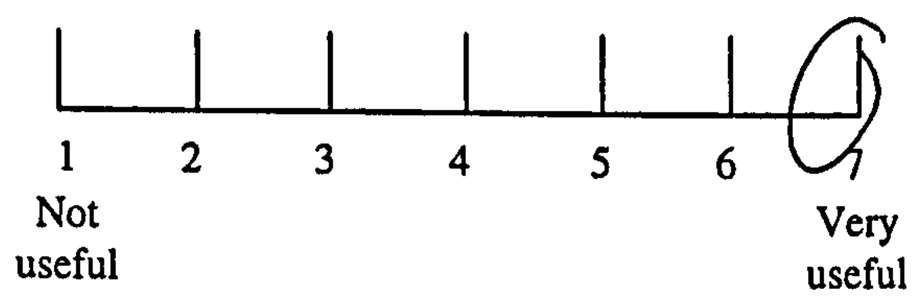
as above



2. How useful for ERP implementations did you find the following 3 tools of the modelling technique?

a. Identification of cultural elements

Comments:

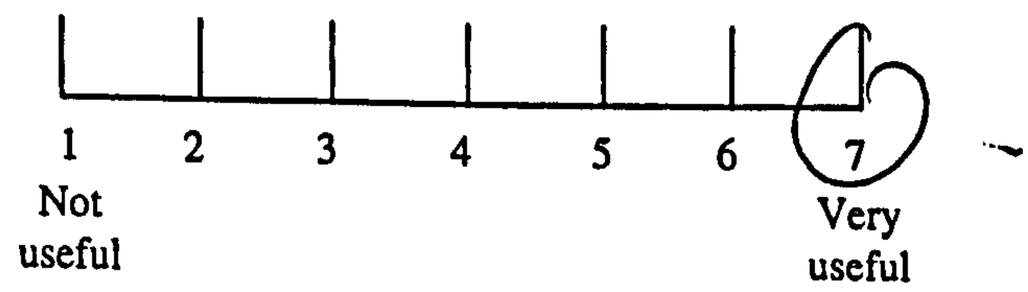


b. Modelling of the elements

Comments:

c. Analysis of the model fragments

Comments:

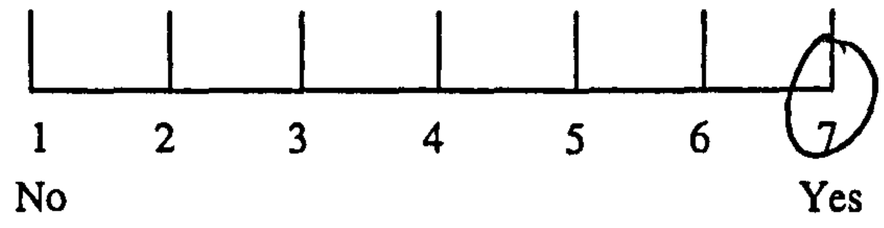


Concise way to organise the information gathered and to help identify potential issues

3. Do you feel that the results for scenario 2 from the following 4 tools of the modelling technique meet their promises?

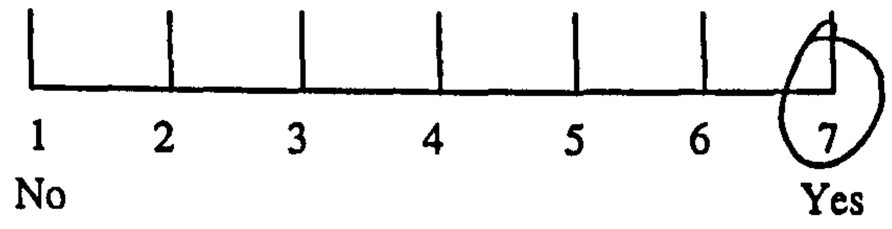
a. Identification of cultural elements

Comments:



b. Modelling of the elements

Comments:



c. Analysis of the model fragments

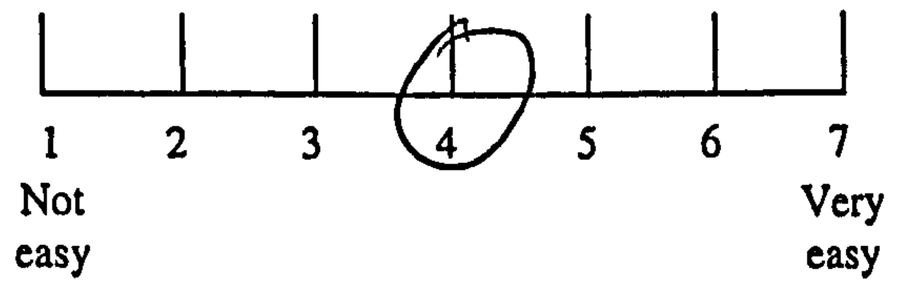
Comments:

C. GCP (Generic Cultural Predictions)

1. With what level of ease do you perceive re-applying the following 4 GCP?

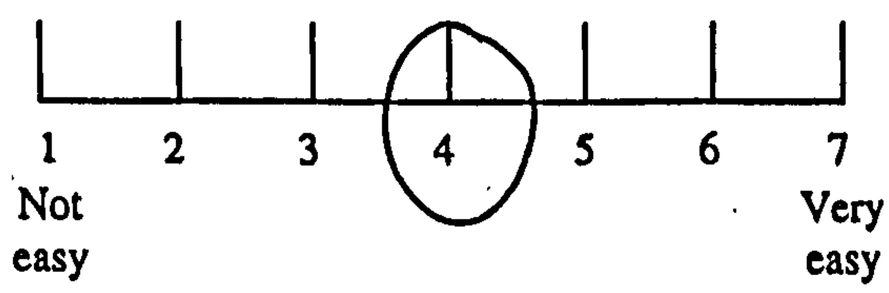
   a. GCP 1: If this norm is violated in an organisation in the UK, then it is likely that the employees will react and maybe reject the system. For example use external applications, not invest time in using it properly, feel frustrated, etc.

Comments:



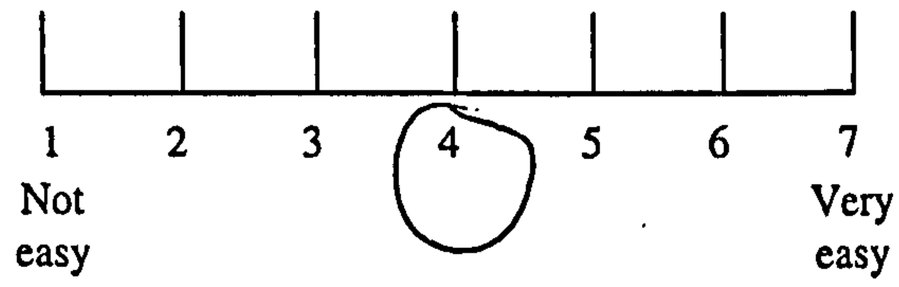
   b. GCP 2: If this norm is violated in an organisation in DE, then it is likely that the employees will react. For example complaint or feel frustrated. If the opportunity arises they might complaint to their superiors

Comments:



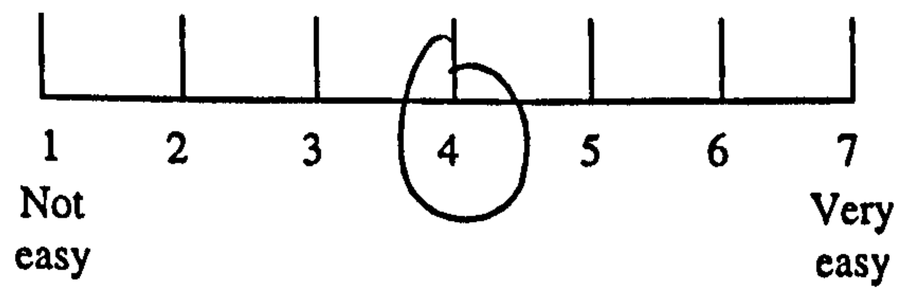
c. GCP 3: If this norm is violated in an organisation in the UK, then it is likely that the employees will react strongly. For example they might fell frustrated, feel unsatisfied of their job, loose motivation, etc.

Comments:



d. GCP 4: If this norm is violated in an organisation in DE, then it is likely that the employees will react, maybe even reject the system. For example complaint to their superiors or feel frustrated. If the opportunity arises they might complaint to their superiors.

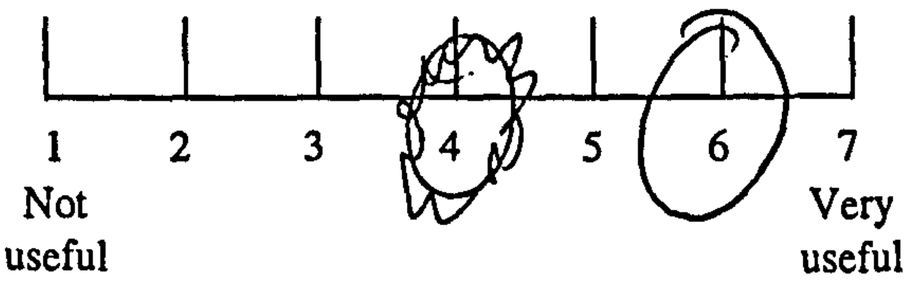
Comments:



2. How useful for ERP implementations did you find the following 4 GCP?

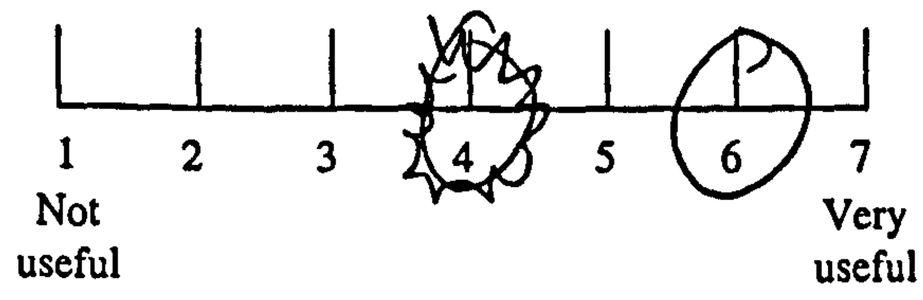
a. GCP 1: If this norm is violated in an organisation in the UK, then it is likely that the employees will react and maybe reject the system. For example use external applications, not invest time in using it properly, feel frustrated, etc.

Comments:



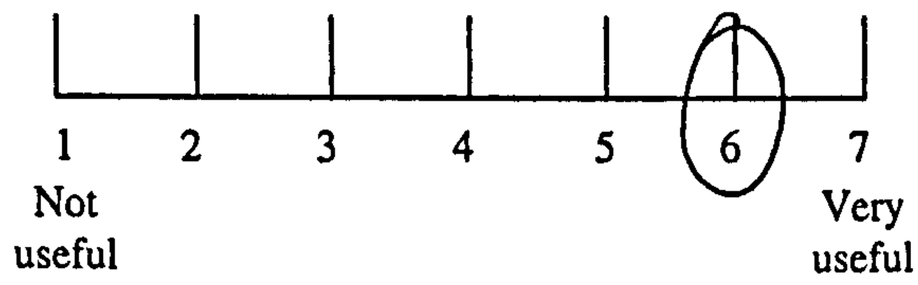
b. GCP 2: If this norm is violated in an organisation in DE, then it is likely that the employees will react. For example complaint or feel frustrated. If the opportunity arises they might complaint to their superiors

Comments:



c. GCP 3: If this norm is violated in an organisation in the UK, then it is likely that the employees will react strongly. For example they might fell frustrated, feel unsatisfied of their job, loose motivation, etc.

Comments:



d. GCP 4: If this norm is violated in an organisation in DE, then it is likely that the employees will react, maybe even reject the system. For example complaint to their superiors or feel frustrated. If the opportunity arises they might complaint to their superiors.

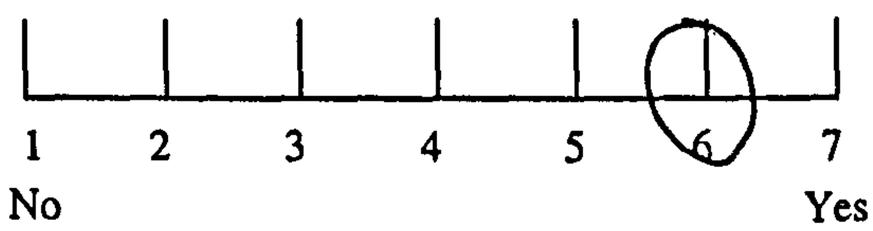
Comments:

Useful as an indicator/ predictor to a certain extent (Depends on how strong the organisational culture is across countries)

3. Do you feel that the results for scenario 1 from the following 4 GCP meet their promises?

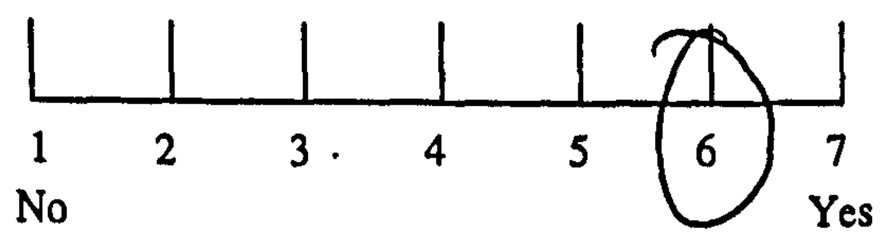
a. GCP 1: If this norm is violated in an organisation in the UK, then it is likely that the employees will react and maybe reject the system. For example use external applications, not invest time in using it properly, feel frustrated, etc.

Comments:



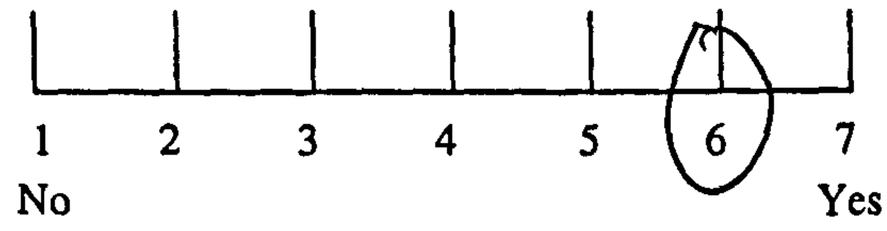
b. GCP 2: If this norm is violated in an organisation in DE, then it is likely that the employees will react. For example complaint or feel frustrated. If the opportunity arises they might complaint to their superiors.

Comments:



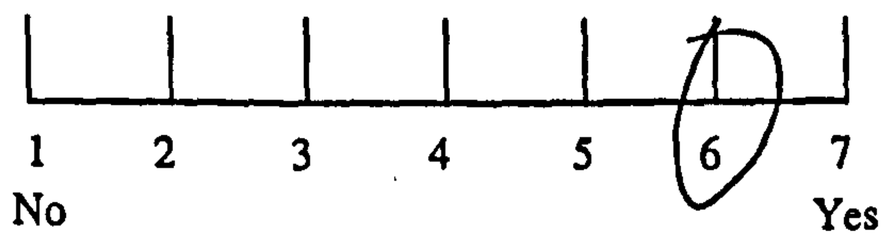
c. GCP 3: If this norm is violated in an organisation in the UK, then it is likely that the employees will react strongly. For example they might fell frustrated, feel unsatisfied of their job, loose motivation, etc.

Comments:



d. GCP 4: If this norm is violated in an organisation in DE, then it is likely that the employees will react, maybe even reject the system. For example complaint to their superiors or feel frustrated. If the opportunity arises they might complaint to their superiors.

Comments:



Evaluation Questionnaire

[redacted]

Name: [redacted] Expert B

Instructions:

Please answer all questions. For all questions, a scale of 1-7 is given. Please circle the most appropriate number. Give comments and examples with your answer in the space provided.

A. Elicitation technique

1. With what level of ease do you perceive re-applying the following 4 stages of the elicitation technique?

a. Observations

Comments:

Give good overall feeling for nature of organisation ie: social norms, beliefs, way work is organised, general differences between groups, physical layout etc

-> 4 me centrality of department to the business determines resources on projects so interesting to see where the business focus lies.

1 2 3 4 (5) 6 7

Not easy — Very easy

b. Background questionnaire

Comments:

Helps to understand background of different stakeholders and possible reasons for poor/good uptake of new system and processes between and within groups

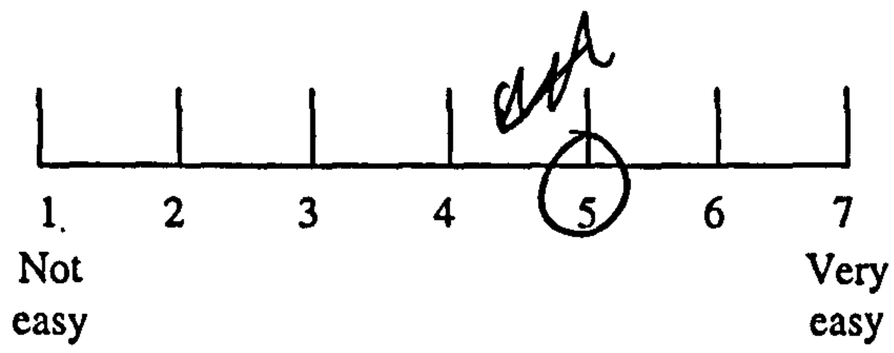
1 2 3 4 (5) 6 7

Not easy — Very easy

c. Cultural statement questionnaire

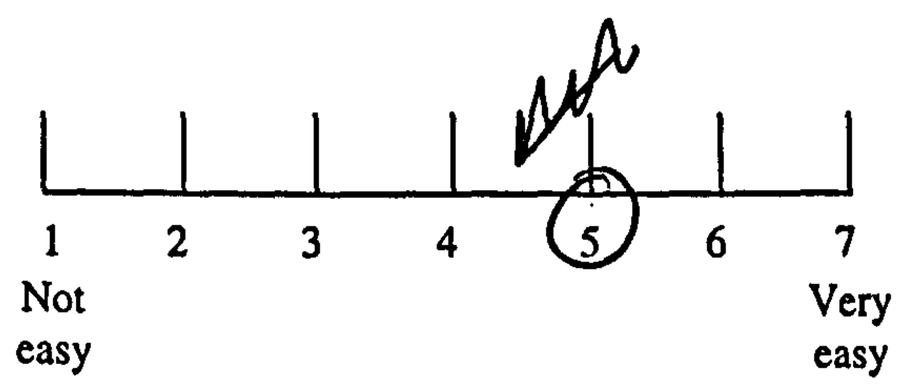
Comments:

Very useful for comparison of different groups in organisation (different sub-cultures? beliefs, norms, etc) Good for looking at International differences.



d. Culture mining approach

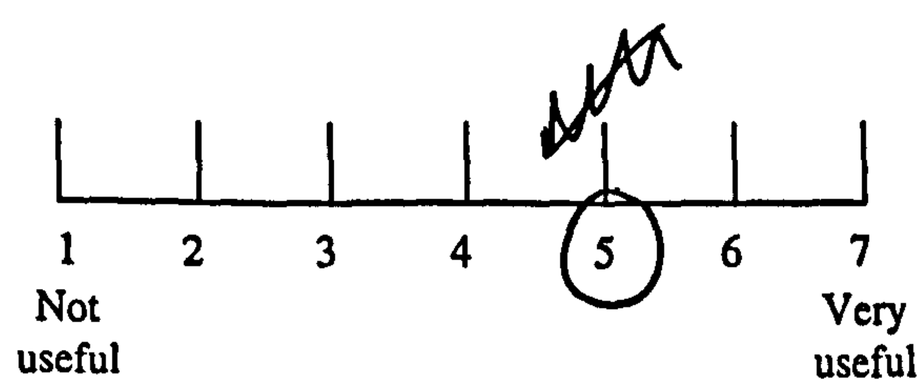
Comments:



2. How useful for ERP implementations did you find the following 4 tools of the elicitation technique?

a. Observations

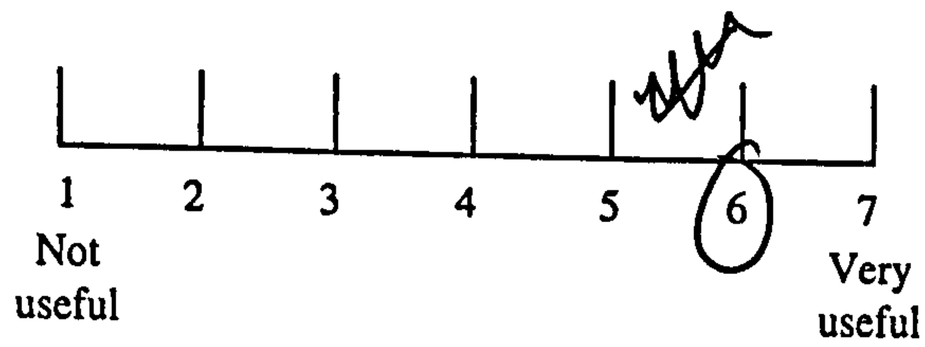
Comments:



b. Background questionnaire

Comments:

This is my favorite as I think background experiences and actual job impacts are key predictors in resistance to change.

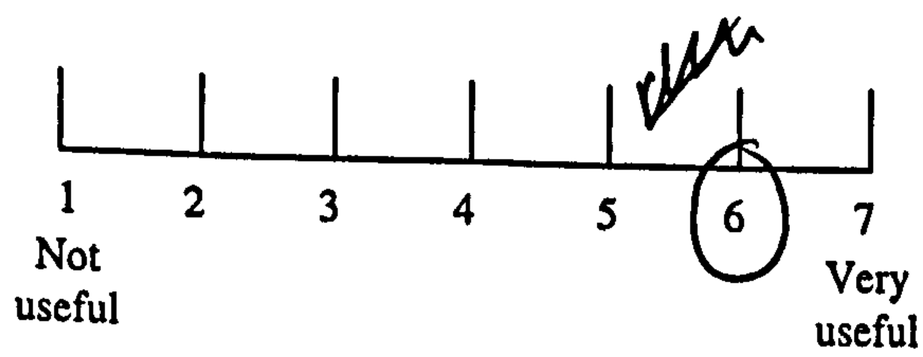


c. Cultural statement questionnaire

Comments:

d. Culture mining approach

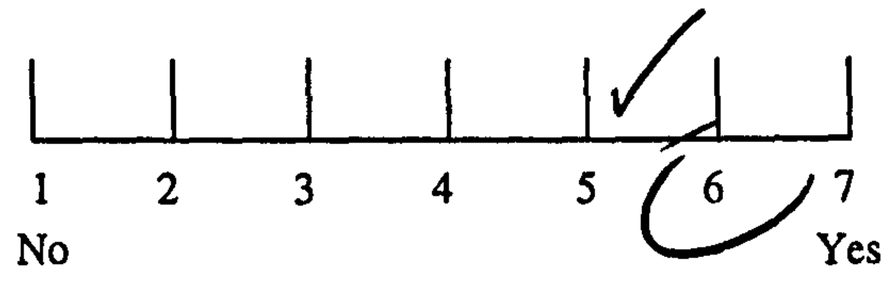
Comments:



3. Do you feel that the results for scenario 1 from the following 4 tools of the elicitation technique meet the promises?

a. Observations

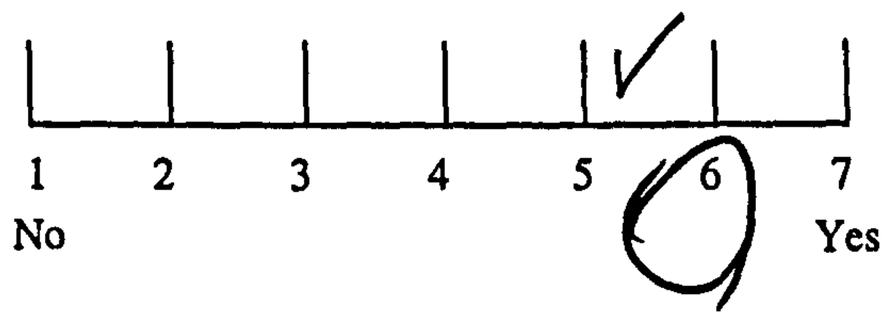
Comments:



b. Background questionnaire

Comments:

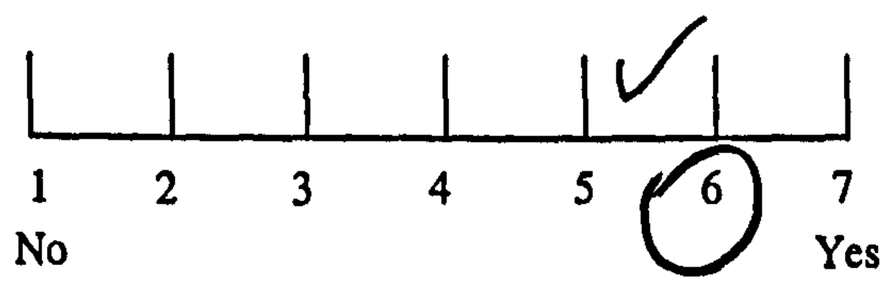
see previous comments



c. Cultural statement questionnaire

Comments:

see previous comments



d. Culture mining approach

Comments:

Very useful for determining "meaning" of background Q'aire and culture questionnaire

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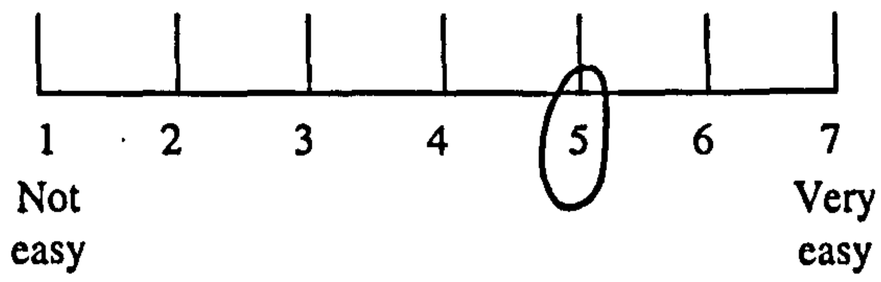
B. Modelling technique

1. With what level of ease do you perceive re-applying the following 3 stages of the modelling technique?

a. Identification of cultural elements

Comments:

obviously a lot of data to look at so time consuming, but potentially very profitable.



b. Modelling of the elements

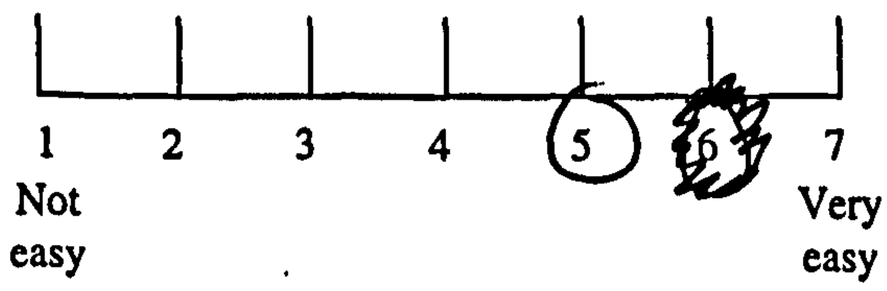
Comments:

Meta-schema useful way of describing relationships between cultural elements

c. Analysis of the model fragments

Comments:

Interaction between model fragments is complex but describes cultural elements in a dynamic way, it helps to make sense of the elements as a whole.



2. How useful for ERP implementations did you find the following 3 tools of the modelling technique?

a. Identification of cultural elements

Comments:

For ERP implementations scope is generally large (high no. users) so data collation and analysis would be time consuming. Very useful for smaller scale issues post-implementation when trying to identify reasons for poor uptake/efficiency/satisfaction with system/processes

1 2 3 4 (5) 6 7

Not useful — Very useful

b. Modelling of the elements

Comments:

1 2 3 4 5 (6) 7

Not useful — Very useful

c. Analysis of the model fragments

Comments:

Again could be very complex for large no. of stakeholders, analysis would take time and many organisations are very impatient and look for "quick fixes"

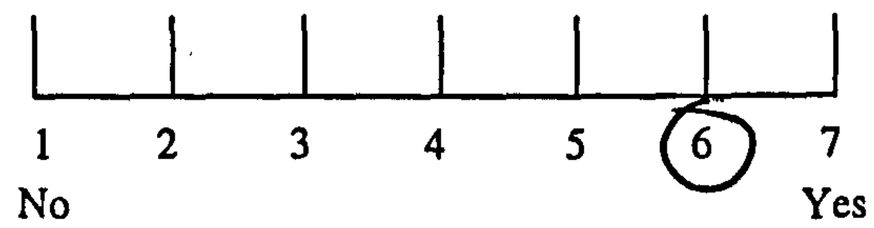
1 2 3 4 (5) 6 7

Not useful — Very useful

3. Do you feel that the results for scenario 2 from the following 4 tools of the modelling technique meet their promises?

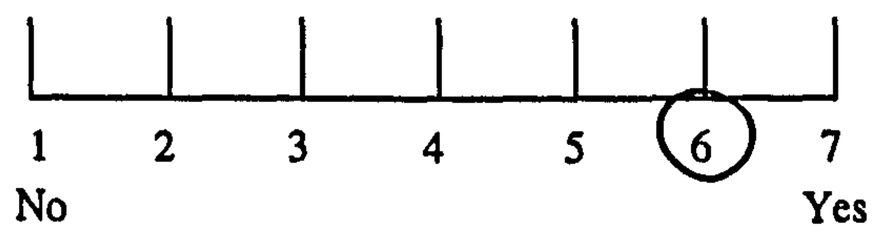
a. Identification of cultural elements

Comments:



b. Modelling of the elements

Comments:



c. Analysis of the model fragments

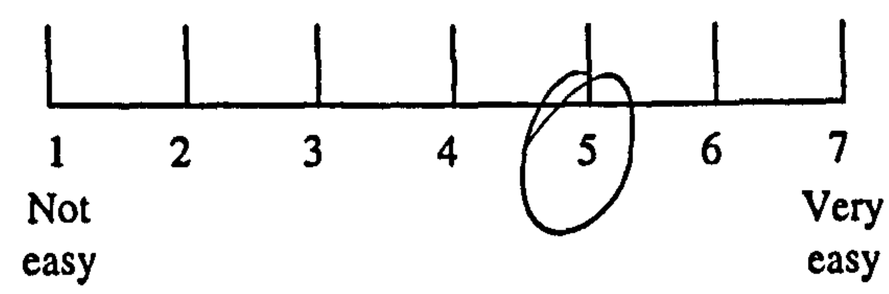
Comments:

C. GCP (Generic Cultural Predictions)

1. With what level of ease do you perceive re-applying the following 4 GCP?

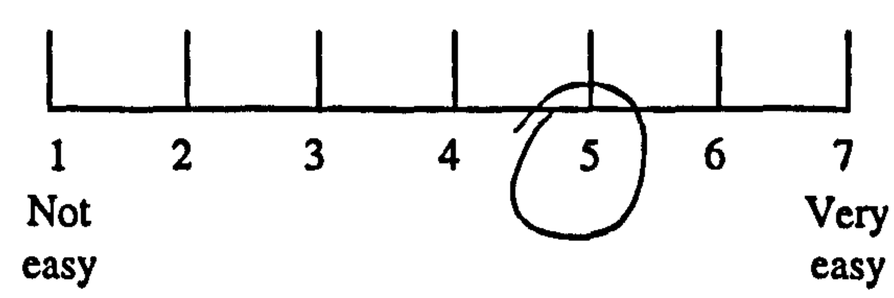
   a. GCP 1: If this norm is violated in an organisation in the UK, then it is likely that the employees will react and maybe reject the system. For example use external applications, not invest time in using it properly, feel frustrated, etc.

Comments:



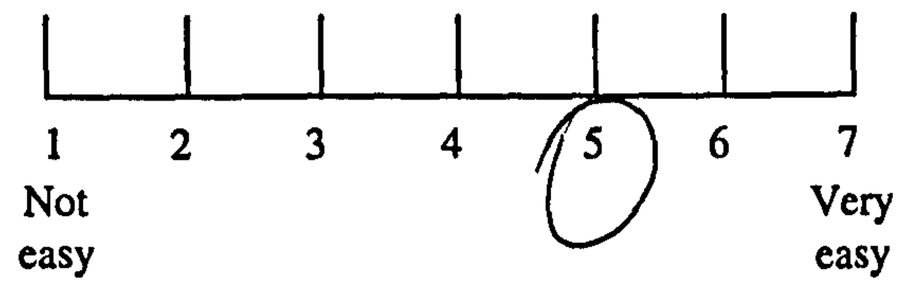
   b. GCP 2: If this norm is violated in an organisation in DE, then it is likely that the employees will react. For example complaint or feel frustrated. If the opportunity arises they might complaint to their superiors

Comments:



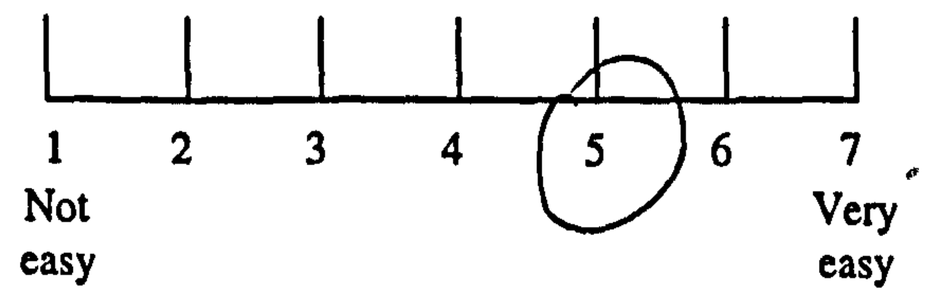
c. GCP 3: If this norm is violated in an organisation in the UK, then it is likely that the employees will react strongly. For example they might fell frustrated, feel unsatisfied of their job, loose motivation, etc.

Comments:



d. GCP 4: If this norm is violated in an organisation in DE, then it is likely that the employees will react, maybe even reject the system. For example complaint to their superiors or feel frustrated. If the opportunity arises they might complaint to their superiors.

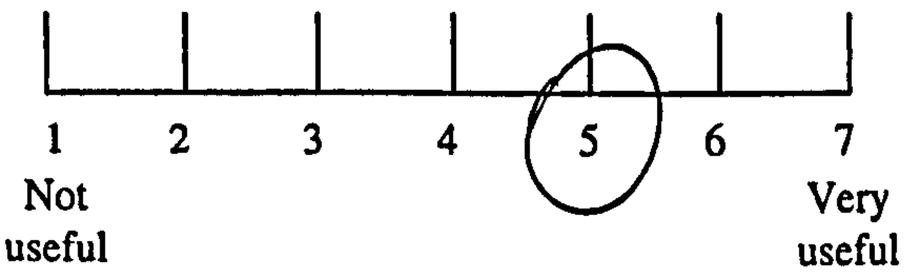
Comments:



2. How useful for ERP implementations did you find the following 4 GCP?

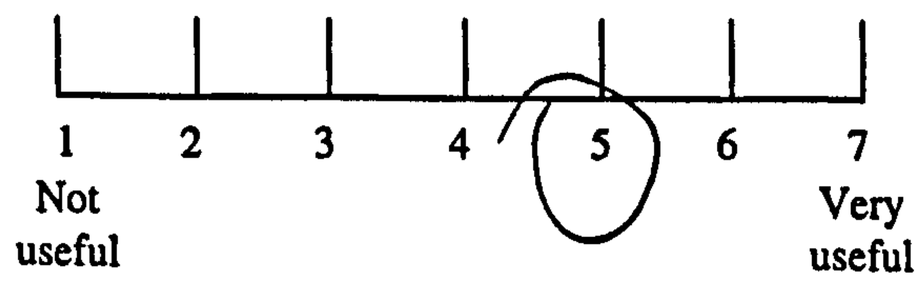
a. GCP 1: If this norm is violated in an organisation in the UK, then it is likely that the employees will react and maybe reject the system. For example use external applications, not invest time in using it properly, feel frustrated, etc.

Comments:



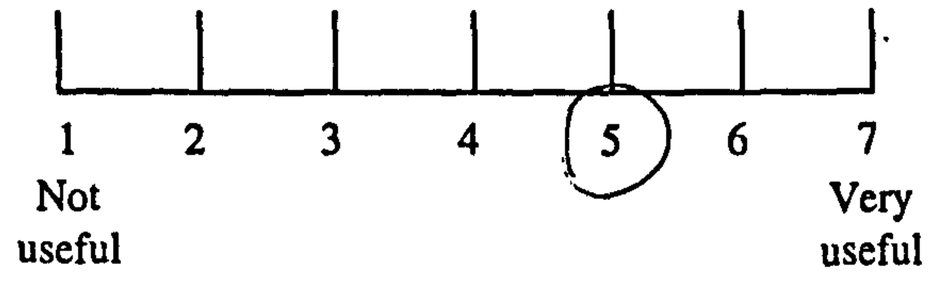
b. GCP 2: If this norm is violated in an organisation in DE, then it is likely that the employees will react. For example complaint or feel frustrated. If the opportunity arises they might complaint to their superiors

Comments:



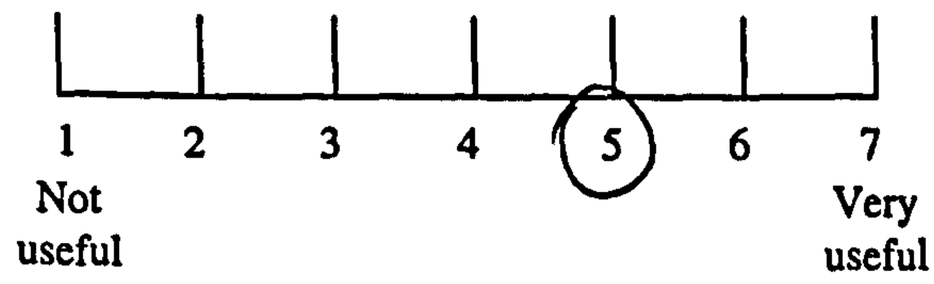
c. GCP 3: If this norm is violated in an organisation in the UK, then it is likely that the employees will react strongly. For example they might fell frustrated, feel unsatisfied of their job, loose motivation, etc.

Comments:



d. GCP 4: If this norm is violated in an organisation in DE, then it is likely that the employees will react, maybe even reject the system. For example complaint to their superiors or feel frustrated. If the opportunity arises they might complaint to their superiors.

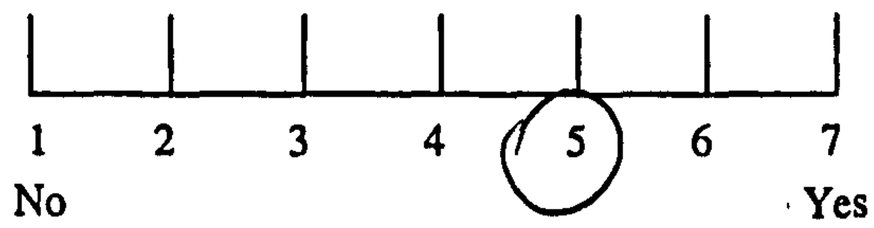
Comments:



3. Do you feel that the results for scenario 3 from the following 4 GCP meet their promises?

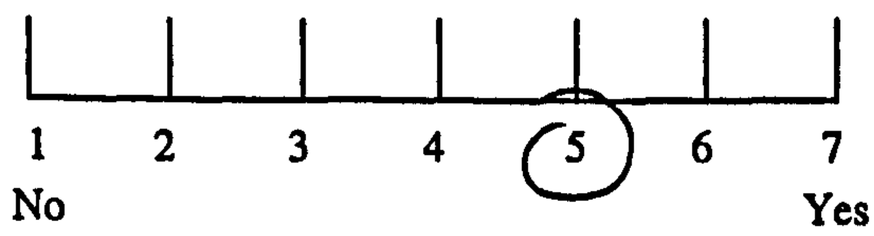
a. GCP 1: If this norm is violated in an organisation in the UK, then it is likely that the employees will react and maybe reject the system. For example use external applications, not invest time in using it properly, feel frustrated, etc.

Comments:



b. GCP 2: If this norm is violated in an organisation in DE, then it is likely that the employees will react. For example complaint or feel frustrated. If the opportunity arises they might complaint to their superiors.

Comments:

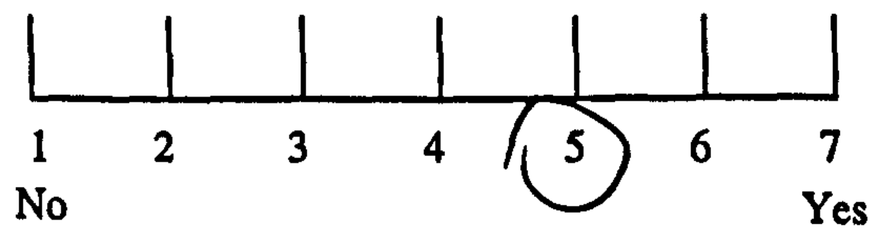


c. GCP 3: If this norm is violated in an organisation in the UK, then it is likely that the employees will react strongly. For example they might fell frustrated, feel unsatisfied of their job, loose motivation, etc.

Comments:

d. GCP 4: If this norm is violated in an organisation in DE, then it is likely that the employees will react, maybe even reject the system. For example complaint to their superiors or feel frustrated. If the opportunity arises they might complaint to their superiors.

Comments:



Evaluation Questionnaire

[redacted]

Name: [redacted] Expert C

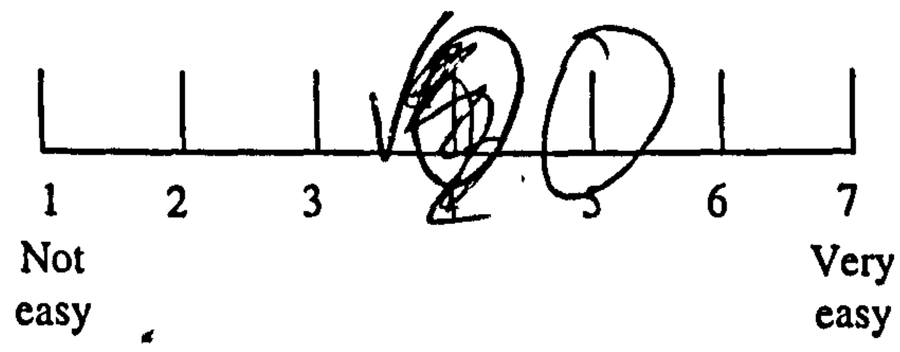
Instructions:

Please answer all questions. For all questions, a scale of 1-7 is given. Please circle the most appropriate number. Give comments and examples with your answer in the space provided.

A. Elicitation technique

1. With what level of ease do you perceive re-applying the following 4 stages of the elicitation technique?

a. Observations

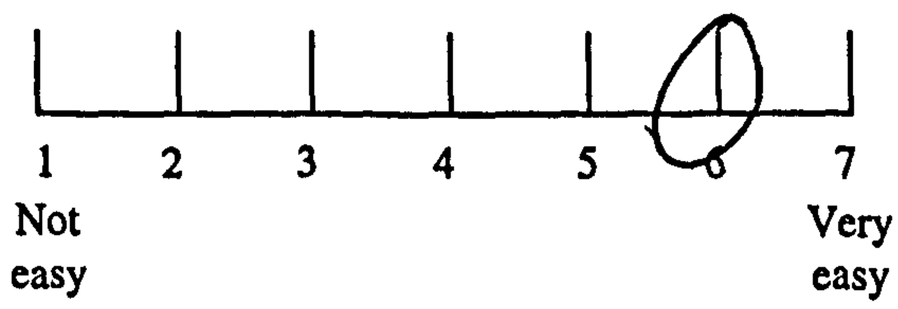


Comments:

I think it is difficult to find truly sincere answers in the culture mining approach since you have to choose certain persons in the film. I also find difficult to statistically explain the selection

Stage d

b. Background questionnaire



Comments:

c. Cultural statement questionnaire

Comments:

1 2 3 4 5 6 7
Not easy — Very easy

Maybe I would include some questions that allow me to do clusters results. such as age, gender. Although I know it is something difficult as it must be anonymous. But it can help me to identify subcultures and find different perceptions of subcultures in the ERP implementation
years in the company

d. Culture mining approach

Comments:

1 2 3 4 5 6 7
Not easy — Very easy

for making it easy people interviewed must be aware of the real purpose of the study. It could be the richest part of the methodoly. and we can not miss since questions.

2. How useful for ERP implementations did you find the following 4 tools of the elicitation technique?

a. Observations

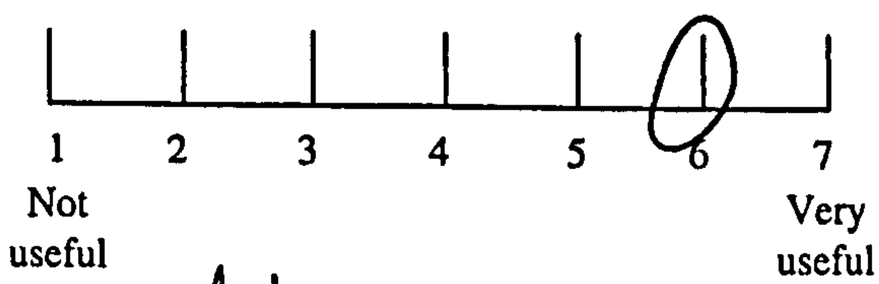
Comments:

1 2 3 4 5 6 7
Not useful — Very useful

I do not find only useful but NECESSARY, since my experience 80% of projects fail because this kind of methodologies are not used.

b. Background questionnaire

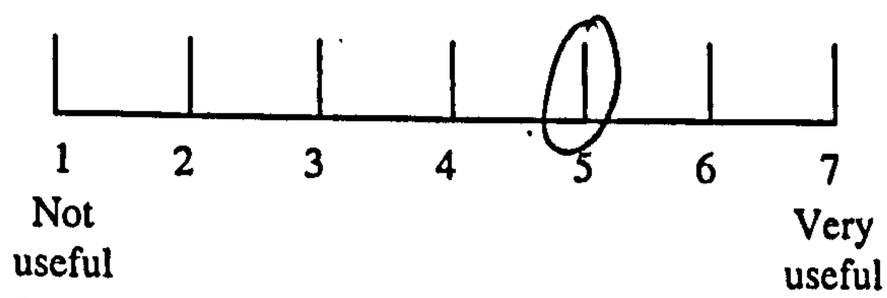
Comments:



Very important to find groups of behavior.

c. Cultural statement questionnaire

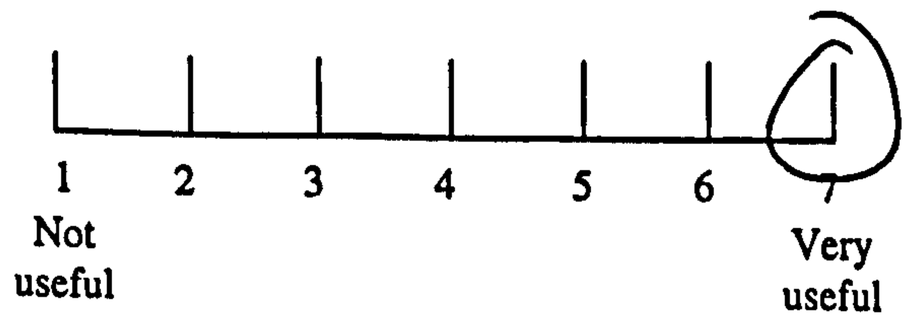
Comments:



Maybe I would include some questions to identify country specifications or peculiarities.

d. Culture mining approach

Comments:

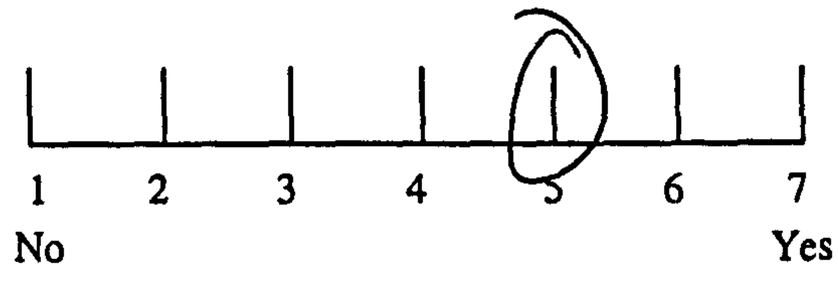


The most important part of the method, since it linkages definitely the other three parts.

3. Do you feel that the results for scenario 1 from the following 4 tools of the elicitation technique meet the promises?

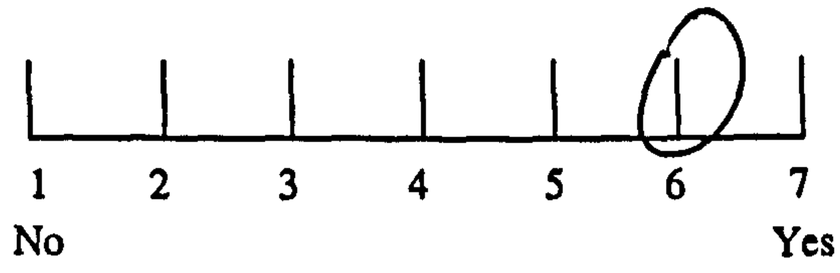
a. Observations

Comments:



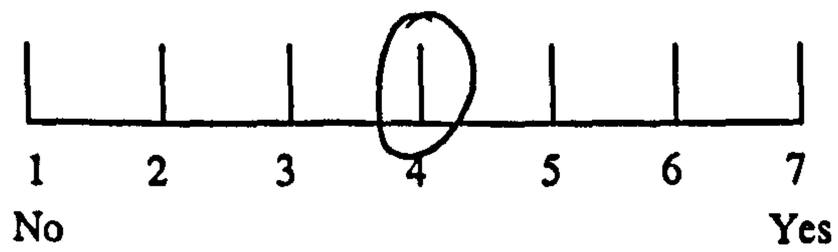
b. Background questionnaire

Comments:



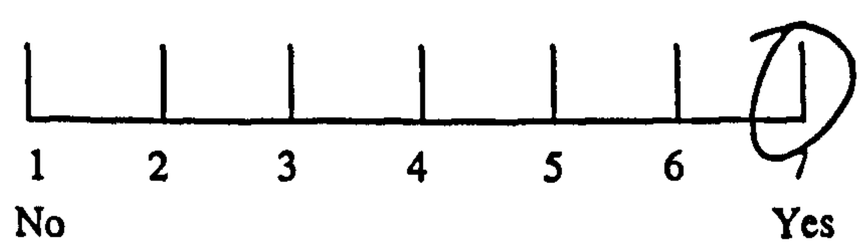
c. Cultural statement questionnaire

Comments:



d. Culture mining approach

Comments:



B. Modelling technique

1. With what level of ease do you perceive re-applying the following 3 stages of the modelling technique?

a. Identification of cultural elements

Comments:

b. Modelling of the elements

Comments:

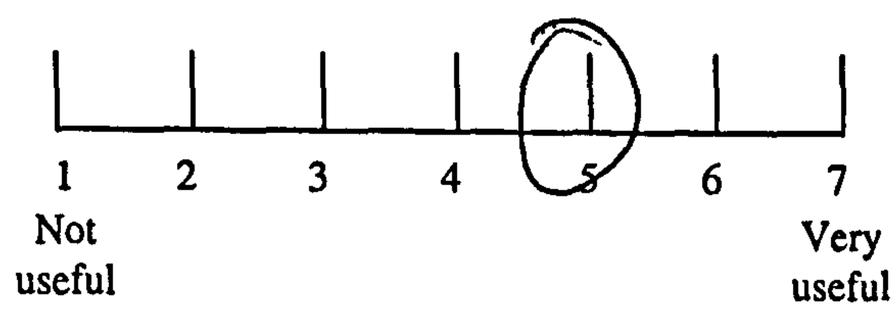
c. Analysis of the model fragments

Comments:

2. How useful for ERP implementations did you find the following 3 tools of the modelling technique?

a. Identification of cultural elements

Comments:



b. Modelling of the elements

Comments:

c. Analysis of the model fragments

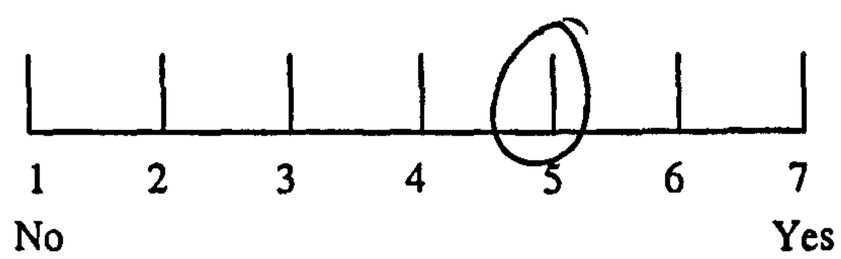
Comments:

Yes, very useful specially if I apply at this stage other techniques as for example SWOT analysis.

3. Do you feel that the results for scenario 2 from the following 4 tools of the modelling technique meet their promises?

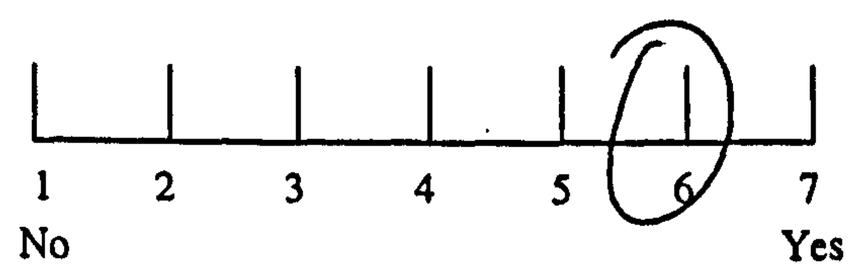
a. Identification of cultural elements

Comments:



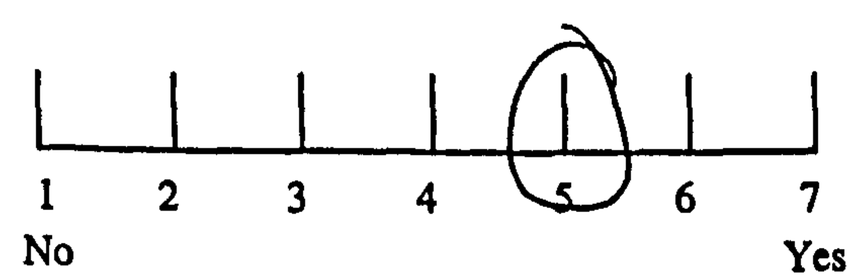
b. Modelling of the elements

Comments:



c. Analysis of the model fragments

Comments:

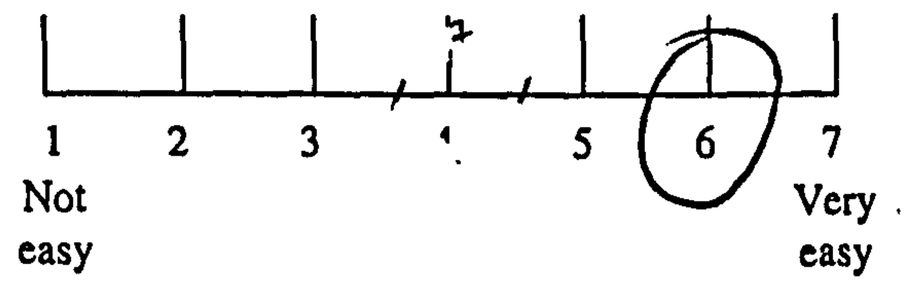


C. GCP (Generic Cultural Predictions)

1. With what level of ease do you perceive re-applying the following 4 GCP?

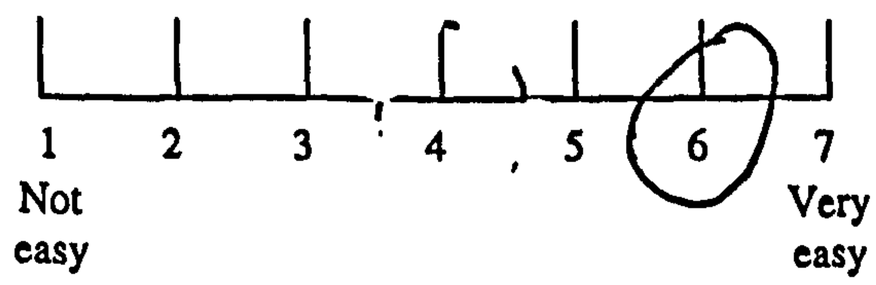
   a. GCP 1: If this norm is violated in an organisation in the UK, then it is likely that the employees will react and maybe reject the system. For example use external applications, not invest time in using it properly, feel frustrated, etc.

Comments:



   b. GCP 2: If this norm is violated in an organisation in DE, then it is likely that the employees will react. For example complaint or feel frustrated. If the opportunity arises they might complaint to their superiors

Comments:



c. GCP 3: If this norm is violated in an organisation in the UK, then it is likely that the employees will react strongly. For example they might fell frustrated, feel unsatisfied of their job, loose motivation, etc.

Comments:

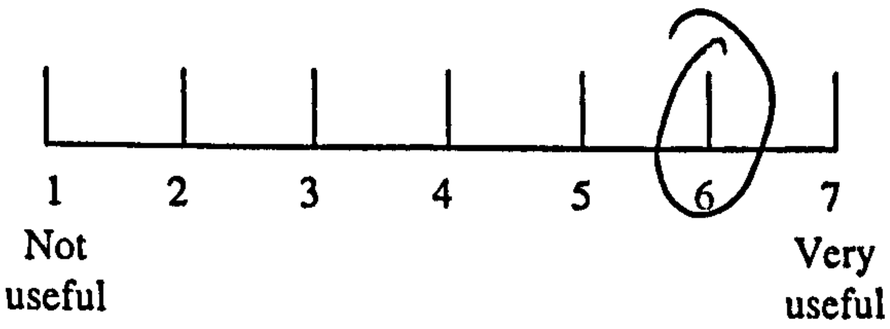
d. GCP 4: If this norm is violated in an organisation in DE, then it is likely that the employees will react, maybe even reject the system. For example complaint to their superiors or feel frustrated. If the opportunity arises they might complaint to their superiors.

Comments:

2. How useful for ERP implementations did you find the following 4 GCP?

a. GCP 1: If this norm is violated in an organisation in the UK, then it is likely that the employees will react and maybe reject the system. For example use external applications, not invest time in using it properly, feel frustrated, etc.

Comments:



b. GCP 2: If this norm is violated in an organisation in DE, then it is likely that the employees will react. For example complaint or feel frustrated. If the opportunity arises they might complaint to their superiors

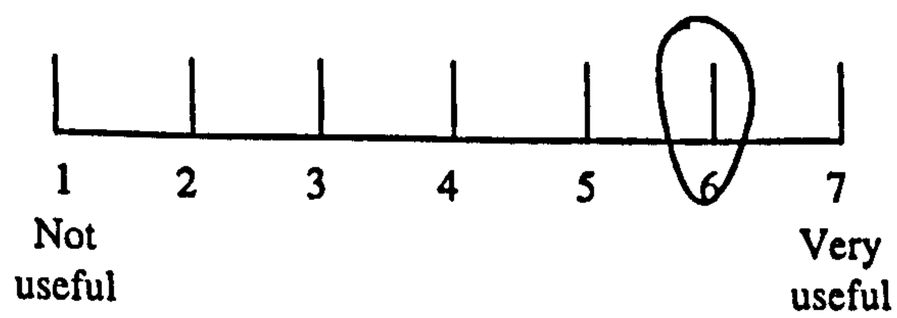
Comments:

c. GCP 3: If this norm is violated in an organisation in the ~~UK~~ GP, then it is likely that the employees will react strongly. For example they might fell frustrated, feel unsatisfied of their job, loose motivation, etc.

Comments:

d. GCP 4: If this norm is violated in an organisation in DE, then it is likely that the employees will react, maybe even reject the system. For example complaint to their superiors or feel frustrated. If the opportunity arises they might complaint to their superiors.

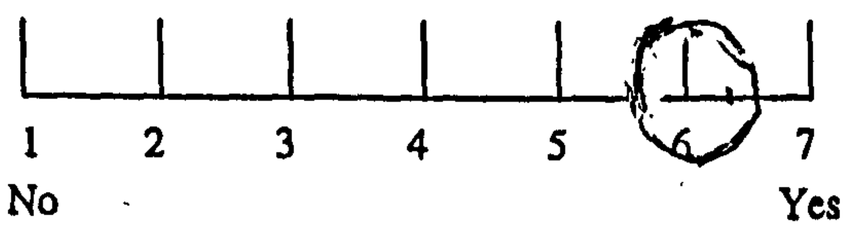
Comments:



3. Do you feel that the results for scenario 1 from the following 4 GCP meet their promises?

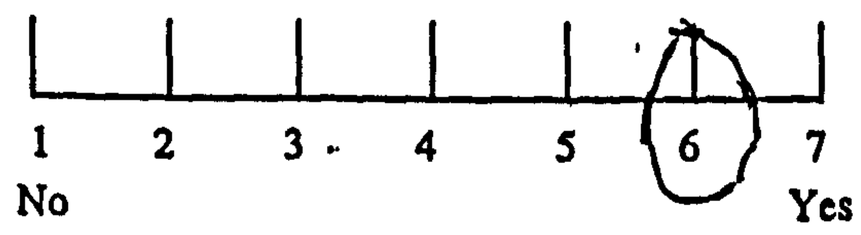
a. GCP 1: If this norm is violated in an organisation in the UK, then it is likely that the employees will react and maybe reject the system. For example use external applications, not invest time in using it properly, feel frustrated, etc.

Comments:



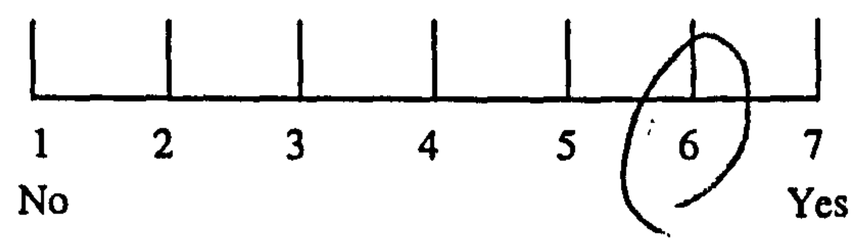
b. GCP 2: If this norm is violated in an organisation in DE, then it is likely that the employees will react. For example complaint or feel frustrated. If the opportunity arises they might complaint to their superiors.

Comments:



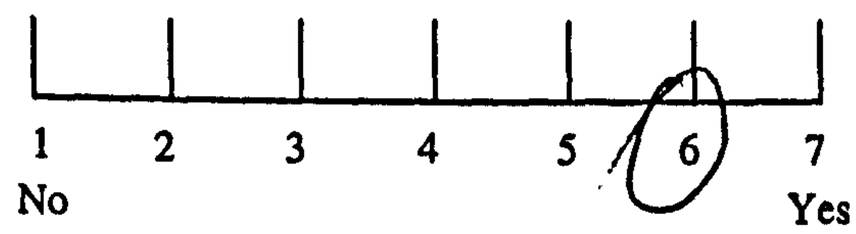
c. GCP 3: If this norm is violated in an organisation in the ~~UK~~ GB, then it is likely that the employees will react strongly. For example they might fell frustrated, feel unsatisfied of their job, loose motivation, etc.

Comments:



d. GCP 4: If this norm is violated in an organisation in DE, then it is likely that the employees will react, maybe even reject the system. For example complaint to their superiors or feel frustrated. If the opportunity arises they might complaint to their superiors.

Comments:



Appendix 7.9
Method Questionnaire

A. Elicitation technique

Expert A was asked the following questions:

1. Did you find the different stages of the elicitation technique useful? Why?

Yes as they formalise what good consultants should do. In detail it formalises everything that should be done in each stage. Moreover, it emphasises what good consultants should be looking at. For example, the observations.

2. What are the advantages and disadvantages of each stage?

Advantages are the above really. The disadvantages are that it is time consuming. There is the question of whether the client is willing to pay for it, as for him more time means spending more money really.

3. Do you think you could reapply the elicitation technique yourself?

Yes I would. The only thing I might be a bit worried about is the culture-statement questionnaire as the clients might be sensitive about it. Otherwise, all stages of the elicitation technique seem straightforward. *Especially the observations, I could re-apply them very easily, as they are very straightforward and simple to follow.*

4. What do you perceive to be the advantages and disadvantages of the elicitation technique? Why?

The background questionnaire is very useful, as it would indicate what the employees are doing now and how it would change because of the ERP implementation. This questionnaire gives you an idea of what and where to look at.

5. Do you feel that the elicitation technique can provide you more insight into ERP implementation problems? Why?

Yes, definitely, for all the reasons mentioned above.

6. Do you feel that the elicitation technique can increase your awareness of culture-related problems during ERP implementations?

Yes, definitely for all the aforementioned reasons.

7. Do you have any suggestions on how the elicitation technique could be improved? Why?

No, not really.

B. Modelling technique

Expert A was asked the following questions:

1. Did you find the different stages of the modelling technique useful? Why?

I did because it is a good way of organising the information from the previous phase (elicitation technique)

2. What are the advantages and disadvantages of each stage?

Generally, the only disadvantage I can find is time. The activities require time and time in such project is hard to get. Especially the identification of the cultural elements, as in order to identify them you need to have a good understanding of them. The advantage, and a very important one, is that it helps you identify issues and address them.

3. Do you think you could reapply the modelling technique yourself?

I could, it would be time consuming but on the other hand beneficial

4. What do you perceive to be the advantages and disadvantages of the whole modelling technique?

Same as above

5. Do you feel that the modelling technique can provide you more insight into ERP implementation problems? Why?

Yes it can, as it helps identify possible ERP implementation issues

6. Do you feel that the modelling technique can increase your awareness and understanding of culture-related problems during ERP implementations? Why?

Yes, because it identifies culture related elements and their association with the implementation

7. Do you have any suggestions on how the modelling technique could be improved? Why?

If the technique can be validated

C. Generic Cultural Predictions (GCP)

Expert A was asked the following questions:

1. Did you find the specific predictions useful? Why?

Yes, as a generic indicator. They are definitely useful

2. Do you think that the GCP can help recognise and avoid culture-related implementation problems of this kind in future ERP implementations?

Yes, they could if there is no insight into a culture

3. Do you think you could reapply the GCP and if yes how?

I would be able to reproduce such GCP, however they would require time. I would use them at the beginning of a project.

4. What do you perceive to be the advantages and disadvantages of the GCP? Why?

Advantages in terms of helping recognise and understand a culture. the disadvantage is again time.

5. Would you find it useful to have more predictions for other national cultures? Why?

Yes definitely. For all those cultures I have no prior experience with.

6. Do you perceive the predictions to be of considerable value for future ERP implementations? Why?

Yes, as they would help in interpreting and explaining things. Also it would help when international people are working together. For example, in global teams where people are from different cultures and countries and sometimes communication and understanding each other is hard.

Method Questionnaire

A. Elicitation technique

Expert Bs was asked the following questions:

1. Did you find the different stages of the elicitation technique useful? Why?

Observations give a good feeling of the nature of the organisation. The background questions offer useful information about the computing literacy within the company and what is regarded as good and bad about the implementation. The culture-statement questionnaire is helpful in looking at differences between groups, even within 1 department, not just between departments. Lastly, the culture mining approach triangles the previous 3 stages and it finds out why and relates everything together.

2. What are the advantages and disadvantages of each stage?

The advantages are really what was mentioned in the previous question. The disadvantages are firstly access. Will the management give you enough time to see all necessary stakeholders?

3. Do you think you could reapply the elicitation technique yourself? In general, was it effective?

Yes. It is pretty clear what has to be done and how to do it, especially the observations. Moreover, I personally think it was effective. All the 4 stages work together towards understanding a situation like the one described in scenario 1

4. What do you perceive to be the advantages and disadvantages of the elicitation technique? Why?

The same as what was mentioned in the previous questions about the different stages of the elicitation technique.

5. Do you feel that the elicitation technique can provide you more insight into ERP implementation problems? Why?

Yes for sure, because you get their expectations, their differences in culture, the different problems within the different departments. It is a very holistic approach and it covers the important things in ERP implementations. Moreover, it structures the implementation team as well.

6. Do you feel that the elicitation technique can increase your awareness of culture-related problems during ERP implementations?

Yes definitely. More specifically, I think that the observations are looking at the project team and communicate the techniques used prior the implementation. The background questions deal with whether the people are clear of the objectives of the implementation. Also you ask questions on what the perceived benefits are and about the harmonisation of the processes, which give rise to a lot of issues. The whole technique helps a consultant understand the

impact of the implementation on the individuals, their expectations. Moreover it provides a general scope to the project and also what the satisfaction levels were with the previous systems and what they would like and wouldn't like to have in the new system.

7. Do you have any suggestions on how the elicitation technique could be improved? Why?

No.

B. Modelling technique

Expert B was asked the following questions:

1. Did you find the different stages of the modelling technique useful? Why?

Yes. It is a thorough and holistic approach. Especially now seeing what can be done with the data from the previous phase. I think that the modelling stage is very useful as it is a very effective way of describing relationships between cultural elements. I am only concerned about the scale of the elements that may be identified through the 1st stage.

2. What are the advantages and disadvantages of each stage?

Generally time is a disadvantage, as it does take time to identify and analyse the data. Moreover, if there is a general problem in a big area (for example like 150 people involved). How do you identify the key people to interview? For smaller areas, then it wouldn't be a problem.

3. Do you think you could reapply the modelling technique yourself? Do you think it was effective for scenario 2?

It definitely was effective. It captured in the model all the necessary information. Yes, I could re-apply it given the high degree of flexibility, especially of the modelling technique. Also it depends on the focus of the problems. Conceptually, it is very easy to grasp and also it is a very big advantage to have something that recognises the relationships between the different elements playing an important role in an ERP implementations. That all is easy to apply as long as people understand the different definitions, and most of the ERP people would – or should at least.

4. What do you perceive to be the advantages and disadvantages of the whole modelling technique?

Same as above

5. Do you feel that the modelling technique can provide you more insight into ERP implementation problems? Why?

Definitely. With such data elicited, yes, definitely,

6. Do you feel that the modelling technique can increase your awareness and understanding of culture-related problems during ERP implementations? Why?

Yes but also in solving them or at least know how to deal with them.

7. Do you have any suggestions on how the modelling technique could be improved? Why?

Maybe if the meta-schema can be computerised.

C. Generic Cultural Predictions (GCP)

Expert B was asked the following questions:

1. Did you find the specific predictions useful? Why?

Yes very, as the consultants will know what the impact will be if they change something in a specific culture and even if they do, what the reaction will be and hence know how to deal with it.

2. Do you think that the GCP can help recognise and avoid culture-related implementation problems of this kind in future ERP implementations?

It is especially in cultures that the consultants are not experienced with.

3. Do you think you could reapply the GCP and if yes how? Do you think the process for generating the GCP is effective?

Yes I could re-apply them. If I had completed correctly all the previous phases, applying the GCP wouldn't be a problem at all. I would re-apply them in the beginning of a project. It would be interesting to see how strong their predictive power is as it would solve so many problems. The process seems effective to me as the 4 predictions seem correct

4. What do you perceive to be the advantages and disadvantages of the GCP? Why?

Mainly advantages as I cannot see any disadvantages really. The advantage is as I mentioned before, the predictive power.

5. Would you find it useful to have more predictions for other national cultures? Why?

Yes, definitely

6. Do you perceive the predictions to be of considerable value for future ERP implementations? Why?

Certainly. Not just for ERP implementations but for anything that involves interaction or dealing with different cultures.

Method Questionnaire

A. Elicitation technique

Expert C was asked the following questions:

1. Did you find the different stages of the elicitation technique useful? Why?

I did find them very useful as they provide an insight into the organisation that is implementing the ERP that I wouldn't have otherwise. As a consultant you have the opportunity of learning things about your client, like their mentality, habits etc, which can help you adjust your way of working to theirs, which could facilitate the whole implementation process. This is why this technique is useful.

2. What are the advantages and disadvantages of each stage?

I especially think that the culture-statement questionnaire is very useful. I can see employees and their management objecting to it as it might give rise to sensitive issues, bur perhaps this is exactly why it is useful. It helps to uncover the culture of an organisation. Moreover, I feel that the culture mining approach is very useful as it puts everything together that was done in the previous 3 stages.

3. Do you think you could reapply the elicitation technique yourself? In general, was it effective?

I think the technique was very effective for the example used in the scenario. From what I have seen, I consider it very clear and I think I could re-apply it with no problems. Maybe the background questionnaire and the culture statement questionnaire with no problems at all, as the instructions are very clear to me, and also the interviewees would have no problem following it. I might have some problems with the culture-mining approach as employees might be scared to answer truthfully to the questions.

4. What do you perceive to be the advantages and disadvantages of the elicitation technique? Why?

The advantages are the ones mentioned above. The disadvantage I could think of is the time these stages require, which in ERP implementations time is something which is hard to find. It seems time consuming but very valuable

5. Do you feel that the elicitation technique can provide you more insight into ERP implementation problems? Why?

I think it would. Asking the employees that are willing to open up and talk about these problems, without being scared, would provide a lot of information. The only problem is finding such employees.

6. Do you feel that the elicitation technique can increase your awareness of culture-related problems during ERP implementations?

Definitely, as the technique in a way finds out what the culture thinks of the ERP implementation.

7. Do you have any suggestions on how the elicitation technique could be improved? Why?

Nothing I can think of.

B. Modelling technique

Expert C was asked the following questions:

1. Did you find the different stages of the modelling technique useful? Why?

I did because it has the strength of quickly representing what was elicited in the previous phase. I find especially useful the analysis stage as it gives rise to the problems that might appear. I can also apply to this stage other techniques as well.

2. What are the advantages and disadvantages of each stage?

The advantage of all stages really is that it helps you organise the information in a way that is quick and easy to be interpreted. Also it is in a way that most people can easily understand, as it is not using long text but models. The disadvantage of all stages really is time. These activities require time, and time is not available.

3. Do you think you could reapply the modelling technique yourself? Do you think it was effective for scenario 2?

Yes it was effective and yes I think I could re-apply it without any problems, it seems very beneficial, especially the analysis of the models stage.

4. What do you perceive to be the advantages and disadvantages of the whole modelling technique?

Same as above

5. Do you feel that the modelling technique can provide you more insight into ERP implementation problems? Why?

Yes as it helps discover potential issues but also provides an explanation behind them. Hence a consultant will know where to look in order to address those issues.

6. Do you feel that the modelling technique can increase your awareness and understanding of culture-related problems during ERP implementations? Why?

Yes, because it identifies culture related elements and their association with the implementation

7. Do you have any suggestions on how the modelling technique could be improved? Why?

If the whole technique could require less time to be completed.

C. Generic Cultural Predictions (GCP)

Expert C was asked the following questions:

1. Did you find the specific predictions useful? Why?

Yes, they are very useful. Especially for a consultant that has no prior experience in a country he or she will be working in.

2. Do you think that the GCP can help recognise and avoid culture-related implementation problems of this kind in future ERP implementations?

Yes, as they help identify where a problem can exist, then you also know where to look in order to solve it.

3. Do you think you could reapply the GCP and if yes how?

Yes, I could re-apply them because the process seems easy to follow. After you establish the countries you are interested in and the norm that will be violated, it is a matter only of looking at the tables provided. I would use them in information systems implementation project but potentially for any kind of interaction with people from other countries when doing business.

4. What do you perceive to be the advantages and disadvantages of the GCP? Why?

Advantages are really all these things I have already mentioned. Disadvantage at the moment is that as they have not been validated, I wouldn't follow them without hesitation.

5. Would you find it useful to have more predictions for other national cultures? Why?
Yes, especially if they can be validated at least to an extent.

6. Do you perceive the predictions to be of considerable value for future ERP implementations? Why?
Yes as they would help avoid certain problems. And even if the decisions is to go ahead, at least as a consultant you have an indication of what to expect, where and from whom in a way. This can make a project so much easier and transparent in a way, as the problems and potential issues would be out in the open.