ENTERPRISE RESOURCE PLANNING READINESS AT KENYA TEA DEVELOPMENT AGENCY LIMITED

CHARLES KIPKIRUI KETTER

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DECLARATION

This is to declare that this research project is my original work that has not been presented to any other University or Institution of Higher Learning for Examination.

Signed:……. Date:…….

Name: CHARLES KIPKIRUI KETTER

Reg.No:D61/64266/2011

DECLARATION BY:

This is to declare that this project has been presented for Examination with my approval as the University;

Signed:……

Date:……..

SUPERVISOR: DR. KATE LITONDO

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DEDICATION

I dedicate this research project to my family for their support and bearing with me during this process. Your love, support and encouragement has seen me through this journey. My siblings Dennis, Brian and Kevin, may God bless you.

ABSTRACT

The study focuses on the ERP System readiness at KTDA limited. It sought to assess the extent of readiness, challenges to readiness and indicators of ERP readiness at Kenya Tea Development Agency limited because past research indicate that 70% of ERP system implementation fail to deliver anticipated benefits and three quarters of this projects are unsuccessful. The study adopted a cross sectional survey design. The findings were obtained using a semi structured questionnaire that was administered personally by the researcher. The study established that the staff perceive an ERP system as a useful tool in the management of the KTDA operations that can positively impact on the cost, operations and timely completion of set financial targets. However, the study established that adequate, clear and effective communication and change management as most important factors to be considered in getting KTDA ready for ERP system implementation. The study also established that technical skills of staff are an important factor to consider while implementing ERP system. Financial crisis and system failures did not have a significant influence to ERP system readiness. The study specifically identified other competing priorities as a major challenge to ERP system readiness. Work experience of staff and appropriate executive sponsorship and commitment to the initiative are factors management of KTDA perceive to affect ERP system readiness. This study was limited by the fact that it only focused on one firm and therefore its findings may not be applicable to the entire tea sector. The study recommends that there is need to fully entrench the concept of ERP system by ensuring that staff are well trained and inducted by a specific period in the calendar year to improve their technical skills level. Since the respondents of this study perceive clear business case as being instrumental in determining organization ERP readiness, KTDA needs to communicate the benefits of ERP system to the staff members. Further research should be conducted to establish whether there is a correlation of ERP readiness on performance or liquidity of firms that has implemented the system.

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LIST OF ABBREVIATIONS

CM - Change Management

CSF- Critical Success factors

ERA- Enterprise Resource Assessment

ERP- Enterprise Resource Planning

GUI- Graphical User Interfaces

KTDA- Kenya Tea Development Agency

MIS- Management Information Systems

MS- Management Services

ROI-Return on Investment

ICT-Information Communication and Technology

RICTC-Regional ICT Coordinator

IS-Information System

BPR-Business Process Re-engineering

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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

The foundation of Management Information Systems (MIS) is a management theory (Shanks, 2000).Many (if not most) businesses concentrate on the alignment of MIS with business goals to achieve competitive advantage over other businesses (Rosario, 2000).A management information system(MIS) gives business managers the information that they need to make decisions and as more data is stored and linked, managers seek greater abstraction as well as greater detail with the aim of creating significant management reports from the raw, stored data (Shanks, 2000). Originally, the term "MIS" described applications providing managers with information about sales, inventories, and other data that would help in managing the enterprise (Shanks, 2000). Overtime, the term broadened to include: Decision support systems, resource management and human resource management, enterprise resource planning (ERP), enterprise performance management (EPM), supply chain management (SCM), customer relationship management (CRM), project management and database retrieval applications (Umble *et al*., 2003).

The MIS draws data from its own source and uses it in the application of a variety of tools and techniques to solve the management issues. ERP systems are designed to address the problem of fragmentation as they integrate and streamline internal processes by providing a suite of software modules that cover all functional areas of a business (Rosario, 2000).

1.1.1 Enterprise Resource Planning Readiness

ERP is a cross-functional enterprise system driven by an integrated suite of software modules that supports the basic internal business processes of a company. ERP gives a company an integrated real-time view of its core business processes such as production, order processing, and inventory management, tied together by ERP applications software and a common database maintained by a database management system (Marcus et al, 2000).

Clear goals and objectives are essential to guide an ongoing organizational effort for ERP system implementation as it usually exceeds the time frame for a typical business project. This goals and objectives define the basis of ERP readiness. The "triple constraint" of project management specifies three often competing and interrelated goals that are need to be met: scope, time, and cost goals (Bhatti, 2005). The project champion must resolve conflicts and manage resistance against the project (Wierda, 2003). In ERP projects a competent person should be placed as in□charge or the project leader so that he/she should "champion" the project throughout the organization and the implementation process (Wierda, 2003; Akkermans & Helden, 2002).

Enterprise Resource Planning (ERP) readiness has become central to the operations of many organizations today. A successful ERP system streamlines processes within a company and improves its overall effectiveness while providing a means to enhance competitive performance, increase responsiveness to customers, and support strategic initiatives. However, the widespread ERP adoption is neither an indication of their success nor the full realization of their benefits. In fact, most executives believe that

ERP systems have at least a moderate chance of disturbing their businesses because of the potential implementation problems. Past research indicate that nearly 50% of all ERP system implementations worldwide run into problems and failed to achieve their objectives (Umble et al., 2003). A number of factors have been identified as critical to success of ERP system implementation. This indicates that a success of ERP implementation in an organization depends on the ability to perform well with respect to critical success factors (CSF). Therefore, much emphasis is laid on ERP readiness (Umble, 2003).

Normally, to support ERP implementation success, the project team has to assess the system capability and the information systems that the firm wants to implement (Li, 1997). The firm should analyze the system requirements first to make sure what objectives or problems need to be solved and choose the ERP systems that fit the firm's requirements (Umble et al, 2003). In other words, developing the wrong functions and user-friendly systems can create the risk of system failure. Consequently, inappropriate ERP systems with errors can contribute to escalating time and cost overruns, which may lead to project failure (Kumar & Hillegersberg, 2000). The problems have to be solved if it affects major business functions. ERP system with accuracy, ease of use, and timeliness output are the elements of ERP implementation success that can enhance organization end users satisfaction.

Crucial to the idea of structuration is the theorem of the duality of structure, which refers to rules and resources. Rules are not only constraints, but also enablers of activities of human agents (Giddens, 1984).The social systems in which structure is recursively implicated, on the contrary, comprise the situated activities of human

agents. The structuration of social systems means the modes in which such systems, grounded in the knowledgeable activities of situated actors who draw upon rules and resources in the diversity of action contexts, are produced and reproduced in interaction. From this point of view, the whole organization is treated as a system of social norms determining actions to be carried out by responsible agents (Thomas, 2008). Agents, responsibilities, actions, and social norms, lying as the soft infrastructure of organizations, lend themselves to examine the readiness of an organization for implementing an EIS. With a complete review of those elements of enterprise information systems implementation, an organization morphological viewpoint is used to understand the structure of the systems implementation and the organization. Attentions have been drawn to the culture and bureaucracy in the organization (Thomas, 2008).

An ERP implementation project warrants and requires a high level of detailed planning and preparation (Al-Mashari *et al.,* 2003). Wherever a firm is in the process and whatever planning method or approach is taken, its readiness is considered under the following key areas (Carnio, 2005);The first one is Communications; early and continuous communications will help an institution prepare for the significant cultural and business changes inherent in an ERP implementation. Identifying the key milestones for ERP project, and planning to communicate these to entire staff is crucial (Al-Mashari *et al.,* 2003). The second is Leadership; selecting the right project leadership can make or break the success of a project. The third is Culture; barriers in attitudes and working relationships can destroy chances of project success, and you should consider their significance in your project planning (Zhang *et al.,* 2003). The fourth is Project Management; broad-based understanding of how a large-scale project

operates and how it affects your institution as a whole are critical. Using proven project management practices can greatly increase the likelihood of success of your ERP implementation (Carnio, 2005).

The fifth is technical Readiness; an important consideration while examining the technical ERP readiness is to determine if outsourcing or backfilling are possible options to support the technical work on the project (Carnio, 2005). The sixth is Functional Readiness; staffing levels and the experience levels of the functional staff are just as critical and will thus form a crucial part in determining the "readiness" of the institution to embark on the ERP project (Zhang *et al.,* 2003). The seventh is Resources and Effort; without previous experience, many institutions are blind to the vast amount of time and resources they will need (Carnio, 2005). The eighth is Business Process Reengineering (BPR); this is a business management strategy with a focus on analysis and design of workflows and processes within an organization. BPR aimed to help organizations fundamentally rethink how they do their work in order to dramatically improve customer service, cut operational costs and become world-class competitors.

The ninth is Return on Investment (ROI); whenever a proposal to implement ERP system, two questions are invariably asked; how much it's going to cost? And what's the payback period? It's always preferable to have a cost benefit analysis before embarking on ERP project (Carnio, 2005). A properly done ROI analysis builds a business case for the project in order to be in a better position to make decision, set goals and deadlines (Zhang *et al.,* 2003). This analysis will also create a base that can be used to measure future performance of the system. A ROI for ERP project

represents metric of completed due diligence and a time phased plan that define when money will be needed and what for it will be used (Carnio, 2005).

1.1.2 Kenya Tea Development Agency Ltd

Kenya Tea Development Agency Limited was formed on the privatization of Kenya Tea Development Authority in June 2000.It took over the assets; liabilities and the mandate of the Authority. The new terms applying to the agency are contractual agreement with the independent tea factory companies it manages (www.ktdateas.com). Kenya Tea Development Agency Limited -managed factories have been ISO 9001:2008 certified for efficient management systems while more than 90% of the factories having attained the more comprehensive ISO 22000:2005 for food safety management system (www.ktdateas.com). The over 500,000 small-scale tea farmers are individual shareholders of the factory companies, which in turn are corporate shareholders of Kenya Tea Development Agency Limited. (www.ktdateas.com). Kenya Tea Development Agency Limited currently utilizes latest ICT infrastructure enabling real time exchange of data; and has intentions of procuring the Enterprise Resource Planning systems in order to automate its business processes which include; procure-to-pay, order-to-cash, grower database management, farm inputs management, farmers dividends payout, payroll and employee management. All the 65 factories are interconnected and real time data replicated to the head office business system servers which manage huge data exchanges (www.ktdateas.com).

1.2 Problem statement

ERP system implementation is a socio-technical challenge which requires a fundamentally different outlook from previous technologically-driven innovation (Kalbasi, 2007; Al-Fawaz, 2008). The organizations which have successfully implemented the ERP systems are reaping the benefits of having a unified view of business that encompasses and integrates the complete range of business processes. All business transactions are entered, recorded, processed, monitored, and reported from single information and IT architecture. This unified view increases the interdepartmental cooperation and coordination (Umble et al., 2003; Canio, 2005; Klaus et al., 2000; Bhatti, 2005). But to most firms, ERP system implementations are costly and complex, as it places tremendous demands on the organization's time and resources (Bhatti, 2005; Yingjie, 2005; Nah et al, 2001; Kalbasi,2007; Akkermans & Helden,2002;Canio,2005; (Al-Fawaz,2008). The complexity and the integrated nature causes for large investments and relatively high implementation failure rates (AL-Fawaz, 2008; Kalbasi, 2007).

Kenya Tea Development Agency Limited currently manages sixty five (65) tea processing factories spread in all the tea growing regions across Kenya. The agency works with tea factories to manage costs, enhance efficiency in farm and production process and invest prudently in order to secure the farmer's financial future. In an effort to streamline operations and enhance efficiency while reducing costs, Kenya Tea Development Agency Limited urgently requires an ERP system in place. But is the company ready for such a move?

Past research indicate that 70% of ERP implementation fail to deliver anticipated benefits (Al-Mashari, 2000) and three quarters of this projects are unsuccessful (Griffith, Zammuto & Smith, 1999; Hong & Kim, 2002; Kumar, Maheshwari & Kumar, 2003). But the studies fail to clearly define the actual ERP readiness indicators; a gap this study seeks to fill. Assessing how the organization is ready for this complex new venture is rather critical for successful implementation of ERP systems (Al-Fawaz, 2008). The aim of this study is to answer the following research question: Is Kenya Tea Development Agency Limited ready for an ERP system?

1.3 General Objective

To evaluate the readiness of Kenya Tea Development Agency Limited for an ERP system, specifically to:

a) Establish the extent of ERP system readiness by Kenya Tea Development Agency Limited.

b) Determine the challenges to ERP system readiness at Kenya Tea Development Agency Limited.

c) Establish the determinants of ERP system readiness at Kenya Tea Development Agency Limited

1.4 Value of the study

The findings of the study would be of value to the management of K.T.D.A (MS) Ltd regarding the readiness for adoption of ERP system. Additionally, it provides other researchers and practitioners with better understanding of the need for pre-

implementation exercise in analyzing the organizations readiness for the ERP system before its actual implementation.

The study contributes significantly to the formation of a framework which shall be used as a reference to test the organization readiness for ERP system and mitigate the risks which other organizations could have encountered during the ERP implementation stage. The research study contributes significantly in enriching existing academic knowledge with the importance of the pre-implementation phase of ERP systems with a focus on the ERP readiness framework. The research is a symbolic measure on the need for more studies on the neglected ERP adaption, selection, readiness assessment etc.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presented the literature, theories and empirical studies that were reviewed to provide a basis for the study. The specific areas covered are the concept of MIS, ERP system and ERP readiness assessment.

2.2 Enterprise Management System

Computer, electronics, communication, and audio video technologies have converged closely to produce a new style of operating business. The dynamic business environment of today is full of challenge and opportunities (Raymond & Uwizeyemungu, 2006). The dependence on the information, as driving energy source, is increasing. Every business activity has additional dimensions, viz., speed and time. The business needs of today are beyond the transaction processing. It requires an instant real time response in every case, wherever it occurs (Buonanno et al., 2005). The word enterprise is chosen to convey that it encompasses the larger business community covering all the players and their participation in the business. The system is extended beyond the corporate boundaries. When the business requires online information to make the informed, knowledge based decisions and have them executed in the business operations in a coordinated manner, it has to take support of many other systems (Raymond & Uwizeyemungu, 2006).

In the business today, the demand is a paperless operation, a wireless communication as, a result of fully transparent and automated operations at all centers in an integrated and coordinated manner taking care of the business, actions and decision needs. To

support such demands of the business, systems of information processing and communication are needed. These systems may be automated or mechanized interfaced with the other system for data communication and processing. Such an integrated solution is called as the Enterprise Management System (EMS). The following systems, give rise to the Enterprise Management System: Enterprise Resource Planning (ERP) Systems; Electronic Data Interchange (EDI) System for commerce, communication and action; Computer Aided Design, Manufacturing and Engineering (CAD/CAM/CAE) Systems for Production Management; among others. This paper concentrates on the ERP system.

2.3 Enterprise Resource Planning System

ERP systems is an integrated enterprise computing system that consist of applications such as manufacturing, logistics, distribution, accounting, marketing, finance and human resources (Capaldo & Rippa, 2008). ERP system is software that streamlines processes within a company and improves its overall effectiveness while providing a means to enhance competitive performance, increase responsiveness to customers, and support strategic initiatives (Kalbasi, 2007). All business transactions are entered, recorded, processed, monitored, and reported from a single information and IT architecture. This unified view increases the interdepartmental cooperation and coordination (Liu & Seddon, 2009; Calisir & Calisir, 2004).

2.4 ERP Readiness Assessment

Readiness in this context involves organizational readiness and staff readiness. Organization or technical readiness relates to organizational resources such as

Finance, ICT department, and ICT infrastructure necessary for ERP implementation. Staff readiness or human resource issues also relate to current system practices in the organization (e.g. challenges) and readiness for ERP (e.g. knowledge in and access to computer, motivation for ERP and anticipated changes in ERP). There are certain key areas where things must go right for the ERP implementation to be successful in achieving goals and objectives (Jafari et al., 2006; Bhatti, 2005). One of the main Critical Success Factors falls under technical issues: an efficient project team requires positive attitudes, comprehensive knowledge, and extensive experience with top-notch people having required skills, past accomplishments, reputation and flexibility (Umble et al., 2003; Canio, 2005; Bhatti, 2005). Technical staff play tremendous roles in the implementation of an ERP system. Not only will an institution need the right number of technical resources, but these resources will likely need training in new skills, especially moving from mainframe legacy systems to more modern ERP systems (Swartz & Orgill, 2001). An important consideration while examining technical readiness is to determine if outsourcing or backfilling are possible options to support the technical work on the project (Swartz & Orgill, 2001). Most institutions find it difficult to release technical staff from their day-today operational responsibilities to complete project work and participate in the extensive training needed for an ERP. Providing "backfill" IT resources for daily routine operations can help free some staff members to devote the time needed on the ERP project (Swartz & Orgill, 2001).

The second CSF is leadership: Al-Mashari *et al.* (2003) argued that top management support does not end with initiation and facilitation, but must extend to the full implementation of an ERP system. It involves scheduling and monitoring of defined activities with the use of skills and knowledge (Umble et al., 2003; Bhatti, 2005; Yingjie, 2005). Top management support has been identified as the most important success factor in ERP system implementation projects. According to Zhang *et al.* (2002) top management support in ERP implementation has two main aspects: providing leadership and providing the necessary resources. The third CSF is functional: an incompatibility of the structure, tools and types of information provided by ERP systems with the existing organizational structure and processes is prevailed in most companies (Bhatti, 2005). Therefore, in a successful ERP system implementation the way organization does business as well as jobs of the people will need to change (Umble et al., 2003). Wei and Wang (2004) stated that there is no one single ERP package that could provide all the functionalities required for the business. There are various ERP packages in the market with similar functionality but different designs including, SAP, Oracle, JD Edwards and Baan (Shehab *et al.,* 2004). Therefore, an organization must select an appropriate vendor that able to provide a flexible ERP system.

The fourth CSF is effective communication; communication is one of the most challenging and difficult tasks in any ERP implementation project (Bhatti, 2005). Communication frequency, methods, purpose, specialist, and target audience are the factors which are used to measure the effectiveness of communication for ERP implementation. Effective communication influences user involvement. User involvement in turn increases user satisfaction and acceptance by developing realistic

expectations about system capabilities (Esteves *et al.*, 2003). The sharing of information between the implementation partners is essential and requires partnership trust (Loh and Koh, 2004). The fifth CSF falls under resource and effort: in many ERP implementation processes, projects may fail in the end due to inadequate training and effort (Bhatti, 2005; Wierda, 2003). The ERP team should involve the best people in the organization (Loh & Koh 2004). Al-Mashari *et al.*, (2006) the success of projects is related to the knowledge, skills, abilities, and experiences of the project manager as well as the selection of the right team members. Also, team should not only be technologically competent but also understand the company and its business requirements (Remus, 2006).

The sixth CSF falls under project planning: a clear business plan and vision is needed to guide the project throughout the ERP life cycle (Loh & Koh, 2004). Remus (2006) noted that project champion is one of the most important factors in the implementation of ERP systems. Furthermore, project champion must attempt to manage resistance towards positive change in the old system (Loh & Koh, 2004). Nah (2003) stated that one of the biggest problems ERP project leaders face comes not from the implementation itself, but from expectations of board members, senior staff, and other key stakeholders. It is important to set the goals of the project before even seeking top management support. Many ERP implementations have failed as a result of lacking clear plans (Somers & Nelson, 2004).Project management identifies three competing and interrelated goals namely; scope, time, and cost goals (Schwalbe, 2000).

The seventh CSF falls under culture: teamwork and people interactions can also make or break ERP project implementation. User involvement in ERP implementation can be improved by demonstrating the importance of new system to the organization and to employees, individually as well as collectively, for performing the functions

efficiently and effectively. The two areas where user involvement is crystal is the definition stage of the company's ERP system needs and user participation in the implementation of ERP systems (Yeh *et al*, 2007). End-user involvement helps in system understanding, training, and total satisfaction (Wierda, 2003; Yingjie, 2005). The new system must be approved by the users before going live (Wierda, 2003).

The eighth CSF is efficient and productive project champion; the project champion must resolve conflicts and manage resistance against the project (Wierda, 2003).In ERP projects a competent person should be placed as in-charge or the project leader so that he/she should "champion" the project throughout the organization and the implementation process (Wierda, 2003; Akkermans & Helden, 2002). The ninth CSF falls under the budget readiness: clear organizational budget is essential to guide an ongoing ERP system implementation so as to attain strategic goals and objectives (Nah, 2003). Inadequate budget allocation usually leads to costs that exceed the resource frame for a typical business project (Kroenke, 2008). The "triple constraint" of budget management specifies three often competing and interrelated goals that are needed to be met: scope, time, and cost goals (Bhatti, 2005).

2.5 Enterprise Resource Planning Readiness Challenges

Dillard and Yuthas (2006) stated that most multinational firms are using ERP and that more small and midsize companies have begun to adopt ERP. Despite ERP's promises to benefit companies and a substantial capital investment, not all ERP implementations have successful outcomes.

ERP implementations commonly have delayed an estimated schedule and overrun an initial budget (Ehie & Madsen, 2005; Helo, Anussornnitisarn & Phusavat, 2008). Much of the research reported that the failure of ERP implementations was not caused by the ERP software itself, but rather by a high degree of complexity from the

massive changes ERP causes in organizations (Scott & Vessey, 2000; Helo et al., 2008; Maditinos, Chatzoudes & Tsairidis, 2012). According to Helo et al., (2008), "Unlike other information systems, the major problems of ERP implementation are not technologically related issues such as technological complexity, compatibility, standardization, etc. but mostly [about] organization and human related issues like resistance to change, organizational culture, incompatible business processes, project mismanagement, top management commitment.

According to Huang et al (2004), the top ten risk factors causing ERP implementation failure in most organizations include lack of senior manager commitment, ineffective communications with users, insufficient training of end-users, failure to get user support, lack of effective project management methodology, attempts to build bridges to legacy applications, conflicts between user departments, composition of project team members, failure to redesign business process, and misunderstanding of change requirements.

Therefore, though ERP readiness could be implemented successfully from a technical perspective, success may depend on employees being willing to use the delivered system (Dezda & Sulaiman, 2009). In fact, organizational change perspectives have tended to see adverse reactions to change (including resistance) as problematic, even pathological, but as amenable to solution through change management interventions such as employee communication and involvement techniques (Aladwani, 2001).

Above all, as literature highlighted, ERP readiness process can fail because managers of IT aren't aware of the importance of such problems, they underestimate them, and a low level of project management skills in the early stages (Dezda & Sulaiman, 2009). CM should focus on creating an environment where the change can be implemented (Yeh et al, 2007).

2.6 Conceptual framework

The study will be guided by the Conceptual Framework as shown in figure 1 relating the dependent and independent variables.

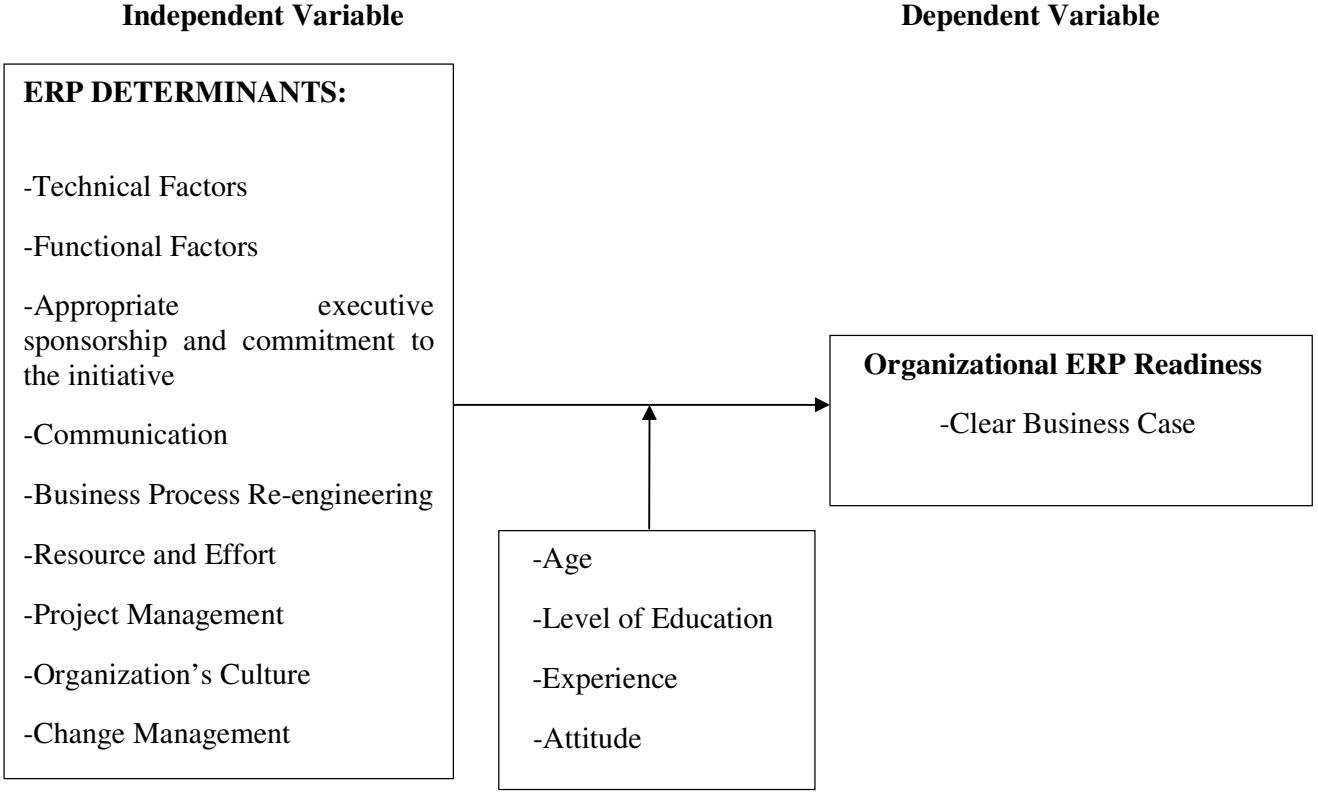

Figure 1: Conceptual Framework

Source: Researcher, 2013

The organization ERP readiness depends on the organizations ability to have a clear business case, technical readiness in terms of the outsourcing if not having capacity, functional readiness in terms of structure, tools and type of information, top management support, business process re-engineering, effective communication, resource and effort allocation, change management initiatives, organization culture

and project management capabilities. The intervening variables are the personal characteristics such as age, level of education, experience and the attitude of staff affect the organizations ERP readiness. These are factors that may also influence ERP readiness.

2.7 Summary of Literature

This chapter is divided into five sections. Section one gives an introduction of the topic. Section two covers on the Enterprise Management System which have given rise to Enterprise Resource Planning Systems while section three defines the Enterprise Resource Planning System and its benefits to organizations. Section four covers the ERP Readiness Assessment and the critical success factors which organizations require to base in its qualification for ERP readiness. The chapter ends by looking at the ERP readiness challenges.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was used to carry out the study. It further describes the research design, type and source of data, research instruments that was used to collect data. It also describes the target population and the data analysis method.

3.2 Research Design

The design that was adopted is cross sectional descriptive survey because it focuses at one point in time. All the members of the population were surveyed because the number of managers who make decisions on policy implementation is relatively small. Cooper and Schindler (2010) describe a survey as a measurement process used to collect information during a highly structured interview. Zikmund (2003) says surveys provide quick, inexpensive, efficient and accurate means of accessing information about the population. The greatest strength of a survey is its versatility; all abstract information can be gathered by questioning others.

3.3 Population of Study

This study targeted the management at KTDA Ltd. The number of managers and key staff who were directly involved in the ERP decision making was 31, 4 departmental heads and 27 ICT key staff. These being small numbers, all the managers and key staff were surveyed.

3.4 Data Collection

The data was collected using a semi-structured questionnaire. The questionnaire was administered through a 'drop and pick' method. This instrument was used because it was appropriate for eliciting prompt responses, it enabled collection of a large amount of data and it also ensured that similar data was collected from a group then interpreted comparatively. The first section dealt with the background information of respondents; section B with the extent of readiness to adopt ERP system; section C dealt with the challenges to the readiness to adopt the ERP system; section D dealt with the determinants of ERP system readiness while section E dealt with the ERP system readiness indicators.

3.5 Data Analysis

All the responses from the managers were thoroughly checked and compared with each other to check for patterns and relationships and also to check for errors and consistency. A 5-Point likert scale was used to measure perception indices. Descriptive statistics, such as frequencies and percentages were used for quantitative data analysis. Tables were used to present the findings. ERP readiness was tested using the linear regression technique.

3.6 Analytical Model

The researcher employ theoretical model to demonstrate functional relationship that may exist between variables. Linear regression analysis was used to test the dependence of organizational ERP readiness on the independence of ERP determinants. The applicable regression model that was employed is the standard

$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 \ldots \beta_n x_n + \varepsilon$

Where, Y is the dependent variable; clear business case and the x's are the independent or intervening variables.

$\beta_0 =$ a constant, the value of Y when all $\boldsymbol{x}$ values are zero

$x_1 =$ age
$x_2 =$ experience
$x_3 =$ appropriate executive sponsorship and commitment to initiative
$x_4 =$ business process re-engineering
$x_5 =$ competent project team
$x_6 =$ company culture
$x_7 =$ competing initiatives
$x_8 =$ funding for ERP projects
$x_9 =$ miscellaneous and unexpected expenses
$x_{10} =$ effective communication
$x_{11} =$ change management
$x_{12} =$ training needs assessment
$\varepsilon =$ the error term, normally distributed about a mean of 0.

The study attempted to estimate and/or predict the population mean or average value of the dependent variable in terms of the independent or exogenous variables. The results were in the form of graphs, tables, charts after which the interpretations and conclusions were deduced.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1. Introduction

This chapter presents data findings from the field work. The data was collected using a semi-structured questionnaire. The objectives of the study were to establish the extent of ERP system readiness; establish the challenges to ERP system readiness; and establish the determinants of ERP system readiness. This chapter includes the demographic statistics, ERP readiness assessment at KTDA limited, challenges to ERP readiness assessment and determinants of ERP readiness assessment at Kenya Tea Development Agency Limited.

4.2 Demographic Profiles

Majority of the questionnaires distributed were filled and returned representing 87% response rate. The demographic statistics used here sought to unearth background information of individual staff members. The profiles checked were, age, department that the manager worked in, level of education and the length of time they had worked in that position.

4.2.1 Department in the Organization

The study sought to find out the position which the respondent held at the KTDA. The study had targeted the heads of departments and key staff in the ICT department who are directly involved with ERP readiness assessment. The departments filled the questionnaires and returned them promptly as shown in the table below.

Table 4.1: Department of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ICT	20	74.1	74.1	74.1
	Finance	3	11.1	11.1	85.2
	Procurement	2	7.4	7.4	92.6
	Operations	2	7.4	7.4	100.0
	Total	27	100.0	100.0	

Source: Research Data (2013)

It is very clear that majority of the respondents were from the ICT department with 74% followed by finance with 11% while procurement and operations had 7%.

4.2.2 Age of the Respondents

The study sought to establish the ages of the staff at KTDA limited, the findings are presented in Table 4.2

Table 4.2: Age of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30 years	6	22.2	22.2	22.2
	31-35 years	8	29.6	29.6	51.9
	36-40 years	12	44.4	44.4	96.3
	41-55 years	1	3.7	3.7	100.0
	Total	27	100.0	100.0	

Source: Research Data (2013)

From table 4.2 above, it is clear that majority of the respondents were between 36-40 years with 44%, 31-35 with 30%, 25-30 years with 22% while 41-55 years with 4%.

Younger managers and key staff may perceive new strategies more positively than old ones.

4.2.3 Level of Education

The study sought to find out the educational levels attained by the respondents.

Table 4.3: Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters	5	18.5	18.5	18.5
	Bachelors	20	74.1	74.1	92.6
	Tertiary	1	3.7	3.7	96.3
	Diploma	1	3.7	3.7	100.0
	Total	27	100.0	100.0	

Source: Research Data (2013)

Slightly over 74% of the respondents had bachelor's degree, about 19% had masters while the remaining had tertiary or other qualifications.

4.2.4 Length in the Position

The study sought to find out how long the respondent had worked with KTDA limited in their position. Majority of the respondents had stayed in the company for 6 to 10 years (70%).

Table 4.4: Length in the Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 years	6	22.2	22.2	22.2
	6-10 years	19	70.4	70.4	92.6
	11-15 years	1	3.7	3.7	96.3
	16-20 years	1	3.7	3.7	100.0
	Total	27	100.0	100.0	

Source: Research Data (2013)

4.3 Extent of ERP Readiness

This section sought to establish the extent of ERP readiness the respondents were given different factors and asked to rate using a 5- point Likert scale. Based on this scale a mean score of 0-1.4 denotes strongly agree; 1.5-2.4 denotes agree; 2.5-3.4 denotes neutral; 3.5-4.4 denotes disagree and 4.5-5 denotes strongly disagree.

4.3.1 Perception on Factors to Change to Succeed in ERP System Implementation

Table 4.5 presents findings of perception on factors to change to succeed in ERP system implementation, a more detailed discussion of the findings is presented later.

Table 4.5: Extent of Enterprise Resource Planning Readiness

Factor	Response	Frequency	Percentage	Mean	Std Dev
Attitude	strongly agree	10	37	1.8	0.77
	agree	11	40.7		
	neutral	6	22.2		
Skills	strongly agree	6	22.2	1.96	0.71
	agree	17	63		
	neutral	3	11.1		
	disagree	1	3.7		
Budget allocations	strongly agree	11	40.7	1.96	1.05
	agree	9	33.3		
	neutral	5	18.5		
	disagree	1	3.7		
	Strongly disagree	1	3.7		
Competing priorities	strongly agree	8	29.6	2.1	0.98
	agree	10	37		
	neutral	6	22.2		
	disagree	3	11.1		
Strong project champion	strongly agree	12	44.4	1.85	0.86
	agree	7	25.9		
	neutral	8	29.6		

Factor	Response	Frequency	Percentage	Mean	Std Dev
strong success story	strongly agree	8	29.6	2.18	1
	agree	9	33.3		
	neutral	7	25.9		
	disagree	3	11.1		
change management	strongly agree	15	55.6	1.63	0.84
	agree	8	29.6		
	neutral	3	11.1		
	disagree	1	3.7		
Effective communication	strongly agree	15	55.6	1.5	0.64
	agree	10	37		
	neutral	2	7.4		

Source: Research Data (2013)

From the findings presented in Table 4.5, the respondents agreed that attitude change in the organization is essential in order to succeed in ERP System Implementation as expressed by 40% in agreement. This is in line with the aim of the support to ERP systems by the staff to ensure cost cutting and increased efficiency. The respondents were also asked to rate the importance of skills to success of ERP system implementation. They agreed that indeed skills had an impact with 63% rating; relevant skills are essential to ensure right applications to the ERP processes and the eventual success of the entire system.

Asked whether budget allocations are important for the successful implementation of the ERP system, 41% of the respondents strongly agree. This is in line with high costs associated with the implementation of the ERP system. Competing priorities is a common hindrance to new initiatives in any organization. The respondents answer to importance of competing priorities on ERP implementation with 37% in agreement.

Another factor was presence of a strong project champion; the study sought to establish whether it was an important factor to consider in successful ERP implementation. 44% of the respondents strongly agree indicating that the respondents believe that a strong project champion must be identified to champion the ERP system implementation. Making someone more accountable and in control can help increase ERP implementation success. Asked whether the presence of a strong success story was crucial for successful implementation of ERP system, 33% of the respondents agreed. The strategic idea of benchmarking could be the reason behind this result. Change management on the other hand had proved to be an important factor in the successful to the organization ERP readiness with 56%. On effective communication the respondents strongly agree with 56% on the importance of effective communication on successful organization ERP readiness. This could be attributed to the fact that the ERP system in itself opens up communication channels.

4.3.2 Past significant events related to Extent of ERP Readiness

Table 4.6: Past Significant Events that may influence extent of ERP Readiness

Factor	Response	Frequency	Percentage	Mean	Std Dev
Management change	strongly agree	2	7.4	2.6	1.01
	agree	13	48.1		
	neutral	8	29.6		
	disagree	2	7.4		
	strongly disagree	2	7.4		
Layoffs	strongly agree	4	14.8	2.7	1.06
	agree	6	22.2		
	neutral	13	48.1		
	disagree	2	7.4		
	strongly disagree	2	7.4		

Factor	Response	Frequency	Percentage	Mean	Std Dev
Other IT projects	strongly agree	15	55.6	1.6	0.75
	agree	10	37		
	neutral	1	3.7		
	disagree	1	3.7		
Financial crisis	strongly agree	2	7.4	4	1.22
	agree	1	3.7		
	neutral	5	18.5		
	disagree	7	25.9		
	strongly disagree	12	44.4		
Systems failures	strongly agree	1	3.7	4	1.01
	agree	1	3.7		
	neutral	5	18.5		
	disagree	11	40.7		
	strongly disagree	9	33.3		

Source: Research Data (2013)

From the study, 48% of the respondents agree that past changes in the management may influence extent of ERP readiness. Asked whether the process of layoffs was also influential on extent of ERP readiness, 48% of the respondents were neutral. The respondents strongly agree with 56% that other IT projects done in the past may influence extent of ERP readiness. Whether financial crisis experienced in the past may influence extent of ERP readiness, 44% of the respondents strongly disagree. However the respondents disagreed that past system failures may influence extent of ERP readiness with 40%.

4.4 Challenges to Enterprise Resource Planning Readiness

This section meant to establish the challenges to ERP readiness. The respondents were given factors and asked to rate them, 1 indicating strong agreement, and 5,

strong disagreement**.** The findings are presented in Table 4.7; a detailed discussion is discussed after that**.**

Table 4.7: Challenges to Enterprise Resource Planning Readiness

Factor	Response	Frequency	Percentage	Mean	Std Dev
Existing systems works better	strongly agree	3	11.1	2.7	0.99
	agree	8	29.6		
	neutral	11	40.7		
	disagree	4	14.8		
	strongly disagree	1	3.7		
Didn't see the Value	strongly agree	1	3.7	3.2	1.08
	agree	5	18.5		
	neutral	13	18.5		
	disagree	3	11.1		
	strongly disagree	5	48.1		
ERP solution not fit	strongly agree	1	3.7	3.4	1.15
	agree	4	14.8		
	neutral	11	25.9		
	disagree	4	14.8		
	strongly disagree	7	40.7		
Experience of others raised red flag	agree	2	7.4	3.7	0.95
	neutral	11	40.7		
	disagree	7	25.9		
	strongly disagree	7	25.9		
Other Priorities	strongly agree	3	11.1	2.5	1.05
	agree	12	44.4		
	neutral	8	29.6		
	disagree	2	7.4		
	strongly disagree	2	7.4		
Not ready	strongly agree	4	14.8	2.9	1.12
	agree	5	18.5		
	neutral	11	40.7		
	disagree	4	14.8		
	strongly disagree	3	11.1		

Factor	Response	Frequency	Percentage	Mean	Std Dev
BoD did not approve budget	strongly agree	1	3.7	3.6	1.04
	agree	2	17.4		
	neutral	9	33.3		
	disagree	9	23.3		
	strongly disagree	6	22.2		
Not aware of ERP existence	strongly agree	1	3.7	4.3	1.09
	agree	1	3.7		
	neutral	4	14.8		
	disagree	5	18.5		
	strongly disagree	16	59.3		
High cost involved	agree	5	18.5	3.07	0.73
	neutral	16	3.7		
	disagree	5	18.5		
	strongly disagree	1	59.3		
Complex organization structure	strongly agree	5	18.5	2.7	1.26
	agree	7	25.9		
	neutral	8	29.6		
	disagree	4	14.8		
	strongly disagree	3	11.1		
Complex business processes	strongly agree	5	18.5	2.7	1.25
	agree	6	22.2		
	neutral	9	11.1		
	disagree	4	14.8		
	strongly disagree	3	33.3		

Source: Research Data (2013)

The respondents remained neutral on the presence of an existing system that works better being a challenge to ERP readiness with 41% response. The respondents strongly disagree that indeed not seeing the value of implementing an ERP system is a challenge to ERP readiness with 48%. Good organizational leadership involves analysis of value addition by any new project.

Asked if the ERP solutions available not fitting the organization's demand is a major challenge to ERP readiness, the respondents strongly disagree with 41%. The respondents remain neutral to experience of other companies is not significant challenge to the extent of ERP readiness with 41%. The respondents also agreed that focus on other priorities was a major challenge to ERP readiness with 44% agreement. The respondents remained neutral that not being ready generally is not a significant challenge to ERP readiness with 41%. When asked if the Board failing to approve the budget actually poses a major challenge to ERP readiness, 33% remain neutral. Important to note though is the fact that the respondents strongly disagree with 59% that not being aware of ERP existence is not a challenge to ERP readiness. High costs involved in the ERP readiness also considered not a challenge to ERP readiness with a majority of the respondents strongly disagreeing with 59%. Similarly, when asked about the complexity of organization structure, 30% remain neutral and 33% of the respondents strongly disagreed that complex business processes within the organization is challenge to ERP readiness.

4.5 Determinants of Enterprise Resource Planning Readiness

Table 4.8: Determinants of ERP Readiness

Factor	Response	Frequency	Percentage
Appropriate executive sponsorship and commitment	Yes	25	93
	No	2	7
Business process re-engineering	Yes	21	78
	No	6	22
Competent project team	Yes	24	89
	No	3	11
Company culture	Yes	21	78
	No	6	22

Source: Research Data (2013)

The most important factor to be considered in determining ERP readiness is appropriate executive sponsorship; scoring slightly over 93% positive responses. The others include business process re-engineering; scoring about 78% positive response; and company culture; scoring about 78% positive response and competent project team is scoring 89% positive response.

4.6 Enterprise Resource Planning Readiness Indicators

Table 4.9: ERP Readiness Indicators

Asked whether certain factors were indicators of ERP readiness, the respondents gave the feedback illustrated in the table below.

Factor	Response	Frequency	Percentage
Clear Business Case	Yes	24	89
	No	3	11
Competing initiatives	Yes	7	26
	No	20	74
Full funding for the ERP project	Yes	20	74
	No	7	26
Miscellaneous and Unexpected expenses	Yes	20	74
	No	7	26
Adequate, clear and effective communication	Yes	17	63
	No	10	37
Change management fully identified and documented	Yes	10	37
	No	17	63
Training needs assessment conducted	Yes	11	41
	No	16	59

Source: Research Data (2013)

The ERP readiness indicators include clear business case 89% positive response, full funding for the ERP project 74% positive response, miscellaneous and unexpected expenses 74% positive response; and adequate, clear and effective communication

structure 63% negative response. However, the respondents think that identifying and documenting change management 63% negative response; conducting training needs assessment 59% negative response and competing initiatives 74% negative response are not ERP readiness indicators.

4.7 Regression Model

Regression analysis being a statistical tool for evaluating the relationship between a continuous dependent variable and one or more independent variables, the researcher used linear regression to analyze the data. If tests of the regression model are significant then the model is statistically significant.

Table 4.10 Compute and interpret the coefficient of multiple determinations, R2.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.889[a]	.790	.610	.20002	.790	4.388	12	14	.005

a. Predictors: (Constant), training needs assessment, commitment, Experience, communication structure, competing initiatives, miscellaneous, re-engineering, projects, change management, company culture, funding, Age bracket

The coefficient of multiple determinations is 0.610; therefore, about 61% of the variation in the ERP system readiness proxied by a clear business case is explained by training needs assessment, commitment, Experience, communication structure, competing initiatives, miscellaneous, re-engineering, projects, change management, company culture, funding and age bracket. The regression equation appears to be very useful for making predictions since the value of R^2 is close to 1.

Tables 4.11: determine if the model is useful for predicting the response.

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.107	12	.176	4.388	.005[a]
	Residual	.560	14	.040		
	Total	2.667	26			

a. Predictors: (Constant), training needs assessment, commitment, Experience, communication structure, competing initiatives, miscellaneous, re-engineering, projects, change management, company culture, funding, Age bracket

b. Dependent Variable: Business case

The significant level is set 5%.the results are at a significant level of $.005^{a} < 0.05$ level of significance, there exists enough evidence to conclude that at least all of the predictors which is useful for predicting the organizational ERP readiness; therefore the hypothesis that all independent variables jointly have no effect on ERP readiness is rejected.

Table 4.12 Determine the multiple regression equation for the data.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.222	.232		.956	.355
	Age bracket	-.180	.196	-.489	-.921	.373
	Work Experience	.313	.156	.627	2.015	.064
	Appropriate executive sponsorship	.560	.240	.633	2.334	.035
	Business process re-engineering	.120	.224	.191	.536	.601
	Competent project team	-3.637E-17	.245	.000	.000	1.000
	company culture	2.663E-16	.245	.000	.000	1.000
	competing initiatives	-.114	.179	-.159	-.636	.535
	Funding for the ERP project	.060	.240	.094	.251	.806
	Miscellaneous and unexpected expenses	-2.695E-16	.245	.000	.000	1.000
	communication structure	-6.139E-16	.245	.000	.000	1.000
	change management	-2.149E-15	.231	.000	.000	1.000
	training needs assessment	3.327E-15	.245	.000	.000	1.000

a. Dependent Variable: Business case

From the above table it can be concluded that only work experience and appropriate executive sponsorship and commitment to the initiate have significant effect of ERP system readiness all the other variables are not significant. Work experience increases the chances of KTDA being ready for ERP system by 63% (t=2.015) while appropriate executive sponsorship and commitment to the initiative also increase the probability by 63% (t=2.334).

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents conclusions from the findings highlighted and recommendations made. The conclusions and recommendations were drawn with the aim of achieving the research objectives of establishing ERP readiness at KTDA limited and determining what influences the ERP readiness.

5.2 Summary of the findings

From the study it can be summarized that most of the respondents were from ICT department with 74 while age range between 36-40 years with 44%. Majority has bachelors' degree with 74% and has been working for the organization for 6-10 years as represented by 70%.

The perception on factors to success in ERP readiness shows that effective communication (56%), change management (56%), strong project champion (44%) and budget allocation (41%) has a greater influence on the extent to which the organization ERP readiness is perceived. Subsequently, past significant events related to extent of ERP readiness has also been found to be influenced by change management (48% agree) and other IT projects (56% strongly agree).

Challenges of organization ERP readiness has also been found to be not influenced by not seeing the value of ERP, not aware of ERP, ERP not fit for us, high cost of ERP and complex business processes with all above 50% not in agreement. The respondents were neutral to the perception of existing systems works better, experience of other, not ready for the ERP; BOD did not approve budget and complex organization structure. Other priorities as noted to be the greatest challenge to

organization ERP readiness with 44% in agreement which indicates that organizations need to prioritize ERP projects.

Factors influencing determinant of ERP readiness has been found to be influenced by only work experience of staff and appropriate executive sponsorship and commitment to the initiative. However, the indicators influencing found to have a higher influence on organization ERP readiness are full funding for ERP project, miscellaneous and unexpected expenditure and adequate, clear and effective communication.

5.3 Conclusion

The study concludes that work experience and appropriate executive sponsorship and commitment to the initiative together influence organization ERP system readiness at KTDA. However, the study established that presence of past IT projects does not influence extent of ERP readiness. The study concluded that with the above findings, KTDA is not ready for ERP system implementation at this point in time and management require ensuring that the much effort is directed on ERP system readiness determinants in order to achieve a strong correlation.

5.4 Recommendations

The study recommends that the management team is expected to focus much effort in sensitization of staff on business process re-engineering, ensuring competent project champion identified to lead the project, clear, adequate and effective communication adopted, change management initiative undertaken and training needs assessment conducted.A positive organizational culture need to be in place and the management

ensures that a full funding for the ERP project has been set aside with miscellaneous and unexpected expenses secured for any project creep.

5.5 Limitations of the study

The study focused on the staff perception at KTDA limited. The study did not consider other firms. The results may not be applicable to other organizations. The findings may not reflect the staff perception of ERP readiness in the entire private and public sector. Perceptions also change with time and future studies will gauge how perception of staff at KTDA has changed. The study did not gauge extensively the effect of perceived performance on ERP Readiness, a study that may involve gathering information from all stakeholder groups, the consultants, employees, suppliers and the broader community. This study used a cross-sectional design, focusing at only one point in time and therefore its findings may vary over time.

5.6 Suggestion for Further Research

There is bound to be different views on ERP readiness in different firms. It is therefore important to carry out research with regards to perceptions in the wider tea sector and the entire private sector. Since the study was only focused at one point in time, a more intensive longitudinal study should be done to establish how staff perception has changed over time. While the respondents of this study perceive clear business case as being instrumental in determining organization ERP readiness and other priorities being a major challenge to ERP readiness, further research should be conducted to establish whether there is a correlation of ERP Readiness on performance or liquidity of firms.

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APPENDICES

Appendix I: Letter to Respondents

Dear Respondent,

I am a Student of the University of Nairobi and I am conducting a study on Enterprise Resource Planning Readiness at Kenya Tea Development Agency Limited

Kindly answer the questions below providing relevant and honest information to the best of your ability. You are assured that the information which you will provide shall be used for academic purposes only as well as treated with utmost confidentiality and integrity.

Thanks for your cooperation

Yours Faithfully

Charles Ketter

Appendix II: Questionnaire

This Questionnaire will take at most 15 minutes of your time to fill.

Please read the instructions provided for each question. A number of questions only require you to indicate your response(s) by marking a tick in the boxes provided. In cases where you are required to write down your response(s) or comments, write them in the spaces immediately after the questions.

Be brief and precise

SECTION A: GENERAL INFORMATION

Below is a brief questionnaire. Please tick(√) where appropriate

Basic Details

1. Department:

[ ] ICT [ ] FINANCE [ ] PROCUREMENT [ ]Operations

2. Age……....

3.Level of Education

[ ] Doctorate

[ ] Masters

[ ] Bachelors

[ ] Tertiary

[ ] Diploma

4. How long have you worked for KTDA?.....

SECTION B: EXTENT OF ERP READINESS

5. Suppose you were to implement an ERP system, what would you need to change in order to succeed? (Please tick appropriately)

Strongly agree=1; Agree=2; Neutral=3; Disagree=4; strongly Disagree=5

	1	2	3	4	5
The working attitude					
The skills of the staff					
The budgetary allocations					
Competing priorities					
Identify a strong project champion					
A strong success story in the industry would have to emerge					
Change management approach					
Enhance effective communication					
Other					

6. Has your organization had the following significant events in the past few years? (Please tick appropriately)

Strongly agree=1; Agree=2; Neutral=3; Disagree=4; strongly Disagree=5

	1	2	3	4	5
Management change					
Layoffs					
Other IT projects					
Financial Crisis					
System Failures					

SECTION C:CHALLENGES OF ERP READINESS

7. For what reason or reasons, has KTDA not implemented a packaged ERP system before? (Please tick appropriately)

Strongly agree=1; Agree=2; Neutral=3; Disagree=4; strongly Disagree=5

	1	2	3	4	5
Existing system works better					
Didn't see the value					
ERP solutions available not fit for us					
Experience of others raised red flag					
Organization had other priorities					
We were not ready					
The Board Members did not approve the budget					
We were not aware of ERP existence					
High Costs involved with ERP					
Complex organization structure					
Complex business processes					
Other					

SECTION D:DETERMINANTS OF ERP READINESS

8. Is there the appropriate executive sponsorship and commitment to the initiative?

Yes [ ] No [ ]

9. Have your organization carried out the business process re-engineering?

Yes [ ] No [ ]

10. Is there a competent project team in place to spearhead the project?

Yes [ ] No [ ]

11. Is the company culture open to the project?

Yes [ ] No [ ]

SECTION E:ERP READINESS INDICATORS

12. Is there a clear business case for the initiative? Yes [ ] No [ ]

13. Are there competing initiates already going on that may result in complains from the policy makers who may already be overstretched financially?

    Yes [ ] No [ ]

14. Does the organization have a full funding for the ERP project?

    Yes [ ] No [ ]

15. Have your organization factored in miscellaneous and unexpected expenses?

    Yes [ ] No [ ]

16. Have your organization laid adequate, clear and effective communication structure?

    Yes [ ] No [ ]

17. Has change management been fully identified and documented?

    Yes [ ] No [ ]

18. Has the training needs assessment been conducted?

    Yes [ ] No [ ]

Thank you for taking the time to fill in this questionnaire