NEW ENTERPRISE RESOURCE PLANNING IMPLEMENTATION IN THE SWEDISH LANDSCAPE

An explorative study of employees' perspectives on Organizational Support and its barriers

REIS SIRIBELI, RAFAEL

SAVAL SANCHEZ, ANDONI

School of Business, Society & Engineering

Course: Bachelor Thesis in Business Administration
Course code: FOA260
15 cr

Supervisor: Emre Yildiz
Examiner: Magnus Linderström
Date: 2024-01-04

ABSTRACT

Date:	2024-01-04
Level:	Bachelor thesis in Business Administration, 15 cr
Institution:	School of Business, Society and Engineering, Mälardalen University
Authors:	**Andoni Saval Sanchez** **Rafael Reis Siribeli**
	1995/04/07 2002/05/30
Title:	New Enterprise Resource Planning Implementation in the Swedish Landscape.
Supervisor:	Emre Yildiz
Keywords:	Organization Support, Organizational Inertia, Enterprise Resource P lanning, Information Systems
Research question	What are the primary organizational support actions that employees from different firms in Sweden claim to impact the most when adopting new technologies?
Purpose:	The purpose is to explore how organizational support actions affect employees' adoption of Enterprise Resource Planning (ERP) systems in Sweden, analyzing their adaptation, behavioral intentions and firm's actions, and providing recommendations for firms in the edge of implementing such systems.
Method:	Qualitive research by using semi-structured interviews and Thematic Analysis.
Conclusion:	The study was conducted by collecting primary data in two organizations located in Sweden who had recently experienced an ERP system implementation, guided by literature on Organizational Inertia and Organizational Support theories with a strong focus in employee perceptions. A thematic analysis of the data resulted in the following findings, 7 primary organizational support actions and 8 barriers were identified within 7 employees in the 2 firms. These were, in terms of Organizational Support, Teamwork, Words of Appreciation, Open Communication, Recognition, Trust and Honesty, Hyper Care Workshops with Stakeholders, and Roles and Responsibility. In term of barriers, Language, Time Constraint, Gap of Knowledge of Own Operations, Lack of Knowledge Transfer, Lack of Clarity in Roles, Unpreparedness, Lack of Human Resources, and Underwhelming Contractors. The authors hope these results can function as an aid to organizations experiencing a technological transformation and shade some light to the struggles employees face in the process.

ACKNOWLEDGEMENTS

We would like to express our gratitude to our supervisor Emre Yildiz, whose experience and guidance served as a key support to development our ideas into the paper presented. Mr. Yildiz provided support throughout every stage with the utmost professionalism. Additionally, we would like to thank our colleagues, Gülcan Kayhan, Isak Jarrin Gonzalez, Helja Bordbar, Aya Almoghrabi, Sandra Vainkovaite and Malou Andersson, whose valuable feedback allowed for continued improvement throughout all the writing periods.

TABLE OF CONTENTS

1. Introduction 1

1.1. Background 1

1.2. Relevance and Importance 2

1.3. Research Question 3

2. Theoretical Framework 4

2.1. Inertia in Organizational Change 4

2.2. A comprehensive approach to Organizational Support Theory 5

3. Methodology 8

3.1. Qualitative Research 8

3.2. Limitations and Ethical Considerations 9

4. Results 10

4.1. Company A 10

4.2. Company B 11

4.3. Overall Results 14

5. Phases of a successful ERP Implementation 17

6. Discussion, Data Display and Analysis 20

6.1. Types of Organizational Support 21

6.2. Barriers to Organizational Support 23

7. Conclusions 27

7.1. Practical Recommendations for Managerial Implications 28

7.2. Future Research and Limitations 28

List of references 29

Appendices

Appendix A: Color Coded Table.

Appendix B: Transcript Interview EA1.

Appendix C: Transcript Interview EA2.

Appendix D: Transcript Interview EA3.

Appendix E: Transcript Interview EB1.

Appendix F: Transcript Interview EB2.

Appendix G: Transcript Interview EB3.

Appendix H: Transcript Interview EB4.

Figures and Tables

Figure 1. 7 Steps to a Successful ERP Implementation (SAP India, 2022). 17
Figure 2. Most Important Types of Organizational Support in an ERP Implementation. 21
Figure 3. Most Important Barriers to Organizational Inertia in an ERP implementation. 23

Table 1. Sub-Themes Occurrences 15
Table 2. Display of data regarding each respondent. 16

Acronyms

[IS]	Information Systems
[ERP]	Enterprise Resource Planning
[OST]	Organizational Support Theory
[POS]	Perceived Organizational Support

1. Introduction

1.1. Background

A slight dive into business news around the word, and you will find technology as one of the main topics of discussion. Firms are racing to create competitive advantage with technology developments either in Research and Development or by upgrading their old Information Systems (IS). One type of IS that stands out is the Enterprise Resource Planning (ERP) which has gained popularity over time as firms around the world desire to implement a system to facilitate the working practice of employees (Calisir, 2004). During the researcher's professional journey, companies have struggled with the implementation of IS. Nonetheless, ERP is a software used by companies that integrates essential information of its businesses in one system to facilitate the connection and exchange of data between departments, increasing the firm's productivity, efficiency, and collaboration (Investopedia, 2023). SAP is the most popular ERP system provider to firms and other authorities in the world, and its goal is to provide firms a more sustainable and smarter system, creating business agility, resilience in supply chain and sustainable results (SAP, 2023). A previous study described that ERP is a "user-interfaced and designed to provide information useful to support strategy, operations, management analysis, and decision-making functions in an organization". (Matende & Ogao, 2013, p. 519).

Moreover, the search for competitive advantage, as most strategic decisions, is accompanied by risk since ERP implementation requires a substantial number of resources (Katerattanakul et al., 2014). Yet, ERP is still the go-to software to invest and is only expected to continue growing, says Services (2023), as in 2023 the ERP market had a significant growth demand observed by many specialists. ERP is always under the radar for researchers at the same time new technologies are invented. But the factor in which it is observed higher potential to explore, is because of the employees and their behavioral tendencies towards new technologies.

The decision for a firm to invest in a new ERP system can be driven by many scenarios, such as internal wish to expand or an expansion through mergers, scenarios that were subject of research for this paper. But regardless of the why, it is believed that employees themselves are the key factor to success, as researchers understand that the user satisfaction is an important factor for an IS to be successful (Szajna & Scamell, 1993). Even though ERP systems might cost millions of dollars to install, prior research suggests that potential users may not utilize them (Calisir, 2004). However, by the time of previous research, IS were recommended by firms, and nowadays, the systems implemented by the organization is the only system available for use, leaving employees with no choice. Moreover, it is crucial to understand the organizational support that firms give to employees to enhance their intention to use an ERP system and consequently to not result in loss for a firm. The barriers to Organizational Support are as important for this research, as they provide a broader perspective for future recommendations and to smoothly implement the ERP system.

Although there are variations from industry to industry, in a firm, the employee's full responsibilities and duties are conducted through an ERP software, highlighting that a change to this tool would have a significant impact on their day-to-day job, which will ultimately affect their performance and eventually the firm's. With this into consideration, the aim of this study is to explore Swedish firms that have experienced such changes. Thereafter, through exploratory research, understand employees' perspectives on organizational support and its barriers, as well as potential suggestions.

1.2. Relevance and Importance

According to Laumer (2016), employees often present resistance when utilizing a newly implemented system. However, forcing or overloading technology, which is executed by many managers, is not a solution since it might result in decreased productivity (Karr-Wisniewski & Lu, 2010). It is important to explore this ongoing issue as businesses and entire economies transition towards greater innovation. Furthermore, this paper helps to explore future research in technology implementation by understanding the perceived organizational support given to employees, and its barriers, during an ERP implementation. Firms are helped by understanding how employees see difficulties in implementing ERP systems, and the research could possibly be related to other technological innovations, such as the use of Artificial Intelligence in the workplace.

The geographical focus of this paper is on the Swedish environment, due to its highly innovative growth rate (WIPO, 2023). Although Sweden represents only 0.13% of the global population, its contribution to research and development (R&D) has placed the country numerous times at the top of the list of the European Innovation Scoreboard (Sweden, 2023). According to WIPO (2023), Sweden has overtaken the United States as the second most innovative country in the world, proclaiming itself second place, just after Switzerland. The Global Innovation Index (GII), which is the deciding factor for WIPO (2023), adopts different themes each year when analyzing the 132 economies participating in the rank, and for the year of 2023, the determining trend was "Innovation in the face of uncertainty". For this reason, the Nordic country's ability of consistently innovate, puts them in the spotlight for this paper, as the authors have decided to analyze Swedish companies and subsidiaries in Sweden to explore the acceptance of ERP systems. For a better understanding of the chosen scope, the employees interviewed are the ones that have been in the companies before, during and/or after the implementation of the ERP systems. They are not comprised in age or gender and belong to any company's department, both managers and employees that have had an overall organizational support provided by the firm. Two firms were analyzed throughout the research, one considered to be small with only 300 employees globally and the other considered to be large with around 75,000 employees, while 2,000 of them are in Sweden. Both companies operate in very different ways, applying different strategies and focusing on different goals. Therefore, it is important to analyze both work environments and produce important data that could be useful for both, or at least one of the firms.

Moreover, it is of high importance to understand the types of organizational support and its barriers to help firms in the process of ERP implementation. The data collected contributes to the already existing

literature in Organizational Support and Inertia in Organizational Change. The use of qualitative methods to analyze IS differentiates this research from many others and suggests its sustained choice. Besides, this paper has various paths towards recommendations for future research, not only in ERP systems, but in other technologies. Furthermore, practical implications to firms that seek to implement ERP systems are crucial to this paper, and by hampering the employee inertia with the right use of organizational support is essential to achieve competitive advantage.

1.3. Research Question

Given the information shared above, we identify that the rapid advancement of technology is reshaping the way businesses operate, with many firms in Sweden increasingly deploying cutting-edge systems and tools. Therefore, we aim to assess the effects on employees when their firm undergoes an ERP implementation phase, seeking to answer the research question*:*

"What are the primary Organizational Support actions and its barriers that employees in the Swedish business environment claim to impact the most when adopting a new ERP system?"

The objective during this investigation is to conduct interviews to gain qualitative insights into employees' perspectives, thoughts, and troubles as ERP users. To obtain proper representation during a limited time, the interviews were carried out to employees in two Swedish firm's currently in the progress of changing or implementing new ERP technologies. The two firms researched in this paper provided a broad perspective of the Swedish landscape and allowed the authors to provide potential recommendations and practical advice for other firms that are considering doing the same.

Therefore, in this paper, the focus will be on how employees from various departments perceive the support given by their firms and the barriers that it contains. Although there are various benefits in using ERPs, there is a consistent issue behind its implementation, the inertia of employees towards organizational change. Moreover, to answer the research question, an analysis of how employees perceive the implementation of new technologies will be made by investigating Organizational Support and its barriers in both firms.

2. Theoretical Framework

The Conceptual Framework will be divided in two major sections; Section 2.1 will further explain the research problematization of Inertia in Organizational change and how relevant it is. And Section 2.2 will introduce Organizational Support Theory and its relationship to this paper.

2.1. Inertia in Organizational Change

It is important then, to begin with Organizational Inertia, as it highlights changes within an organization. The dictionary defines the general concept of inertia as "the lack of activity or interest, or unwillingness to try to do anything", (Cambridge et al., Definition 1) and in physics as "the force that keeps an object in the same position" (Cambridge et al., Definition 2). In relation to business, the adopted definition is as it follows, "Organizational inertia is the organization's ability to make internal changes in the face of significant external changes. When inertia gradually occurs in the organization's actions, the organization automatically reacts based on past experiences and strongly resists against changing." (Moradi et al, 2021, p. 172). If an organizational change has occurred, and the firm's long-established routines limit actions imposed by the firm, one can argue that the firm had Organizational Inertia (Moradi et al, 2021). The concept of inertia in organizations due to changes in its strategy or structure was introduced by Michael Hannan in 1984, as he believed that the will to adapt happens at a population level, or in other words, at an organizational level. Hannan & Freeman (1984) also acknowledge that changes in organizations are frequent, and it is important to consider what drives this frequency and how can companies react to it.

Although, to acknowledge this phenomenon in the individual level as analyzed in this study, it is considered specific types of inertia which arises as a result of change (Godkin & Allcorn, 2008). Initially, the paper introduces Psychological Inertia, which is related to organizational resistance, as employees tend to be resistant towards changes, regardless of it being required by the organization or not, and having different meanings from one employee to another (Godkin & Allcorn, 2008). This statement is applied to an ERP system, as an individual's work roles rely fully on the ERP system. Such reliance could lead employees to feel threatened by the situation, as all their knowledge is now subject to change. The skills employees possess become obsolete; they must now learn how to use their digital tools from the beginning, taking time from their already existing tasks into learning a new system (Godkin & Allcorn, 2008). Secondly, there is Action Inertia, which is also at an individual level, but this time concerns managers. This type of inertia is presented when managers respond too slowly to environmental changes, or their recollection of events is not sufficient to make informed decisions in benefit of the organization. (Hedberg & Wolf 2003; Godkin & Allcorn, 2008). Despite of the origin, managers can fail to act accordingly if, for example, the training material from the ERP vendor is of low quality, the manager should ensure other alternatives to be given to the team (Godkin & Allcorn, 2008).

Regardless the source for change, the most significant aspect is to identify how the organization reacts, by analyzing two different scenarios: adaptation, and selection/replacement. Adaption or natural selection is focused on the core features of the organization and the survivability of the organization,

meaning that the changes were forced by the environment (Hannan & Freeman, 1984). This perspective is usually associated with small to medium firms, and due to limited resources, the adaptation to change will happen over a long period of time (Hannan & Freeman, 1984). On the other side, there is the selection and replacement perspective, which is focused on the peripheral futures of the organization, where the organization explores areas for improvement, meaning that the decision for change was fully intentional (Hannan & Freeman, 1984). This perspective is better associated with larger and stronger organizations, given that resources are available and most likely assigned to the project ahead of time, and the change can occur in a shorter period (Hannan & Freeman, 1984).

Despite organizations spending time and resources for an organizational change, employees might have opposing interests, and one party's decision with more hierarchical power will most likely succeed. In that case they remain blind to the uncertainty of organizational change. Additionally, a key element of inertia, is timing, the ability of a firm to adapt in the correct time, being the difference between success and bankruptcy. There is no benefit for a business to adapt after the opportunity seize to exist (Hannan & Freeman, 1984). For example, consider a company manufacturing medical supplies such as face masks, and a pandemic has just broken out. The market is suddenly bigger, but if a firm fails to react in a timely manner by enabling higher capacity, the vaccine will be created, lowering the market, therefore, it is assumed that the inertia was high due to the lower reorganizational speed in comparison to the environmental changes (Hannan, 1984). In addition, the threat to survival will increase if the entry cost is low and a competitor can set up a new organization to exploit environmental advantages. (Hannan & Freeman, 1984)

Another important aspect to evaluate in inertia is the relationship between the size of the organization and re-structural change. A difference in size plays a big role into the implementation and adaptation of change, as Hannan & Freeman (1984) assumes that "the level of structural inertia increases with size for each class of organization" (Hannan & Freeman, 1984, p. 158). This is due to the difficulty to delegate power in larger organizations and due to the hybrid-period the company undergoes, in which both the old and new elements of the structure are in place. This scenario increases the likelihood of conflict as employees try to manipulate this change for their own benefit, confirming that the process of attempting reorganization lowers the reliability of performance. (Hannan & Freeman, 1984). Because the situation during restructuration can become unstable, so can the organization performance, as the firm is not able to perform to its highest potential. For instance, a failure or delay with the system can translate to various problems and end up with disruption in production.

2.2. A comprehensive approach to Organizational Support Theory

The core value of Organizational Support is reciprocation, a mutual exchange in similar value (Homans, 1958). This phenomenon is well studied in social sciences, as Homans' (1958) social exchange theory, implies that for a person to take part in exchange, what he gives should be of a similar value of what he is getting in return. This concept has been the foundation for many other academic theories, as in 1965, Levinson studied that the relationship between organization and employee has a psychological presence.

This argument can be made in part because employees act as agents of the organization, which is legally, morally, and financially responsible for the actions of its members (Levinson, 1965). Given the connection established, Eisenberger et al. (1986) proposed the Organizational Support Theory (OST), which aims to investigate the processes by which workers perceives Organization Support, and how much it influences their commitment to the company.

OST suggests that employees create a global image about how the company cares about their well-being, and the perceived support is directly related to the commitment relationship between them. Eisenberger et al. (1986) evaluated employee judgments and possible actions the organization might take to reward or harm an employee in different work scenarios. In addition, he evaluated the effects of Perceived Organizational Support and Exchange Ideology on Absenteeism. Ultimately, it was assumed that the Perceived Organizational Support increases the employee's expectations that their additional efforts would be noticed and rewarded by the organization. Moreover, the employees would have a higher sense of status and translate it into a positive bond. The conclusion appeared due to a questionnaire, developed to measure the strength of an employee's belief that work effort should depend on treatment by the organization (Eisenberger et al., 1986). The results are that employees develop perceptions of how organizations appreciate their work and are concerned about their welfare (Eisenberger et al., 1986).

Since the introduction of Organizational Support, several meta-analyses have been conducted regarding OST and Perceived Organizational Support (POS), including Kurtessis et al., which in 2017 intended to include the latest findings in areas of leadership and employee well-being. The outcome from the Kurtessis et al.'s (2017) quantitative research presents numerous variables related to POS, although, only the most related to the scope of this paper will be further discussed. Supervisor Supportiveness is among the highest correlated variables to POS (Kurtessis et al, 2017), and although support from all members of the organization is relevant to OST, support from those in a position to provide organizational rewards are more influential (Wayne et al. 1997; Kurtessis et al. 2017). Such variable is important as it helps on the observation of how supervisors in Sweden are supporting their employees and what role this plays in implementing new IS successfully. In addition, human resource (HR) practices were also considered, as Kurtessis et al., (2017) goes into the developmental opportunities and job security variables, suggesting employees act as agents of the organization and therefore have the power to steer HR practices. In this context, learning a new skill is like using a new technology, leading the employee to believe their efforts can be rewarded with developmental opportunities. At the same time, knowing how to use the new ERP system can give the employee that sense of POS, by creating job security beliefs. The variable of Work Roles is also important for this research, as the research is conducted around key users. Work Role can be described as a variable that enhances the employees' role in the organization, by providing skill variety, task identity, autonomy, and feedback (Hackman & Oldham, 1980; Kurtessis et al, 2017)

The variables discussed so far are of great correlation to POS, and very important for this research. Felt Obligation, an extra variable, is constructed around reciprocation, is assumed to increase the employees' sense of debt to the organization (Kurtessis et al., 2017). The commitment by the employee is

then greater, leading potentially, to a better use of IS. If the employees feel like they are part of the project since the beginning, and all their input is valued and truly believed, their efforts will be rewarded. At the same time, the organization could expect a better output from the employee resulting in a better performance and possibly reducing the company's transitionary period. Overall, when firms make strategical decisions to implement new ERP systems, they should be aware of the Organizational Inertia present in employees that might hamper the process of adaptation.

3. Methodology

As stated in the title, this research follows an exploratory purpose, which implies that in order to comprehend the phenomenon and thereafter obtain the necessary information, it is necessary to ask questions (Saunders et al., 2019). The research strategy, implicitly stated in the introduction, is Action Research, which is the process in which the research will present practical solutions to firms through the collaboration of participants (Saunders et al., 2019). Therefore, to be able to answer the research question *"What are the primary Organizational Support actions and its barriers that employees in the Swedish business environment claim to impact the most when adopting a new ERP system?"*, the authors have decided to not proceed with the standard quantitative method used for the topic of IS, and instead, dive into a qualitative study.

3.1. Qualitative Research

Most studies on technology implementation have been done using quantitative methods to discuss the researched theories, and the collected data have proved to present deficits once implemented in practice (Vogelsang et al., 2013). On the contrary to predominant research and taking into consideration Vogelsang et al.'s (2013) previous issue, this paper only considered qualitative methods to gather data, to compare practices and to provide useful recommendations for implementation practices of ERP systems. Qualitative research in IS are underrepresented and need to be further discussed (Vogelsang et al., 2013). Moreover, the choice of qualitative research presents itself useful for the analyzed firms, and for any other firms that will implement new IS. The author's choice in using qualitative methods to gather data is to collect in-depth primary data of the employees' perspectives on the support given by firms and the barriers related to it.

While quantitative research focuses on numbers, qualitative focuses on words and what they mean in the context of the analyzed phenomena (Saunders et al., 2019). To be able to provide specific recommendation on exploratory research, and what is enhancing the adoption of the IS and what is not, it is essential to perform interviews. The choice for this research is the use of semi-structured interviews due to the initial use of a predominant catalog of themes, based on the theories discussed earlier in Section 2 (Saunders et al., 2019). Additionally, the adoption of an interpretivist approach, allows the authors to conduct a more flexible interview, allowing the conversation to flow and to discuss new emergent themes while using open questions (Saunders et al., 2019). At the same time, semi-structured interviews also allow the use of a consistent approach when using similar themes for the different firms, noting the importance for a better comparative analysis (Saunders e al., 2019). The semi-structured interviews were conducted individually and mainly in person, with a few online exceptions. Each author interviewed one company during a pre-established 30 minutes. This choice is to get a more individual and focused interpretation of the themes, allowing the interviewees to feel comfortable in providing data (Saunders et al., 2019). Thereafter, the results were discussed together between the two authors for a better overall comprehension of the two firms.

To ensure confidentiality, the authors have reached an agreement with each human resource department of the participating firms to treat all data with the utmost discretion, and therefore, the companies were not named or implied in any form. Such information, together with a query to record the interview, has been the start point of the interview, ensuring safety for the interviewer (Saunders et al., 2019). However, it is important to consider a response bias from the participants. The interviews were conducted in the firm's premises, in pre-booked private rooms, and some employees might have felt cautions about constructing themes related to the issues discussed in the research (Saunders et al., 2019). Since the interviews were conducted in a formal environment, the interviewers were dressed accordingly, maintaining a proper language. Cultural biases are not given to affect the interviews even though there are different nationalities between the interviewers and interviewees. They all have proficiency in English and use it in their daily jobs. The interview themes were pre-discussed to the interviewees to ensure they know about the research topic and are able to provide a more accurate response, ensuring the level of credibility (Saunders et al., 2019). To avoid biases coming from the interviewers, the authors maintained a neutral tone while speaking with the interviewees (Saunders et al., 2019).

3.2. Limitations and Ethical Considerations

To be able to gather essential information about the adaptability of a new IS, it is important to interview employees who have been in the company before, during and after its implementation. While it is satisfactory for the research to interview employees who are currently in the process of implementation, those who have joined the firm after the implementation, that is, have not experienced the process, are less satisfactory. Most ERP systems' companies, have consultants to back up the initial startup and help on the implementation, these consultants were adequate for the data collection, and therefore, were to be considered. Additionally, when an ERP is first implemented, an employee from each department is given the position of key-user, who specializes in the new IS, being the first contact of information for other employees. Key-users are an important source of primary data, as their knowledge of the implementation is holistic, in comparison to other employees. Nevertheless, not only key-users were considered, but also, every other employee involved in the implementation that has been mandated on the use of the new IS. Therefore, the authors have tried to contact as many key-users and employees as possible, from different departments, supply chain, finance, procurement, human resources, and customer service, and as many employees as possible, maintaining a target of 10 employees in total, 5 from each of the two analyzed firms.

4. Results

For a better comprehension of the collected data, the authors have decided to divide the analyzed firms between Company A and Company B. For the categorizing of the employees, it is given the letter for which company they belong and a number, that represents the order in which they were interviewed, and does not imply any ranking. And lastly, the letter "E" that means "Employee". For instance, EB3 is the third employee interviewed from Company B. Moreover, all the interviews were accepted to be audio recorded, both online and in person, being transcribed through Word and uploaded into the Appendices section. The data transcribed has been cleaned by correcting minimal errors such as colloquial spoken mannerisms, transcription mistakes and by modifying confidential data. According to Saunders et al. (2019), these are actions that not only facilitate the preparation of data for further analysis, but also assures the credibility and transparency of the research.

4.1. Company A

Although the initial target of 5 interviews per company, the number of interviews for Company A was cut to 3, due to the redundancy of data that has been collected. According to Saunders et al., (2019), it is a good time to stop performing interviews when the primary data collected begins to provide similar results and new data stops appearing. The reason for the quick achievement of redundant data is because Company A is in the preparatory stage of the ERP implementation. In this current stage, there are limited amounts of data, and research on ERP implementation could only be done within management and key-user level. Moreover, the interviews were done with two key-users and the project manager for the implementation. Their positions within the firm differentiate immensely, Employee A1 (EA1) is a material planner for the supply chain department, Employee A2 (EA2) is the project manager for the ERP implementation in Sweden, and Employee A3 (EA3) is a reporting manager for finance. The three interviewees provide in depth detail of the preparatory stage and although their different functions, the data collected proved very similar. This similarity also highlights the ERP system's characteristic of being a global and essential system for employees across all the departments.

According to the primary data collected by all participants, Company A had been acquired by a bigger firm in recent years, and to facilitate the operational system usage of all the departments, it had decided to undergo in a full new ERP implementation, even in previous owned company systems. The managerial decision to achieve one global system has been discussed years before, but only recently initiated. In this current stage of ERP implementation, key-users prepare the data to be inserted in the new system. Additionally, Company A has consultants who manage key-users in their ongoing ERP implementation tasks. EA2 is in a management position for the same product line as EA1, meaning that EA1 takes their feedback up to EA2, that is enforced to help. EA3 is in a different product line than the other two employees, and therefore, responds to a global project manager, not only for the Swedish site, but for the whole Nordic's. Altogether, employees A1 and A3 are in the same position for each of their departments, performing daily tasks on data cleansing and system adaptation, overloading themselves with work and sometimes working more than the usual 8 hours a week schedule. EA2, although not working in person on

the Swedish site, is the project manager for the ERP company in Sweden and has all the knowledge of the system. Their current responsibility is to make sure the data is well formatted and inserted to the GO/NO-GO decision in December 2023. The GO/NO-GO decision is when the top management decides if the firm should proceed with the implementation of the ERP when all data is processed. All of the employees are convinced there are no other decision than to GO, and the end-users, as well as the key-users will have their first trainings within the new system right after the GO decision, in January. The expected date for the subsequent step of deployment of the ERP is in July 2024, when the system is expected to go live, which means that the new system will be lastly implemented in the whole company.

Both key-users interviewed, A1 and A3, implied that time constraint is the biggest inertia brought upon them since the implementation of the project started. The indispensability to divide their 8-hour daily schedule between two different jobs proved to be arduous, and extra hours of work had to be done, leading both employees to exhaustion. A second inertia presented by them both, is the clarity of their roles as key-users since the beginning, that had unfortunately not been clear. And lastly, for EA1, there was a cultural inertia, a difficulty of constantly changing between languages and having to adapt to various types of English accents when having meetings and presentations. EA2 has not had apparent weaknesses shared in the interviews, as their role has been only related to project coordination, and not related to practical work within the ERP implementation. Although no apparent inertia was presented for EA2, Employees A1 and A3, factually stated that their job could not be done by external help, highlighting the issue of knowledge transfer between long-tenured employees and consultants. Moreover, at this stage of the implementation, local employees who have been in the company for long periods of time are the only ones able to perform such activities. They possess extended knowledge of the old system and how the company operates.

When it comes to the management perspective, the data collected presents less correlation to inertia than other employees' data. When joining the company in the beginning of the implementation, EA2 stated the limited support and training given by the company about the business processes. EA2 strongly highlights the importance of supporting and recognizing employees with personal attention and words of appreciation when undergoing such projects. When employees tend to go off track, it is emphasized the need of open communication and honesty between the employee and its management to efficiently find the issues and provide quick solutions.

4.2. Company B

A total of 4 interviews were conducted for Company B, the initial target of 5 was not met due to the low availability of the prospective interviewees. A total of 7 employees out of 4 were able to participate during the data collection period. As opposed to Company A, Company B was in the *Ongoing Support* phase of its ERP implementation, this allowed for more variety in the roles of the participants as more actors in the organization had been involved in the ERP Project. The participant's positions are as followed, Employee B1 is the COO (Chief Operating Officer) of company B. Employee B2 (EB2) is a project manager and was project lead for the ERP change. Employee B3 (EB3) is the Manager of the Product Engineering team and EB4 is the system engineer for the operations (employee B4).

When asked to describe his role, Employee B1 (EB1) explained that he oversaw several departments in the organization, as CCO he oversaw production, logistics, R&D, and customer service. Despite this, he did not take in early discussions of the ERP implementations as he started just 2 months prior to the project's "go live." But, given his high-level position he was able to provide feedback on the company's reasoning for changing their ERP systems. The first reason being lack of support to the existing system, as it was only run by one partner company which could not provide upgrades, backups or further developments. Leaving the company vulnerable, as modern services would not have been able to run the outdated system. Second is the system's inability to run in the company's corporate structure. Given recent growth, the company had set up several subsidiaries and the old system was only able to run one at a time. Employee B3, who's role involves overseeing all the digital settings for item structure added they wanted to have system combability with Salesforce a well-known customer relationship management software, which the company had used with success in the past. Neither employee B2 nor B4 were not part of initial discussions, EB2 (employee B2) as project manager took over the project only after the decision was made and employee B4 stared in the company after the implementation. Employee B2 and B3 confirmed that the period from discussion to Go Live took approximately 1 year.

All four participants had a good practical knowledge of the system, despite having different roles they explained their initially contact and how later they had to learn how to use it in order to support their colleagues. Employees 1 and 3 took part in various meetings where the software was introduced, EB3's first interaction was promotional videos from the ERP supplier, and EB1's first interaction took place in a status meeting where he quickly realized the change was going to result in a lot of issues to the operations. Employee B4 mentioned he was first introduced to the new ERP during the onboarding process and from the start he knew most of his responsibilities would revolve around the ERP system. Employee's B1, B2, and B3 did not necessarily need to work on the system for their role, but they expressed they had to try and learn to successfully manage, guide and teach their colleagues. While discussing the ERP supplier, most had positive feedback but acknowledged gaps existed. Employee B1 explained 2 partners were signed to handle this project 1 being the ERP company itself. The main issue was no transparency on the product they offered, they had offered a system with "out the box" functionally. But the reality was most of the system needed custom alteration to function, he got the feeling not even they knew how inflexible it was in, addition a consultation firm was hired to project manage.

Reviewing each participant's questions relating to organizational support, all participants showed example of how important it can be when adapting new technologies. Starting with employee B1 when asked if the company had provided support, he agreed, but acknowledged company B lacked the knowledge to do it on their own. The reason why consultants were brought in, is to provide the additional support needed but even that was not enough using EB1's words "no one here know what was coming ". According to EB1 the expectation from the employee was, someone coming to install the system and leave. The consulting firm underestimated the size of the project. Trainings existed but since the system was not fully operational, they were not good, you cannot teach something broken EB1 explained. According to EB1 the

new system re-defined roles, roles were not in place after the implantation. EB1 also agreed that technology implementation was tied to job security, as most of what is done is through an information system. As upper management, EB1 shared rewards were considered to increase motivation, but were not implanted as EB1 did not believe motivation was an issue, in EB1's opinion people were eager to get over the change period and back to work. But also shared more personal responsibility could have been applied as hours of training videos were created but not watched. The whole company was involved in resolving issues and EB1 had daily meetings with the CFO to assess the situation. EB1 was also able to give all this feedback to the CEO of the ERP Company.

EB2 also agreed that the company provided support throughout and currently, but explained how she preferred to be the one reaching out for support whenever it was needed and never had resistance from the company to do so. EB2 received no rewards but understood a good performance could lead to professional development. As handling a such a project was "a big line on the CV". EB2 main issues were around resources, EB2 described some periods, as too intense in which there was a need to work more than the standard 8 hours a day. But all the effort did lead to a higher commitment back from the organization as EB2 received feedback from the company they now trust her to run bigger projects, and this raised EB2 self-teem. In addition to more trust, Company B also showed commitment back to EB2 in the form of longer vacation after the project was in a more stable state. For EB2 the most helpful support came in the shape. workshops and manuals during the hyper care period.

EB3, also confirmed that they received support from Company B, internal management always ensured EB3 had all the tools and mental support needed. EB3's described her manager as very supportive and explained how together they came up with solutions as they were needed. EB3 also highlighted how the tools provided by Company B played a role overcoming challenges, and gave the example of JIRA, a project managing tool. When asked if taking part of the ERP project generated more job security she agreed. But did expect actions from Company B to reward all the effort. EB3 explained how Company B was committed as the door to management was always open. This commitment was reciprocal as EB3 had more insight into the organization as a whole and felt able to contribute more. EB4 Noted support in the ability to speak to every single stake holder, explained how this gave the security to resolve any problem faced. Also, with guidance in the regards to the company structure and future according to EB4 this helped with the decision-making progress. Although, when asked about roles in his position, he admitted feeling a bit of blur at times as Company B was in constant change. As the others, EB4 agreed his job security feeling grew after taking part in the ERP project but had no expectations back from the organization. EB4 also felt Company B was committed towards him, and explained how this feeling did have an impact on the project as he also felt more motivated to do the extra mile. Most helpful support tool for EB4 was an open communication line ERP supplier as he was exposed to more direct approach and first-hand knowledge. According to EB4, what troubled Company B the most was bad communication between departments.

All four respondents had a positive first perspective of the ERP software., For EB1 it was easy to use, for EB2 a lot less complicated than the software it was replacing, for EB3 it was very user friendly and EB4

thought it incorporated the corporate structure well. But they all expressed how it was different for their colleagues, as all had a negative first perspective. How this bad perspective of others affected them was split, as for EB1 and EB4 this bad reputation had no impact on their own opinion as they had an independent view. As opposed to EB2 and EB3 who expressed a negative impact on their perspective as a result of the negativity of others. Finally, all respondents collectively agreed their organization did not perform well when it came to adaptation to new technologies, although this experience was a step in the right direction, they also all believed employee engagement plays a big role, during organizational change. It is important to note, the no main support was given by EB1, as in his position the employee can be portrayed as the organization, he had the power to make changes if needed.

4.3. Overall Results

The following Table (Table 1) presents the coded text of the most prevalent sub-themes of the two discussed themes in this paper, Organizational Support and Inertia to Organizational Change (Barriers). To discover the Sub-Themes under their respective Overarching Themes, the following questions were asked during the semi-structured interviews for Organizational Support: "Have you received support before the implementation started?", "What was the initial support the company provided you during the implementation? Has it been helpful? Do you wish something had been different?", and "What other types of support were provided during the implementation?". For Inertia to Organizational Change, the following was asked: "What were the major challenges or resistances encountered and how were they addressed?". The structure of the interviews allowed the interviewers to change the format of the questions to benefit the development of the overall interview. For instance, some of the themes might have been answered before asking questions and some might have not been answered at all, and therefore, a final question had to be asked: "What is the biggest support and barrier that occurred during the implementation?".

Therefore, the research follows a hybrid approach to coding, where there is a set of pre-determined codes related to the literature review and codes that emerged from the analysis of the data collected. POS highlights supervisor supportiveness as the principal variable related to organizational support, which has been divided into *recognition, open communication, trust and honesty* and *words of appreciation. Work Role* and *HR practices* are also stated in the study by Kurtessis et al, (2017). When it comes to inertia, all the variables are under the category of Action Inertia, which happens when managerial actions are not fulfilled successfully, resulting in bad performance from employees (Hedberg & Wolf 2003; Godkin & Allcorn, 2008). In addition, the use of color coding will be considered when analyzing the themes and sub-themes presented in the data collected. This choice of coding is to facilitate the comparison of data collected across the interviews performed (Saunders et al., 2019). The color-coded text has been performed in all the transcripts identifying 15 sub-themes. Table 1 presents the Overarching Themes, Sub-Themes and Coding Keys and the Occurrences in which they were found. Later in the analysis, each of the themes will be further discussed and explained.

Table 1. Sub-Themes Occurrences

Overarching Theme	Sub-Themes and Coding Keys	Occurrences
Organizational Support	Teamwork	30
	Roles and Responsibility	28
	Recognition	14
	Hypercare Workshops with Stakeholders	12
	Open Communication	11
	Words of Appreciation	4
	Trust and Honesty	1
Inertia in Organizational Change	Unpreparedness	23
	Time Constraint	19
	Underwhelming Contractors	15
	Lack of Role Clarity	12
	Gap of Knowledge of Own Operations	9
	Lack of Human Resource	9
	Lack of Knowledge Transfer	6
	Language	1

Table 2 displays the relationship between the data collected with the interviewee's information. The first column is for identifying the interviewee, and the second column is for their respective position in the company. While the data provided might not differ between different departments, it is important to show the information in the second column as the data might differ between different hierarchical positions. The third column is related to Organizational Support and fourth column related to the barriers each employee faced while adapting to this new technology.

Table 2. Display of data regarding each respondent.

Interviewee	Relationship to the new ERP	Organizational Support that most helps	Barriers
Employee A1	Key-User Material Planer	Words of appreciation and recognition / Teamwork	Cultural and time constraint
Employee A2	Implementation Project Manager	Open Communication	Lack of knowledge/Transfer Time constraint
Employee A3	Key-User in Finance	Words of appreciation and recognition / Teamwork	Time constraint
Employee B1	Chief Operational Officer - COO	Roles and Responsibility	Gap of knowledge of own operations /Underwhelming contractors
Employee B2	Project Manager – ERP Project Lead	Hypercare Workshops with ERP Stakeholders.	Lack of human resources
Employee B3	Product Engineering Manager – ERP Project Manager Aid	Teamwork	Unpreparedness
Employee B4	System Engineer – 1st Level End User Support	Trust and Honesty - Open Communication - Hypercare Workshops with ERP Stakeholders.	Lack of knowledge Transfer

5. Phases of a successful ERP Implementation

Prior to analyzing the results from the interview, it is important to take into consideration the importance of the phases that each company has been when the interviews were performed. For each phase that the company is, there will be different types of strengths and weaknesses. Therefore, this paper will consider a model built by SAP India (2022) to identify and explain each phase of the ERP implementation in a company. This model it is very useful from a practical perspective as for the purpose of action research, it will allow the paper to provide recommendations for companies.

SAP is the leading company in Enterprise Resource Planning (SAP, 2023), and the data collected from all of their customers are of high importance for the paper when analyzing organizational support provided by each firm and how it differentiates in each stage. According to SAP India (2022), companies when undergoing an ERP implementation go through 7 phases to reach success (Figure 1). The first step is the *Identification*, where a company acknowledges the importance of a new ERP implementation and how it can provide competitive advantage by achieving its goals. Following, is the *Selection* step, where the firm select a supplier in ERP and buy the services and products to incentive the implementation. *Design* is the phase in which there is the construction of a system to allow the firm to achieve its goals. *Development and Testing* steps overlap themselves and are represented by getting the system ready within the company data and testing it. Followed, there is the *Training* step which allows the employees to get used to the system and to provide feedback before the *Deployment* stage, which is the final switch between the old and new system. The last step is the *Ongoing Support* step, the problem-solving step to make sure the ERP system is on track with the firm's expectations. (SAP India, 2022)

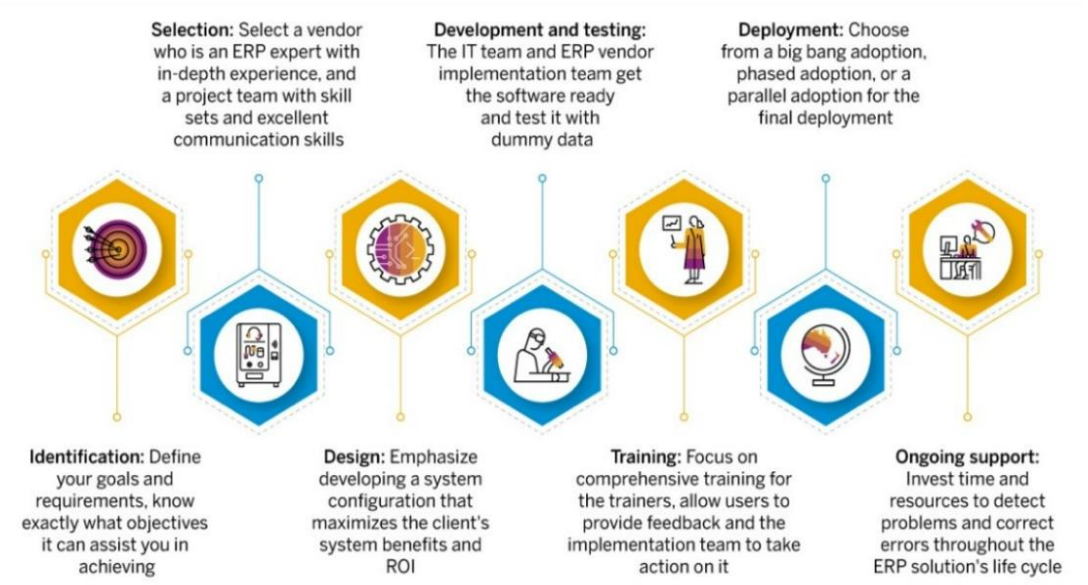

Figure 1. 7 Steps to a Successful ERP Implementation (SAP India, 2022).

While it is important to focus on all of the steps for a successful ERP implementation in a firm, Organizational Support from an employee's perspective is only encountered in the steps of *Development*

and Testing, Training, Deployment and Ongoing Support. *Identification, Selection and Design* are important steps from a managerial point of view and are the steps where the decision making is done, such as the choice for the key-users. However, these first three steps do not affect the employees' perspective, and therefore, will be less discussed in the paper. Thus, it is essential to go in-depth in the 4 steps considered for the research:

Development and Testing: Once the design of the system is decided, the IT team and the ERP Vendor Implementation team are to prepare all the vendor information by cleaning mass migration data and creating training for its end-users. The preparation of data to be allocate into a new system is normally performed by key-users, while the preparation of training is given by the ERP company consultants. It is important to have the data completely corrected before entering it in the new system as later changes in the system are extremely costly and time consuming. The overall implementation is managed by project managers, either from the consulting companies or from the ERP company. They have higher knowledge of the system to be implemented and assist the key-users in their daily tasks, making sure all the deadlines are reached on time. After the company data has been corrected and the system has been tested, there is a GO/NO-GO decision deadline where top management decide if the company is ready to proceed with the next steps of the ERP implementation. (SAP India, 2022)

Training: When the decision to proceed with the implementation has been made, it is important to start with the training of key-users, followed by the end-user's training. Up until the *Development and Testing* step, no training has been done and the system has been briefly presented by the firm's consultants. SAP India (2023) acknowledges the difficulty of time allocation for employees due to the implementation of new tasks to their already existing tasks. The creation of organizational inertia is eminent in firms, and the attitude towards adapting to a new technology is recognized by SAP when performing in customer companies. Allowing employees to provide constructive feedback will empower the implementation team to enhance the system upon the feedback, improving the employee's productivity after the system goes live. (SAP India, 2022)

Deployment: When the trainings with the employees are performed and the feedback has been considered, it is time for the new ERP system to go live in the company. Depending on the business industry and size, there will be a different choice of deployment that meets the requirements of the company. There are three ways in which the system can be deployed; By a Big Bang Adoption, the old/legacy system goes out in one date or spam of days, and it is substituted by the new system instantly. By Phase Adoption, the old system maintains some of its operational processes at the same time the new system advances some of its operational processes. And lastly, by a Parallel Adoption, where both systems are used at the same time for some period of time, and if the new system's performance outstands the old system, then it becomes the used system. (SAP India, 2022)

Ongoing Support: This stage is when the system has gone live, and the old system is obsolete. Although every other step has been concluded, there is still margin for mistakes and challenges. This is

considered as an after-sales service support. User support as well as software maintenance are essential, especially for small businesses as there are less IT assistance. Thereafter, the ERP system must be ready to provide the desired competitive advantage. (SAP India, 2022)

When it comes to the analyzed companies, Company A is under the stage of preparation, which in SAP's steps, is *Deployment and Testing,* as the employees are currently performing data cleansing tasks and preparing it to enter the new system. Company B is under the stage of *Ongoing Support,* as the company has completed all the stages of implementation and are now supporting the enhancement of the system and its usage.

6. Discussion, Data Display and Analysis

In this section, the analysis will cover the types of Organizational Support and its barriers related the most to the implementation of a new ERP system in the Swedish landscape. Therefore, by the end of this section, in the Conclusion, the research question will be answered by its entirety. Company A has been through the phases of *Deployment and Testing* until *Ongoing Support,* and Company B has been through all the stages. Moreover, it is found that different stages of implementation in which each of the companies find themselves, shows differences and/or similarities on organizational support and its barriers. While until the last stage all the types of support can be mentioned, some of the supports can have a bigger or lower impact depending on the stage. Company A employees have been part of introduction workshops and system implementation, but not in the system usage, and such workshops cannot be considered as 'support' for the ERP acceptance.

The inertia is presented in an individual level, in other words, at an employee level, and it is discussed to hinder the acceptance of a new technology. The importance to discuss the barriers is to provide ways to overcome them. For Company A, the major barriers are *Time Constraint, Language,* and *Lack of Initial Support,* while the major barriers for Company B are *Gap of Knowledge of Own Operations, Lack of Knowledge Transfer, Unpreparedness, Lack of Human Resources,* and *Underwhelming Contractors.* Each one of these barriers is further discussed in the next paragraphs as the analysis firstly describes in detail each one of the types of organizational support. The relationship between each variable, the stage of the implementation in each company, and the patterns of the two companies will be discussed and analyzed in this chapter.

To further demonstrate the importance of each of the variables in an ERP implementation, the authors have decided to display an inverted pyramid graph, (Figure 2 and Figure 3), according to the occurrence found in the collected data. The highest frequency is on the top of the image with a large base, and the lowest occurrence in the bottom, with a small apex.

6.1. Types of Organizational Support

Figure 2 shows the types of organizational support discussed in all the 7 interviews.

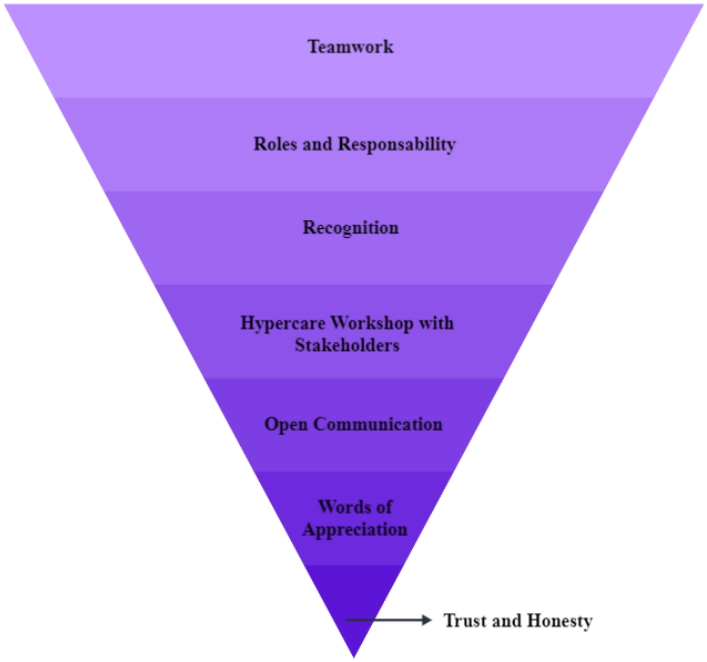

Figure 2. Most Important Types of Organizational Support in an ERP Implementation.

Teamwork: Employees from Company A highlighted the importance of Teamwork in the current stage that the company find itself. When there is an increase of workload due to the implementation, Key-Users request help from their colleagues to divide work tasks for an enhanced performance. It is important to maintain a healthy and friendly relationship between all the employees so they can provide each other help when such issues arise. The results from Company B displayed teamwork as one of the key factors for Organizational Support, which aligns to the data collected, as it is observed that employees depend on their supervisor. Organizational change has a significant impact on the employee's current ways of working and the employee can be prompted to have negative beliefs towards his manager. In the first example analyzed, the manager provided support by directly helping the employee closing the gaps in the new ways of working and taking collaborative decisions. The employee then felt more confident to use the new technology in other works the support influenced directly the attitude towards using the IS.

Example of Coded Text: "*we had regular meetings with the team and the stakeholders and people responsible for different parts"* -EB3. *"They helped doing a lot of manual work. They are providing support so I can work with other tasks as well."* -EA1.

Roles and Responsibility: The opportunity for an employee to perform a new task by giving them a special role for doing so, is a strategy used by all companies when implementing a new ERP system or any other IS system. It is an important point of knowledge between key-users and end-users, not only essential for practical tasks of the implementation, but it also acts as an Organizational Support by giving the employee a higher importance in the project. The employees who were given the opportunity to work as a key-user felt highly important when providing the company their knowledge to the ERP implementation. They were sure that their contribution could only be done with their knowledge and that the success of the implementation would reflect immensely into their career prospects. The employees have also argued the possibility of job security when learning a new ERP system and the possibility of getting promoted due to the hard work performed. When taking into consideration OST, the variable Work Role is highlighted according to Kurtessis et al. (2017).

Example of coded texts: "*you really need to emphasize the personal responsibility as well." / "Make sure the organization understands that this means new ways of working."* -EB1. *"And since it's an SAP system that lots of businesses use, I think it's an opportunity, but it comes with over work."* -EA1.

Recognition: It is the feeling of getting recognized by managers when delivering a project or a task in due time. Recognition is very related to Words of Appreciation and both variables work together very well. Although, recognition can also act as self-recognition as declared by a few employees, EA1 and EA3, in which they feel like being part of the team and contributing to a bigger cause for the company. Being recognized with monetary prizes are also considered very helpful and sought by employees, but it is very uncommon.

Example of Coded Text: *"To my experience the best reward is some personal attention and some personal recognition from your management on the work you are doing."* -EA2.

Hyper-care Workshops with Stakeholders: The deployment phase can bring a situation of chaos to the organization. One respondent explained how the normal route where an employee raised a concern, and this concern was escalated to their manager and later, potentially, to the IT team. The communication flow was just too slow, and the need for good communication was higher than ever. The only working solution was having sessions with all internal stakeholders and external, like the ERP developers, to mitigate action inertia, where the manager must take a different approach to deal with the changing needs of the organization in a timely manner.

Example of Coded text: "*The most helpful was being able to have direct contact with the supplier of the ERP system*" -EB4. *"To improve, we should adopt a more holistic, end-to-end perspective throughout our workshops, key user training, and testing phases.*" -EA2.

Open Communication: Although very similar to Trust and Honesty, one can also have an open communication and not say truthful sentences to excel over badly performed tasks. This was highlighted as one of the most important support a manager can provide an employee, and an employee can provide itself. With the right communication between employee and manager, only meaningful support can be provided, and the issues can easily be found and fixed. Moreover, open communication from manager to employee is considered an Organizational Support, while open communication between employee to manager can only facilitate the provided support. Another aspect of this organizational support type is the open communication to external parties. Additionally, the only way management can make improvements or understand their ERP system is by having the ability to contact the ERP supplier whenever issues are raised.

Example of Coded Text: *"Open communication with their managers is key to facilitate this shift*". -EA2.

Words of Appreciation: This type of support is related to the type of communication that is given to employees when performing a task. Management should explicitly suggest the employees have been doing a great job, saying phrases such as: "Good job!". To show themselves interested in what the employee is doing is also a great appreciation gesture. According to EA2, it is important for managers and other team members to demonstrate 'love' to colleagues during difficult times at the workplace, by saying caring words and recognizing one's work.

Example of Coded Text: *"It is important to give team members a sense of 'tender love and care' during busy periods."* -EA2.

Trust and Honesty: Organizational Support Theory is founded on the perception the employee creates about the organization, if the perception is positive then there is higher commitment between both

parties according to Kurtessis et al. (2017). Trust and honesty can help boost this commitment. This was observed in the data in 2 ways, first by increased trust for professional tasks and trust to handle data with external parties. This is in relation to the POS variable of HR practices, where developmental opportunities are discussed. In the example of coded text, the employee perceived more opportunities to grow after taking part of the organizational change by trusting is their capabilities more. As it was discussed how, their supervisors expressed interest in giving more professional development opportunities. These positives beliefs increased the employee's commitment, which had a positive impact in the overall project, specially towards the 2 final stages of deployment and support. Additionally, this variable is correlated to Open Communication and consequently also under Supervisor Supportiveness, as the collected data states that employees must be honest to their managers to fully address concerned issues.

Example of Coded Text: *"It's crucial to address these issues openly and honestly, without assigning blame."* -EA2.

According to the research by Kurtessis et al. (2017), it is stated that Supervisor Supportiveness is the most important variable perceived by employees. Although not apparent, this research reinforces what has been previously discovered. The variables open communication, trust and honesty, words of appreciation and recognition have low occurrences themselves, but when added together, they become the variable with the highest occurrence. The 4 four types of organizational support highlight a relationship between them and should be taking into consideration together as Supervisor Supportiveness. This relationship is given as the 4 of them discusses how a manager can act to improve the work habits of an employee (Kurtessis et al., 2017). Nonetheless, summing the occurrences of these four variables, puts it into first place of the most common variable, developing into Supervisor Supportiveness, with 29 codes in total. The second highest variable becomes then Teamwork, followed by Roles and Responsibility, which has also been discussed in the research by Kurtessis et al. (2017) as Work Roles, as one of the most important variables regarding POS.

6.2. Barriers to Organizational Support

Figure 3 displays the barriers to organizational support discussed in all the 7 interviews.

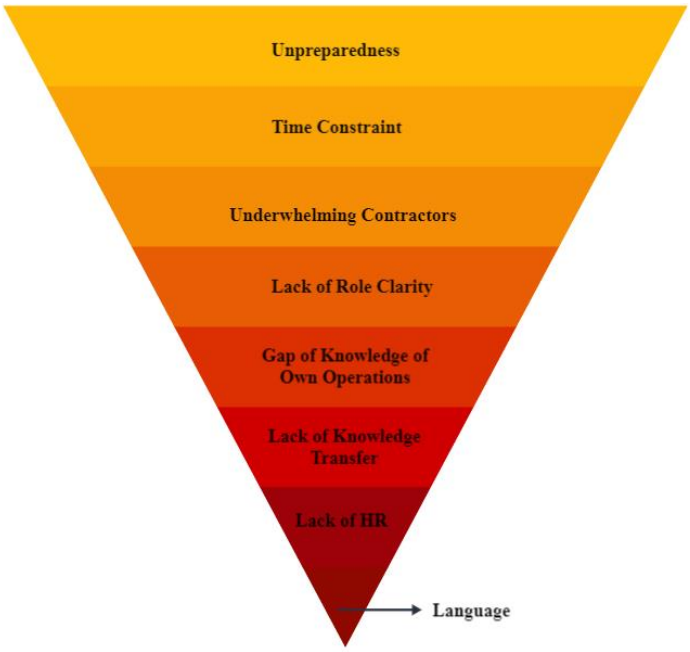

Figure 3. Most Important Barriers to Organizational Inertia in an ERP implementation.

Unpreparedness: According to the data collected, decision makers decided to go ahead with the deployment while not being ready operationally. The employees do not oppose themselves towards managerial decisions, being in favor of their managers. Although, such behavior can result in trouble for the organization. Most of the samples for Company B, that had passed the deployment phase, agreed they were not ready to start the project. The results show agreements that the decision felt forced. Management needs to ensure all the affected stakeholders feel ready before any significant change is implemented. Additionally, Company B has had the most occurrences for this variable, inducing the authors to understand that such factor might differ immensely from company to company since the beginning of the implementation. Nonetheless, if there has been unpreparedness since the beginning of the project, it will hardly be mitigated until the project finishes.

Example of Coded Text: *"the major challenge was that we implemented something that was not ready to be implemented"* -EB3

Time Constraint: After being given the role as a key-user, employees A1 and A3 felt overwhelmed by the amount of work to be done, not being able to distribute the tasks between the two roles and therefore having to work overtime. Time Constraint is a barrier related to the initial phases of the implementation, where a higher amount of work must be performed to meet a deadline. The last phases of the implementation might not take this into account as much as the earlier phases, and therefore, when collecting data, this barrier was mostly considered by Company A, currently in an early stage. Time constraint in the analyzed companies was caused by the urge to finish the project and deliver results in a small amount of time, forcing employees to work more than usual and diminishing performance.

Example of Coded Text: "*We have been given a huge amount of work, and I know that my colleagues as well have been very close to being overworked."* -EA1. *"It is tough for us because we work against the time schedule."* -EA3.

Underwhelming Contractors: The information collected from the participant in an executive level, displayed significant issues with the performance of the contractors the company brough in to assist. They found differences with the product advertised and the real product. Besides, when it came to consulting firms working for Company B, performance was lower than expected, providing poor results. Significant resources were allocated, and the firm failed to reach expectations. This is another barrier to organizational support, as the whole process of allocating external help can be considered support on its own. If that is the only action the organization is taking, and the performance is bad, then the organization and its implementation can be troublesome. Only Company A stated this barrier during the interviews by assigning consultants outside of the ERP system company to provide knowledge of the system. Company A had successfully addressed consultants from the ERP system provider company, exceling over Company B.

Example of Coded Text: "*Deloitte that ran this project should have caught all of this, should have prepared. Everyone should have, should have, should have, and not. None of this was done. And so, we ended up in kind of a [obscenity] show."* - EB1

Lack of Clarity in Roles: As a result of the major change, it is observed that there can be a shift in the roles and responsibilities of the employee. It is aligned with the concept of inertia, as the company's reaction to change can create a toll on the employee. This was confirmed by the data collected; highlighting that there can be a lack of understanding and clarity during the whole phases of implementation. In the coded example, some responsibilities had shifted, and it was missed by the organization generating confusion for the employee. Consequently, leading to the employee having trouble to take advantage of any type of support the organization might provide. If the lack of clarity in roles is not mitigated in the beginning of the project will cause various issues throughout the following phases of implementation.

Example of Coded Text *"Roles in the organization. Weren't set, and of course then you don't have roles regarding ERP either"* -EB1. "*I know for a fact that are a lot of key users that haven't understand or understood our role fully."* -EA1.

Gap of Knowledge of own Operations: While this variable can be confused with the previous one, gap of knowledge of own operation discusses the lack of knowledge of how the company operates within their systems, rather than understanding the employees' roles and what they do. When discussing the identification phase of the ERP implementation, employees from Company B failed to explain their daily operations. Despite, doing the activities daily, it is a process they have involuntarily automatized. This came as a challenge as they couldn't explain their needs to the ERP supplier. As a result, when the product was presented, it lacked many of the functionalities the employees were accustomed to. Therefore, EB2 made it clear on several occasions how much knowing their own operations better would have impacted the implementation. Such situation can be seen in the model presented in this paper. The organization is aware of its operations and systems and should be able to provide support and knowledge to employees.

Example of Coded text: "*I did not understand the complexity that we have in our organization*" -EB2

Lack of knowledge Transfer: As mentioned several times throughout the paper, the organization is in constant change during an IS implementation. Data shows that knowledge is often not made easily available to other employees in an organization. As for the first coded text, the response states issues in transferring knowledge from a consultant to an employee, highlighting lack of knowledge transfer on how to use the new system. In the second coded text, the respondent discusses that the company was not able to transfer their own knowledge of systems and processes to consultants in due time, resulting in lower performance. Such variable is very related to *gap of knowledge of own operations*, and one might lead to the other, once more, accentuating the need to mitigate it in initial stages of implementation.

Example of Coded Text: "*More documentation I consider there was not enough user-friendly documentation about how to use the system*" -EB4. "*But you know they don't have the knowledge I have."* -EA3.

Lack of Human Resources: Several of the employees who took part of this study, expressed concerns about the work load they experienced during the ERP implementation. One respondent expressed that they worked 16 hours one day to mitigate the impacts of the low productivity of the organization. It is important for the organization to acknowledge extra efforts from employees, as the high workload can lead to inefficiency. Therefore, time constraint is correlated to the described variable and act in conjunct to the lack of human resources, as this department oversees the work quality of the employees.

Example of Coded Text: *"I worked quite a long hour for much of the time"* EB2

Language: Although only once stated, this barrier can occur to any employee with different cultures. Language barriers is described by not being able to comprehend different types of English accents or having difficulties to change between languages. The difficulty of understanding technical terms is a hurdle and many older employees working in an international environment suffer from this same issue.

Example of Coded Text: *"I think the biggest challenge is that all the work, all the meetings, all the support and experts and everything is done in English. And it is a hurdle, because I don't know all the technical terms. And sometimes it's hard to explain the problem I see."* -EA1

According to the theory presented by (Godkin & Allcorn, 2008), it is possible to understand the relationship of the barriers found with the literature previously discussed. Nonetheless, Psychological Inertia in this paper acted as an implicit inertia. The research is primarily focused on Action Inertia as it is related to the relationship between employee and manager. All the variables found in this section are under Action Inertia and Psychological Inertia acts as an intrinsic inertia, created within the employees.

7. Conclusions

This research aimed to answer the following question "What are the primary Organizational Support actions and its barriers that employees in the Swedish business environment claim to impact the most when adopting a new ERP system?". Throughout the paper, the research question has been successfully answered. The focus was to get a better understanding of how employees from various departments adapt and react to the implementation of an ERP system with the help of organizational support. With a qualitative research approach, 7 primary organizational support actions were identified within 7 employees in 2 firms. These were, Teamwork, Words of Appreciation, Open Communication, Recognition, Trust and Honesty, Hyper Care Workshops with Stakeholders, and Roles and Responsibility. In term of barriers, 8 were found, Language, Time Constraint, Gap of Knowledge of Own Operations, Lack of Knowledge Transfer, Lack of Clarity in Roles, Unpreparedness, Lack of Human Resources, and Underwhelming Contractors.

To reach to a conclusion and add validity to this study, two main literatures were considered and reviewed. First, Inertia in Organizational Change, planted as a main problematization to a firm undertaking an ERP system changed. Inertia appears in a population level as Organizational Inertia, but it is narrowed down to an individual level, diving into Action Inertia and Psychological Inertia. Regarding the primary data, all barriers were Action Inertia according to reviewed literature by (Godkin & Allcorn, 2008). The barriers are related to a slow response from managers towards issues encountered during the implementation, causing an individual inertia in the employees. The top three barriers found in the data collected are, respectively, *Unpreparedness, Time Constraint* and *Underwhelming Contractors*. *Unpreparedness* is when the company is not capable of undertaking a new system in the current situation they are and therefore, transforming a competitive advantage into an issue. Time Constraint is related to the overload of work during the implementation, since key-users focus on more tasks than usual, increasing their hours of work and consequently, increasing stress and time pressure. And lastly, Underwhelming Contractors, which is the difference from the advertised products from the real product, and the low performance of consultants in a firm.

Furthermore, the next literature taken into consideration is the Organizational Support Theory represented by the studies of Kurtessis et al. (2017). The research highlights various Organizational Support variables that enhances the perception of support of employees given by managers. The most important ones are Supervisor Supportiveness, Human Resources Practices and Work Role. As for the data collected, the types of support found are also divided under these variables. Words of Appreciation, Open Communication, Recognition and Trust and Honesty are represented by Supervisor Supportiveness, but the authors preferred to let the four types of support divided for a better comprehension. Additionally, Roles and Responsibility are under Work Roles, and Hyper Care Workshops with Stakeholders is under HR Practices. Moreover, Teamwork is the most common type of support for this research and is the top occurrence among the other types of support. Such support is related to harmony and relationship between

colleagues, and between employees and managers. According to the respondents, to be able to share the workload and to be able to ask for help from colleagues and managers is crucial for all the stages of an ERP implementation.

With the above into consideration, it is possible then, to answer the research question taking into account the occurrences of each Sub-Theme. The primary types of Organizational Support are Teamwork, Roles and Responsibilities, and Recognition, respectively. Although, by adding the four Sub-Themes together, Supervisor Supportiveness becomes the most important type of Organizational Support. Lastly, the primary barriers are Unpreparedness, Time Constraint, Lack of Human Resources and Lack of Role Clarity, respectively.

7.1. Practical Recommendations for Managerial Implications

Most of the results presented are of practical nature, it is important that the collected data is analyzed and used by managers by functioning as an aid to overcome some of the barriers firms experiment when adopting new technologies. If special attention to organizational support can help mitigate inertia, then it should be considered. Throughout this study, it was clear that organizations struggle to implement information systems, and to help mitigate their struggle, they seek for assistance in external consulting firms. But consultants should be only an aid to the issue, and not the ultimate solution, resulting in failures to deliver the project due to lack of knowledge of internal processes. Moreover, barriers should be mitigated by managers in initial stages of the implementation to decrease issues in later and more important stages. When addressing the need for a new ERP system, managerial decisions should carefully take into consideration feedback from employees to understand their struggles and reduce changes of employee inertia.

7.2. Future Research and Limitations

There are four paths in which this study can take to further enhance existing literature in the topics of Organizational Support Theory and Employee Inertia. Firstly, it is valid to perform future research under similar stages of an ERP implementation: either waiting for Company A to fully complete the implementation to collect new qualitative data and compare to the data previously collected; Or research on two companies in the last stage or in the same stage of the implementation. As shown in this paper, different stages of an ERP implementation present higher or lower occurrences of types of organizational support and barriers, becoming also a limitation for the research. Secondly, to be able to change the location of the study and perform the research at another country is also a suggestion for future research: Swedish employees might be more mature in adapting to different information systems and therefore, a country with a lower development and innovative status would be ideal for a geographic comparison. Thirdly, ERP systems are the only discussed Information System in this research and it is an important step to develop further research with different types of technology, such as AI. Further research in a new Information System should also take into consideration the limitations of this research. And lastly, research in this same topic should also be performed using quantitative methods to discover which of the variables found with qualitative research has a greater correlation with a greater sample in Sweden.

List of references

Calisir, F., & Calisir, F. (2004). The relation of interface usability characteristics, perceived usefulness, and perceived ease of use to end-user satisfaction with enterprise resource planning (ERP) systems. Computers in Human Behavior, 20(4), 505–515. https://doi.org/10.1016/j.chb.2003.10.004

Cambridge Dictionary. (n.d.). Inertia. In dictionary.cambridge.org/dictionary/English dictionary. Retrieved January 3, 2024, from https://dictionary.cambridge.org/dictionary/english/inertia

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived Organizational Support. Journal of Applied Psychology, 71(3), 500–507. https://doi.org/10.1037/0021-9010.71.3.500

Godkin, L., & Allcorn, S. (2008). Overcoming Organizational Inertia: A Tripartite Model for Achieving Strategic Organizational Change. The Journal of Applied Business and Economics, 8(1), 82-94. http://ep.bib.mdh.se/login?url=https://www.proquest.com/scholarly-journals/overcoming-organizational-inertia-tripartite/docview/218707288/se-2

Hackman J. R., Oldham G. R. 1980. Work redesign. Reading, MA: Addison-Wesley.

Hannan, M. T., & Freeman, J. (1984). Structural Inertia and Organizational Change. American Sociological Review, 49(2), 149–164. https://doi.org/10.2307/2095567

Hedberg, B. & Wolff, R. (2003). Organizing, learning, and strategizing: From construction to discovery. In Meinolf Dierkes, Ariane Berthoin Antal, John Child, & Ikujiro Nonaka. (Eds.). Handbook of Organizational Learning & Knowledge. (535-556). Oxford: Oxford University Press.

Homans, G. C. (1958). Social Behavior as Exchange. American Journal of Sociology, 63(6), 597–606. http://www.jstor.org/stable/2772990

Investopedia (2023). *Enterprise Resource Planning (ERP): Meaning, components, and examples*. Investopedia. https://www.investopedia.com/terms/e/erp.asp

Karr-Wisniewski, P., & Lu, Y. (2010). When more is too much: Operationalizing technology overload and exploring its impact on knowledge worker productivity. Computers in Human Behavior, 26(5), 1061–1072. https://doi.org/10.1016/j.chb.2010.03.008

Katerattanakul, P., Lee, J. J., & Hong, S. (2014). Effect of business characteristics and ERP implementation on business outcomes: An exploratory study of Korean manufacturing firms. Management Research Review, 186-206.

Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived Organizational Support: A Meta-Analytic Evaluation of Organizational Support Theory. Journal of Management, 43(6), 1854–1884. https://doi.org/10.1177/0149206315575554

Laumer, S., Maier, C., Eckhardt, A., & Weitzel, T. (2016). Work routines as an object of resistance during information systems implementations: theoretical foundation and empirical evidence. European Journal of Information Systems, 25(4), 317–343. https://doi.org/10.1057/ejis.2016.1

Levinson, H. (1965). Reciprocation: The Relationship between Man and Organization. Administrative Science Quarterly, 9(4), 370–390. https://doi.org/10.2307/2391032

Matende, S., & Ogao, P. (2013). Enterprise Resource Planning (ERP) system implementation: a case for user participation. Procedia Technology, 9, 518–526. https://doi.org/10.1016/j.protcy.2013.12.058

Moradi, E., Jafari, S. M., Doorbash, Z. M., & Mirzaei, A. (2021). Impact of organizational inertia on business model innovation, open innovation and corporate performance. Asia Pacific Management Review, 26(4), 171–179. https://doi.org/10.1016/j.apmrv.2021.01.003.

SAP: Enterprise Application Software (2023). SAP. https://www.sap.com/about.html

SAP India (2022). *Typical phases of a successful ERP implementation - SAP India News*. SAP India News Center. https://news.sap.com/india/2022/02/successful-erp-implementation/

Saunders, M. N. K., Lewis, P., & Thornhill, A. (2019). Research methods for business students, 8th ed. In Pearson eBooks. http://dspace.uniten.edu.my/handle/123456789/18304

Services, I. U. (den 6 9 2023). Material Requirements Planning (MRP) Software Market Size In 2023: Share, Latest Trends & Forecast 2023 To 2030. Hämtat från https://www.linkedin.com/: https://www.linkedin.com/pulse/material-requirements-planning-mrp-software-1e/

Sweden. (2023). A country of innovation. sweden.se. https://sweden.se/work-business/business-in-sweden/a-country-of-innovation

Szajna, B., & Scamell, R. W. (1993). The effects of information system user expectations on their. MIS Quarterly, 17(4), 493. Retrieved from http://ep.bib.mdh.se/login?url=https://www.proquest.com/scholarly-journals/effects-information-system-user-expectations-on/docview/218111395/se-2

Vogelsang, K., Steinhüser, M., & Hoppe, U. (2013). A qualitative approach to examine technology acceptance. ResearchGate.

https://www.researchgate.net/publication/280876917_A_Qualitative_Approach_to_Examine_Technology_Acceptance

Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived Organizational Support and Leader-Member Exchange: A Social Exchange Perspective. Academy of Management Journal, 40(1), 82–111. https://doi.org/10.5465/257021

Wipo. (2023). Global Innovation Index 2023, 15th Edition. Global Innovation Index 2023: Innovation in the face of uncertainty (wipo.int)

Appendices

Appendix A: Color Coded Table

Color Coded Table

Open Communication
Trust and Honesty
Words of Appreciation
Teamwork
Recognition
Roles and Responsibility
Hypercare Workshops with Stakeholders
Time Constraint
Gap of Knowledge of Own Operations
Lack of Knowledge Transfer
Lack of Role Clarity
Unpreparedness
Lack of Human Resource
Underwhelming Contractors
Language

Appendix B: Transcript Interview EA1

Interview 1 – Company A

Rafael

We are here with Employee A1 for the interview #1, so I'm going to explain you quickly what the paper is about and then I'm going to ask you the questions. The paper is about ERP implementation, how employees adapt to the technology and how the organizational support is given. Organizational support can be training, rewards and roles to the emplo yee and how it affects their motivation to adapt to the technology.

So, our focus is on ERP and Sweden. We are talking about two companies we're going to interview. So, to start here I would like to present you the confidentiality of paper and, I want you to describe your role within the company and your primary activities just for an introduction.

Employee A1

OK, I'm a material planner within supply chain for a project in Sweden, related to heavy maintenance.

Rafael

And when they when were the implementation of the ERP system first discussed in the company. You have been here in the company for how long?

Employee A1

I've been here since 2012. Yes, and it has been discussed all the time. Even when we were another company.

Rafael

OK. And the acquisition, when did it happen?

Employee A1

I think two years ago, two or three years ago. I think it was before the pandemic.

Rafael

And why was it implemented? When the actual company came?

Employee A1

We are adopting a new system. All business is going to work in the same system in the company. Today we work in different ERP systems, and we can't use the advantage of having the same system because we have no knowledge about what other businesses and departments are doing. What materials are being used and so on. So, this system will allow us to have a combined system for all businesses.

Rafael

OK. So, it is part of SAP?

Employee A1

It is SAP but it has been modified and we have made an own version.

Rafael

That's great. And when was the first time they contacted you about the new ERP? What type of contact was it when they reached to you?

Employee A1

To the employees, I think they began to discuss it once the transition between the two companies. We are going to merge; we are going to work in the same system, and we are going to have the advantage of having one system. For all countries.

Rafael

For our paper, we are discussing the importance as well of being a key user. You are a Key-User, right? How has the company approached you to be a key user? Can you explain what the key user position is?

Employee A1

Yes, I am a key user for this migration I'm in. Working half time as a key user. And the other 50% with my other tasks. And the key user is involved today in the preparation of data to be migrated from BAAN into GSI, the new system. I'm responsible for supply chain and the purchase orders. So we need to have the data accurate for the migration. Once we migrate next summer, so we should have all information brought with us for the POS that are still active and open. And we are going to have deliveries later.

So we need to have the data correct and this is what I do today. I'm preparing data and in the beginning of next year we are going to begin the training in the new system. This will go on during the spring and then we are responsible for educating the end user.

Rafael

Is the key-user already having the training?

Employee A1

No, no, no. We are going to have it in January. The first session.

We have been shown the system during all these meetings, because there are a lot of meetings now. So we can understand how the information that we are going to migrate needs to be in a certain way to be correct for the system.

Rafael

So it's in a preparatory stage, correct? Do you know which activities will be performed next year?

Employee A1

In general, we will have in December, in 20 days, the GO/NOGO decision. Where we will have to show KPI, and I need to have the purchase orders with the data 75% correct. All the vendor data needs to be correct to a certain extent. They have numbers that we need to reach for all different stages and then they are going to take the GO/NOGO decision. I think it can't be anything then GO.

We will have the first training in February, and we are going to migrate data into the new system that we are going to work with. Then we will be able to see if we have prepared all the data correct because we are going to fill an empty GSI system with all the BAAN data, and in May and June we have end user training. We will have that on the numerous times during the spring. And in July, will happen the actual migration to go live.

Then the system and the old system will be down for three weeks. We will not have any ERP system for three weeks. So we're going to have vacation because the key users will not be in the office doing all the testing and so on. We are going to have numerous periods of testing in the system as well.

Rafael

OK, that's great. Has the ERP company been of help? Do you know if they help you with all the situation that is going on in this preparatory stage?

Employee A1

Oh, you mean the SAP company? I don't know. There's a huge team behind this, a professional team that is doing all this work, they are travelling between different countries and continents and doing all this migration. Because even the old company, and other subsidiaries that have been working with SAP are going to migrate into the newly created GSI. For instance, Germany has been working in SAP., but not our system, so all their data needs to be migrated. So the company in the global scale will be working on our system.

It's a very tight time schedule. So I don't know if there's SAP company people involved as well, but there are so many names that I don't know.

Rafael

But so far now as a key user, have you had any type of training at least?

Employee A1

Yeah, yeah.

Rafael

Can you explain this type of training that you had?

Employee A1

The training is to understand why we need to have the data prepared in a certain way, we need to understand why it's important to have BAAN information set up correct in all these files that we are going to migrate. I haven't been able to work actively within GSI because they are just now creating our user IDs and so on.

It's the next step in the in the process. But we have been shown in the system.

Rafael

OK. And were your roles clear in terms of what you must do, the autonomy and so on?

Employee A1

No, not at all.

Rafael

So, do you think they should have improved in communication?

Employee A1

Yeah, I think so. And I think that the person that asked if I were interested to be involved didn't know either.

Rafael

OK. So, may I ask who asked you to be involved?

Employee A1

My closest manager, and she was asked from her manager.

So, I know for a fact that are a lot of key users that haven't understand or understood our role fully.

The amount of work it demands.

Rafael

And it's important to have someone as a key user that have been in the company with the old system, right.

Employee A1

Yeah, I think so, because I need to understand the consequences. I need to understand the data that I need to extract from BAAN. And why it looks in a certain way? For instance, we learn a lot along the way. And this is everyday business where we discover that something is correct and something is not, and we need to adjust.

Rafael

So, this preparatory phase it's more or less making you experiment with everything and become a pro.

Employee A1

It's late to be a pro in the old system. Because we are going to leave it, but for sure as well because once we are live, we as a key user will be between the end user, our colleagues, and the project. So, my colleagues are going to go to me, and I will send the question to the IT team. So, we are going to play a role once we're alive as well. At least that's what they have been telling me.

Rafael

Yes, so it brings us to the next question, that if you think that the new ERP created job security to you or developed new opportunities as a key user. If your expectations from the organizational has brought rewards to you.

Employee A1

No rewards. Not as far as I can see now. We will see next year in the salary discussion. We have been given a huge amount of work, and I know that my colleagues as well have been very close to being overworked. So. It's a huge challenge within the project. They have been telling us that this is priority number one, and you shouldn't do anything else than the new system during the preparatory stge. But none of us is allowed to leave the everyday work, the ordinary work. And we struggle to do both. But of course, created job security, I will have a good knowledge within the new system system. And since it's an SAP system that lots of businesses use, I think it's an opportunity, but it comes with over work.

Rafael

OK. And have the company constantly asked for feedback or have you had the opportunity to provide feedback on how the system is being implemented and what they should do better. What was the feedback that you were able to provide?

Employee A1

I gave the feedback; I have been given feedback that I don't have enough time. That I'm overloaded with work, and it has been noticed. And they have tried to support to a certain extent.

Rafael

And with the high overload, does it bring more commitment to the job? Do you feel more motivated in this in this role of key-user?

Employee A1

It depends on day to day. It depends on all the questions that are given to me. So, it depends.

Rafael

OK. And your closer manager, has she been closely involved to you?

Employee A1

She has been closely involved because I screamed about the overload. And I was close to stay at home, and actually and not go to work during that period because I couldn't manage, so she had no choice.

Rafael

Your colleagues, can you tell me how were they able to help you?

Employee A1

They helped doing a lot of manual work. They are providing support so I can work with other tasks as well.

And they are very, very aware of the situation and we are close team. It helps for sure.

Rafael

So, throwing back to the beginning. Your general perspectives of when the ERP was first implemented, has it aligned to your expectations?

Employee A1

No, I don't think, and I haven't had time to reflect. It's been like a rollercoaster ride. So, if you ask me in a couple of months, then I hope that I can say that this has been a fun time. I'm still up for it because I like a challenge, but this challenge has been too much.

Rafael

So, in the end, the company has managed to help you with the major challenges. So, is there any other biggest challenges or resistance you would like to mention?

Employee A1

I think the biggest challenge is that all the work, all the meetings, all the support and experts and everything is done in English. And it is a hurdle, because I don't know all the technical terms. And sometimes it's hard to explain the problem I see. We have learned a lot, and we are working together. I have a key user friend, and we're working together because she is doing only the new system project. So, she heads of operations and I'm part of it, both struggling so we use each other's knowledge to help. It's fun because we have created networks that we didn't have earlier. And that's for me, is really, nice. Because we in the department have been sort of an isolated company. And now we are forced to talk to them and ask many questions within different departments. And that's I think is a plus.

Rafael

OK. Are there any other pluses that you that you want to mention.

Employee A1

Yeah. You know when you have a challenge, and you solve it? The feeling of success.

Rafael

OK. So, so just going back a little bit more, your management, have they given you this feeling of reward to you? Nothing with money or anything, but like psychological rewards. For example: Oh, congratulations. You have done very well.

Employee A1

Not constantly, I shouldn't say. But yeah, I've been given that, and it's noticed.

Rafael

Does it help more than salary?

Employee A1

Of course, it would be nice to have a salary, but we'll see in the spring when the negotiation for salary is up. But it does help for sure.

Rafael

And your expectations for summer?

Employee A1

I have no clue. I think we'll see.

Rafael

All right, so overall, do you think there were any risks that the company might face when implementing this new ERP system. At our paper, we have talked a lot about that within the company there is this inertia between the employees that they don't want to learn, and it leads to the death of the company. That basically means that if it takes too long to be implemented, it might risk everything.

Employee A1

For our department, there will be a huge challenge with management changes because we are small. We're putting out fires on our own. And it will not be possible in the same way in the new system, every department needs to do their part in the system to be able to put the case or the demand forward. So, if there is an urgent need for an item that needs to be procured, I can ask for an RFQ today and I can place the order tomorrow. In the new sytem, it will not be possible because there are a lot of steps within the process that can't be overridden. You need to do everything correct. So, engineering should do their business, then it needs to go to Industrialization team. And then to procurement to procure the item and it needs to be processed correct within the system and then supply chain can place the purchase order.

Our business isn't set up for this because today there are persons or instances that are missing. That needs to be in place for the new system, so there is a team created where we have two consultants that are only working with change management because we need to get the complete business. Aware of the changes that needs to be done. How we work is a huge risk because when we go live next summer, you can't miss a step in the process, because then we will not be able to get material.

So, this is as I see a huge risk. But the project is aware of it. Because it has gone wrong in previous migrations for different companies, they have noticed the shortage once they did the go live. So, I think therefore they have this project team for change management.

Rafael

Well, and so if you say how the company has adapted regarding technological changes in general. How much do you think you would say?

Employee A1

I have no idea. I think the company in the higher level are very much up adapting, but they need to get it to the operational level. And there we have a problem. We're not there yet.

Rafael

OK, so at the same time it might be helpful to have the new ERP system because you can do it all by yourself, you still must rely more on other people, right? Do you think the other key-users I'm going to interview will provide different knowledge, within different departments?

Employee A1

No, I don't think so, we struggle the same way. Because there are a lot of questions that needs to be thought about and taken into consideration. It's a challenge.

Rafael

Okay, thank you very much, that was it.

Employee A1

You are welcome.

Appendix C: Transcript Interview EA2

Interview 2 – Company A

Rafael

If you could please describe your role within the company and your primary activities that you're performing now, please

Employee A2

So, I'm the site project manager, so the site PM for Nordic Sweden and specifically for the product line services. So, my main responsibility is to manage the key user team at a local key user team. And guide them through the whole implementation of the new system in Sweden. Supporting them in all steps, making sure that they know what to do. I'm working on a daily basis with one hand, with the key user team and on the other hand with the IT project managers. Yeah, all in all, to make sure that we are hitting our plan with needed quality, and that we go live on timing. That is the ultimate goal, to bring the system life in the half of July.

Rafael

Yes, in your concept, in your perspective, how long has the implementation of the ERP system been talked about in Sweden?

Employee A2

The first talks that I'm aware of started last January. There we had the first preliminary analysis of the scope and, but I think, it was already before that there have been conversations with the site.

Rafael

And have you always been a project manager or when did you start your position as a project manager?

Employee A2

Well, I've been working as a consultant all my life. I started my career more on the content side of SAP, so testing and designing and SAP configuration. In the last, you know, roughly 10 years I'm working as a project manager. Always in the area of SAP implementations. So, I started at Alstom three years ago to manage the deployment The Netherlands first. And from there I moved to the deployment in Sweden.

Rafael

And when you were before in the implementation in the Netherlands, have it worked well in the end?

Employee A2

Every project is different, of course, but most of the time it goes well. I had multiple clients, and the majority of the projects went to life on time, according to schedule and according to budget. So, from that perspective it went well. Although an ERP implementation is

always huge, and there will always be some smaller issues or some hiccups during the implementation, and also after the go life when you start working with the new system, it's a big change for the organization. In most cases, a lot of core processes impacted will change how they work, and the new system people need to adapt to. There's always an impact you need to minimize on the organization of course.

Rafael

And with your experience, what has been the biggest barrier for you? How do you influence employees in adapting to technology?

Employee A2

It can be difficult there for people when they have been working with an old or legacy system for over years. They know exactly how to work and when they move in towards in an SAP solution there is some resistance, and for that, the change management part is really important to not only focus on the technical implementation, the data migration, the system configuration. the testing, etc., but also on the organizational part to explain people. The main purpose of the project, why are we implementing this new way of working? Communicating should be very clear and also, we should be honest, that not everything can be an improvement. in many cases You see that companies are coming from a custom-built system and they're moving into a new system, that not fits all. And to make sure that you spend enough time on testing and training to make the people familiar with the new way of working, the new process and the new systems.

Rafael

Have you received support before the implementation started from the company?

Employee A2

Before the implementation started, well, personally, no. I just joined when the implementation started. When we were in the early phase of the project. Now the first help was to get me acquainted and familiar with the local business in the processes. So, I did a couple of site visits. I sat together with my counterpart who explained a lot to me about the processes, the businesses, what work they were performing on a daily basis, how the current system landscape looks. Like to get me up to speed with the local business, so to speak. He had no SAP experience. Well, I was actually brought in to bring in that experience, of course. So yeah, the SAP experience was already available. On my end.

Rafael

And have your roles and your tasks been clear since the beginning?

Employee A2

Uh, yeah, pretty much, I would say, although it changed a bit over time we were. We needed to decide a bit who's doing what, exactly. But that went quite naturally. And from the beginning, my job description was pretty clear.

Rafael

Has it given you job security? And were you able to provide feedback to the implementation?

Employee A2

Yeah, after each implementation we held a feedback session, return on experience or lessons learned. We did an analysis of what went well, what could have been better? What could we have done differently? They've also been shared with the global team within the implementations. Because you have the local team which I'm managing, but on the other hand, you have the global teams that are deploying the new system throughout the world and have their fixed methodology and their fixed type of planning.

Rafael

When you said what could have been done better. Can you tell me what could have been done? What can you be doing better now for the Swedish implementation?

Employee A2

Our current approach in system implementation is too focused on technical aspects, like system setup and data migration, and not enough on understanding the complete business process flows. We need to ensure that the system meets the actual needs of the business, covering the entire journey from customer demand to invoicing. To improve, we should adopt a more holistic, end-to-end perspective throughout our workshops, key user training, and testing phases. Each step should be designed to support the entire business process efficiently. There has been progress, particularly in change management. Initially, there was minimal focus on this, leading to challenges. Now, we have dedicated resources for change management, bringing valuable methodologies and experience, which is a positive development. These changes have brought a much-needed emphasis on the organizational aspects of our projects. However, data migration, especially from non-SAP environments, remains a challenge. The process often involves manually filling out extensive Excel files, with a significant portion of the responsibility falling on the local business. Better collaboration between the global team and local businesses is needed, including clearer explanations of required data, improved documentation, and more comprehensive guidance. Key users often feel overwhelmed and unsure about their data responsibilities, so enhanced support in this area could greatly improve the process.

Rafael

Has there been any training apart from meetings with introductions on what to do, but has there been any training in the system?

Employee A2

Key user training is scheduled to start in January, adhering to our established methodology. The project typically begins its major phase with all key users after a brief initial phase. This starts with a pre-study, which is a week of workshops where processes are explained, predominantly through PowerPoint presentations. This serves as an introduction to the solution and main processes. Following the pre-study, there's another series of workshops during the process adoption phase. These workshops are somewhat similar to the pre-study but go a step further. Here, the processes are not only explained,

but also demonstrated within the system, allowing key users to interact with and explore the system to some extent, though it's not comprehensive training. The structured key user training, which begins in January, adopts a more methodical approach to providing training. This training is designed to be more thorough and detailed, ensuring that key users are well-equipped to understand and work with the system effectively.

Rafael

And how have you approached the users to be part of the GSI implementation in the company?

Employee A2

Yeah, to be honest, I was not fully involved in that. I joined a project where the key user team was kind of offset. We still had some changes there I'm not fully aware of the process that has been followed.

Rafael

And regarding your supervisor, your manager, have they been completely involved with you? Have they been of help to you?

Employee A2

Yeah. I have a hiring manager but he's not supervising me on a day-to-day basis. So, I work very closely now with the project management team in Sweden. Yeah, we work on a daily basis, but that's more on the content side of the project.

Rafael

And for now, from the initial implementation, since you arrived, has it been up to your expectations the implementation?

Employee A2

Yeah, I have had lots of success periods with the SAP implementations, and this is quite similar. And, although every client, every program specification, and the general basis met up to my expectations. Also, a template test, so a fixed solution that will be rolled out is very familiar at all. The data migration approach was a bit of a surprise to me. I've seen that a bit more structured before. And the cut off period is quite long; in previous project I've seen that it took a couple of days but within the GSI program here that takes a couple of weeks with the software with the hard features that is taking quite long. But yeah, it met my expectations.

Rafael

That's good. And from your experience, which sort of strategy within management or support from management has helped most of the employees get a hold of the technology? Or get used to it. What was the training, the reward or the best support you would say?

Employee A2

On the one hand you have training, the new system needs to be explained, but the more important thing is that the management shows also their commitment and their support to especially the key users, but also the other people within your organization. And they need to show that this is important, that we understand that it's a lot of work, that we understand it brings some improvements, but we also understand that maybe for some departments, it's not a huge improvement or even a step back compared to the current way of working. But they need to proactively spread the message. And you can reward key users and people, but the best reward is also a bit of personal attention from a manager of a site MD that is showing up at the project saying that we know that you are doing a good job, that we are seeing that, and thanks for that. A bit of personal Touch. To my experience the best reward is some personal attention and some personal recognition from your management on the work you are doing.

Rafael

And when an employee is going off track. How do you support them in this case?

Employee A2

Effective project management starts with identifying why team members might be struggling. This could be due to the complexity of the project, lack of knowledge in certain areas, or insufficient time due to balancing day-to-day responsibilities with project tasks. It's crucial to address these issues openly and honestly, without assigning blame. For those involved in the project, it's important to ensure they have enough time to dedicate to project activities. This might mean reallocating their regular operational duties to others. Open communication with their managers is key to facilitate this shift. When issues are clearly identified, solutions can vary. If time is a constraint, finding someone to take over day-to-day responsibilities is one approach. In the project team, a team member can assist with specific tasks. The workload in projects often fluctuates, so redistributing tasks when someone is less busy can be effective. Providing support and understanding to team members is also vital. Acknowledging their challenges, offering guidance, and ensuring they don't feel isolated can make a significant difference. It's important to give team members a sense of 'tender love and care' during busy periods. Continuous communication is key. Even when a solution is implemented, it's necessary to follow up regularly. Checking in to see if the situation has improved and exploring further improvements helps maintain team morale and project momentum.

Rafael

So, emotional support, not only from the management but also from colleagues.

Employee A2

Yeah. For the colleagues and for project management, so from myself.

Rafael

And from a project management perspective, does the employees also help you

Employee A2

Yeah. We are aligned within our project manager team, which of course helps to share experiences and share also the difficulties for the Sweden case. Again, my manager, he's quite open to that, so I have the feeling that if I have an issue or that I get blocked by anything I can raise it to the top for him as well and he will try to support like always. It's really important to have that open communication within a project because there will always be difficulties and you must reach a stage where you can share those difficulties and issues and challenges, and you are not blamed for that, but you can discuss and see together what the best way is forward.

Rafael

And is there any competitiveness between the key users, do they want to be better than the other?

Employee A2

I don't have the impression that they think like that. They don't feel like they need to outperform their colleagues. It is more of an intrinsic motivation from themselves. I don't have the impression that there's a lot of competition, and in the end that should also not be the case because you need to really need to work together as a team, so if you have a competition, I don't know where holding information to one each other, or only focusing on your own will help. It will jeopardize the project and the business. But some people can see it as a competition because there is an opportunity to gain experience on a project, gain experience within SAP. So that will look good on the resume. So that can help them to grow inside the company or of course, unfortunately also outside the company. And I think some people see it as an opportunity to gain experience in SAP.

Rafael

Are there any potential organizational risks? Because in the paper we also said that if the organizational inertia from the employees takes them too long to adapt to a new IS, it brings the death of the company What would you say is the biggest risk?

Employee A2

Well, the uh, the biggest risk. Is to me, when you go live that the business is completely stopped or blocked or frustrated in such a way that clients are impact. That and that you lose business or you lose revenue or you deliver low quality because in the end, yeah, the IT system and the GI solution is there to grow the business and support the business and to be able to do that you need to have happy customers. A major challenge in our projects arises from mistakes leading to incorrect data, inadequate preparation of the business, and a lack of readiness with the system. These issues can become particularly evident after a system goes live. When the system is not functioning properly, business processes can be disrupted or may not run smoothly, which in turn can have a direct negative impact on clients. Ensuring that everything is accurate and fully prepared before the system goes live is critical to preventing these types of disruptions and client impact.

Rafael

OK, but for now you only have the option of GO decision, right?

Employee A2

We have the meeting on the 21st of December. It has not been decided yet, but for the moment it looks like there's no reason to go for the no-go. The main challenge in that is to have the data migration preparation up to the KPI. But for Sweden we are on track, no red flags.

Appendix D: Transcript Interview EA3

Interview 3 – Company A

Rafael

So just to start off, I'd like you to describe your role within the company and your primary activities, please.

Employee A3

My present role right now is that I'm the reporting manager for Sweden, the reporting unit for Finland as well as some other small subsidiaries that we have. But today I am the key user from finance in the GSI implementation system. So that is what I focus on 100% today, in this implementation and in the mapping, to be able to go live in July, as expected.

Rafael

And how has the company approached you for being in this position, have you been hesitant or how was it?

Employee A3

I'm not sure it was in the beginning, you know, because this is the third time, we had an SAP implementation going on. The first two were in the past and we didn't go through with them. I find it interesting, so I said that I'm interested, and they also asked me if I could be the key-user. So, the finance director asked me, we had a discussion, and I said that I would love to be in the in the project for this implementation. I want to develop and to know how the new system works because I'm responsible for all the integration of the finance data and it will help us that we can report with high quality and on time. Now I'm really looking forward to having the systems in the different sites combined into one system because that is easier for the reporting unit is, less to maintain.

Rafael

What was the initial support the company provided you during this preparatory stage or even before the preparatory stage? If you could list the types of support, it can be training, rewards...

Employee A3

No training and no rewards ha-ha. I have their support of course. Now we are five people, and we have divided the work within the areas of finance in different roles to facilitate the data cleansing. So, I will work with short account mapping, meaning that I map the old accounting structure that we have for the balance sheet in the

old system, and I combine them into one, and I add it the new system account. So, it's lots of accounts and lots of reconciliation required from me and from my colleagues of course.

Rafael

And regarding the assignments that you've been given regarding the new system, have they been clear for you? Have you had any sort of key user training for the whole process?

Employee A3

No, I have been in the company for 20 years in different positions, so I have the knowledge. It is tough for us because we work against the time schedule. We should have started up in the May, but it was delayed. So we started in late August, but we still have the same deadline. Therefore, it has been a huge workload during this autumn, but we also need to have some rest, I hope. And we have a deadline now in December, the 21st of December, the GO/NOGO decision, where the management shall decide if we still shall go live in July or if it will be postponed. But I think that it will not be postponed. I think we will receive a GO decision, as planned.

Rafael

Have been lost? Kinda of lost since it began. Like with a lot of stuff to do, overload?

Employee A3

It was vacation period in Sweden. And according to the to the law, all the employees need to have three- or four-weeks' vacation between May and August. And the business are also stacked during the summer. It's not only finance, we have the manufacturing, we have the procurement, and we have the different kind of functions also. There are lots of us. So I think it was really we started small with the pre study in beginning of June. But then it is period vacation periods for us and for Europe. So due to that, there were delays in the project before we could start, because we needed to have everybody on board when we did the plan and started to investigate what was needed. How shall we work to be able to map these huge volumes into this new system? And we wanted to have a high quality of course, so we can rely on the mapping and on the financial data.

Rafael

And how has your manager been of help for you, have they been very close to you, monitoring or asking? Have you been able to provide feedback to them for improvement?

Employee A3

Yeah, some improvements. But you know they don't have the knowledge I have, so that's why I'm doing this as the reporting manager. If I have explained for them that I need to have your support to be able to push something, maybe then they have been there for me. But I haven't asked for their support.

Rafael

Has it created some job security for you, right?

Employee A3

Yeah.

Rafael
Could you please let me know what type of feedback you gave them?

Employee A3

You mean if I have some improvement that I think that we need to do that they don't have been aware of, is that what you're meaning?

Rafael

Yes, or that you have given them that they are aware of.

Employee A3

Yeah, I think we do it daily. It can be difficult to have an improvement done because we have this core model of a system, so we can't do any changes in it. We need to rely on and make sure that we put everything into this core model. So that is tough, when you buy a core model. If all legal entities should do their own, you know. So I have an understanding from their view as well, but it might be because today we have an old system, but we have been able to build help into this system that we maybe cannot see that we have in the new system in the same way.

Rafael

And has the ERP company been of help?

Employee A3

To be honest, we have this kind of change request that we have that we send in, and the discussions are ongoing. So we are too early in the project to see if they will take that into consideration and do some changes to be able to report in the way that we have asked. So we have still open change requests that we work on daily. So we don't have the outcome yet as to speak.

Rafael

And this is related to the change of management, right, that that has been going on for the ERP.

Employee A3

I should not say change of management. This is more change of way to work so we can report on the correct way to the tax authority. For example, can we have everything out in the correct way to be able to report for legal reasons that we need to do due to Swedish law and tax authorities' requirements, it's lots of things like that I should say. More on management side, I don't think that in the project is a big issue like that. Right now, it is just technical work that we must do, and we need to be able to report with

quality in the correct way. So we changed the ERP system on local level. So when we have mapped everything in the new system that will be aligned with what we have today in the old system. So we need to reconcile and make sure that we have done everything correctly, and that has nothing to do with the management. We do it in the project team, and we, of course have their support, but I have asked for support once, otherwise, I do it by myself and within the team. There is a consultant that we have hired also in charge of the other implementation in the other Nordic countries for Finance, and she is helping us in various tasks because that will take time from us other that she has the knowledge about the system. She's there for us to speak with management and have an overview. And we talk to her and she collect information and raise it if needed.

Rafael

Would you say that the support provide is more of an emotional, psychological support? Do you think words of appreciation, for example, is a big thing for you?

Employee A3

Yeah. But we work together, and I feel that we have a good support within the team. We have support from them, but those are the persons that we work near. And with the global, you know design team that will collect and build a system for us. We have connection and weekly meetings with the global project team as well. To follow up where we are next step, take and if we need some help and support. So they are there for us.

Rafael

If there were nobody from the acquired company in the project, would the implementation within your team, be impossible?

Employee A3

No. Because they don't know the systems that we have today. And it is specific to Sweden, Australia and Poland as well. We have handled everything by ourselves. So the company couldn't have done this without the local employees that work in the systems and have the knowledge about the legacy system and set up, principles and way of working in the old processes. Most of the company's processes during those three years that we have been part of a new company they do not know about it, so they need the local employee with their knowledges.

Rafael

So that's that brings back to the job security that it really helps a lot maintaining a job.

Employee A3

Yeah, yeah, yeah, of course it helps that we have the knowledge. So I think it's good that we know how it's great to have a common ERP system within the group.

Rafael

And does it bring a lot of commitment from your side with this new system coming on and to be able to grow? Within the company.

Employee A3

Yes. Of course, it will. It will help me to grow and, I have some new contacts it will help me.

Rafael

And overall. Your general perspective when it was first discussed to be implemented, how has it been your perspective or your expectations? Have they been aligned?

Employee A3

Yes, I think so. But I didn't think it would be so stressful. To be honest, it has been a stressful autumn. You have also handed over your normal working task to a new person, and that person also need my help. They have questions and so on, and it's taken time from me to answer.

To help and be there for the business and the reporting as I have been because I have the knowledge, but then I need to focus on the project instead. So that is you know, a balance that is difficult to handle because you want to help them of course, because you want them to report in time and with quality.

Rafael

And regarding risks, is there any risks especially for the financial department or when adapting to this new ERP systems? Or organizational risks, or that something that might fail or that can lead to bad things.

Employee A3

No, I don't. I should not say that because we have the knowledge within the team, and I think that we will combine this in a professional way. So of course, there will be you know things to take care of. But I think that we will manage it. With the knowledge that we have within the team today and during this spring, we will be able to train our colleagues so everything will be up to date and people will know what to do and know the new system when we go live in July, so they will also be on board during this whole spring with different kind of trainings and reconciliation. We will involve them more and more.

Rafael

And then and then just to finalize, I would like you to say then what's the biggest challenge and what is your biggest motivation towards the whole project?

Employee A3

The biggest challenge, I think, is the time schedule because we are too few people working against the too tight timeline to be honest.

Rafael

And you wish they would have told you before.

Employee A3

I think so. That is something that is the tight timeline because the knowledge is there in the team. But it is too tight for us, so it's really stressful. And that was something I normally work a lot 10-12 hours each day. That is my normal working days. So you know, I like to work, and I think I feel well when I work because I like my work. But this is stressful in another way, you know. And I work even more now, and I think most of the people in the team does so. That was something that I didn't see through when I accepted this, this project.

Rafael

OK. And the biggest motivation?

Employee A3

That has to be that we will be on time and go live in July. I really work for that. That motivates me that we really shall fix this and do this within the team. We will and that is motivating me. Also that we will have a SAP system that most of the people or business have and know about we can have the old system behind. We can't rely on the old system anymore, so that also hurt my my stomach. So we have had a problem with the support in the old system, as we have support today, but it has been difficult to find a support. That can help us because the legacy system is so old, so no one wants to work with it, to be honest.

Appendix E: Transcript Interview EB1

Interview 1 – Company B

Andoni

OK, so I will start basically by explaining I'm doing a bachelor international business which is concluding and we're doing a study in regard to technology acceptance in companies but adapting in this case from what studied. Organizational support here in Sweden and we're focusing it on ERP system. To kind of summarize what really helps employees and companies and implementation in regard to what's already out there and try to find new advice or practices both in theory and in, in, in academia. So, with that sense, can you just we can start with your role. And kind of like your responsibilities here at Company?

Employee B1

Chief operating officer. Overseas production logistics R and D and customer service.

Andoni

Perfect. OK. Then we'll start with the brief questions. Do you have knowledge or when was the implementation of the ERP systems first discussed and what was the initial timeline?

Employee B1

Well, I entered the company two months before Go live. So, the initial discussions, I was not part of I could anecdotally. Tell you what I've heard. But I couldn't give you any first-hand information.

Andoni

OK. Do you know the reason? Like overall the reason why they decided to implement the change from the system or?

Employee B1

Yes, Several the old system was not supported anymore. It needed special servers to run and so basically, we had one setup of service in one company that were old enough to run the system. Would they crash. We wouldn't have been able to back up to anything else. Modern service. You couldn't run this. What we had meaning that something would have had to be done to ensure resilience anyway, and instead of keeping such an old system alive. decided on the new one, that's one reason second reason is the old system did not allow us to operate in our corporate structure. But forced us to do all work in one company instead of the higher group, and which is also an unacceptable way of working. I would say those are the two main reasons.

Andoni

Perfect Do you have an idea of what was the timeline of like the decision to implementation or what was the plan initially broad, broad idea of course.

Employee B1

From when they decided this is what we are going to do until we. Started the project I don't know. I know that the project before go live was approximately 1 year.

Andoni

OK, you said that you started a little bit after it was implemented or just before just before, I mean, so what was your first interaction with the system itself and what type of interaction was that? Was it just overseeing?

Employee B1

My first interaction with the project was going into a project meeting and kind of realizing that. This will hurt. And my first interaction with the system was. Probably when I just started using it.

Andoni

OK. And were you, I mean, I think it goes with the maybe with the role, but were you considered like a key user to the system initially or was not, no, were just overseeing most likely?

Employee B1

Yeah, I went in to see what people were talking about, learn it myself, figuring it out myself, pulling lists on what was going on as. It was a very good system, easy to learn, so

quite quickly I could. I realized I could. Much faster. Figure things out than asking somebody to do the same.

Andoni

So, you were like, involved, but you had to learn how to use it basically. OK. And in regard to the ERP partner or the company, which was used, do you how would you qualify their support? Have they been able to help? Well, or bad? Was it more or less?

Employee B1

The partners we used for the implementation.

Andoni

Correct In this case the ERP company.

Employee B1

Yes, the ERP company itself. OK, there, there are two partners involved in making with the ones we hired for project management. And the ERP company itself, the ERP company. Itself, I would say. Did not tell us how much, they gave the wrong image on how much needed to be customized. Turns out that the system is built for a company operating out of a different structure than ours. And every so almost everything needed to be customized. That was something we did not know. The actual work they did doing it was, I guess, an OK level. It's just they themselves probably did not realize that this. How inflexible of a product they were selling?

Andoni

OK. Yeah, very interesting. Now we'll move into the second part of the interview. There's more like sort of like theory, some technology acceptance and there's also theories which are organizational support, which basically goes to psychology, that is, you get something, and you expect something back. You know, in terms with the employees and in that sense the company is considered like a person because we're responsible for it. So, and overall did you receive support from your company from the company before the implementation started or any at? All or what was it.

Employee B1

The companies, because we are not in the business of implementing ERP's, and we realized that and hired Deloitte to do this for us to be the project managers. However, one of the reasons I earlier said I went into the first project meeting and realized this is going to hurt. [redacted]. No one here knew what was coming. Everyone was lagging behind on deliveries and nobody cared to kind of push. To get back on track and those two combined, you realize that this is. Not going to end well.

Andoni

Yeah. No, definitely.

Employee B1

So no, I would say there was definitely some change management lacking since people had a very romanticized picture of what was going to happen and how they basically thought this was somebody coming in, installing a system on their computer. Showing you how it works and then leaving and everything worked just as it did before. Just a new name on top.

Andoni

Of course. So, we can say that no, there wasn't that much at the beginning or not much.

Employee B1

It was crash course.

Andoni

Support we can.

Employee B1

Crash course where everybody had kind of.

OK.

Andoni

Any other type of support from your company at all in terms of like hey is it are you going for example you say you experienced a crash? That they consider that at a level it's OK we can support you with this or you have maybe these tools to fix it or.

Employee B1

When you're standing there with the new ERP system and it just doesn't work and you can't deliver it, you can and there is only one. Kind of support you want and that is make this work. Step one and teach my staff. How to do it? Since they were developing everything all the time and all the resources they had when they developing the training became lack. As well. Because there was nothing to train on, they had it had to be built and while building they couldn't train. We wanted them to focus on making it work and then we could train later. Basically, no point in training is something that so no, I would say no. That became kind of a chaotic. Situation with some ad hoc training every here and there, but not organized and not systematic.

Andoni

. Yeah, definitely that kind of brings us. So, we're pretty clear to the next questions which were any trainings or like we're how you would describe the trainings, what worked, what didn't, what didn't work.

Employee B1

There was a training schedule and there were actually like scheduled trainings where people sat down with them and these consultants to learn how to work. Problem was that it wasn't up and running completely didn't work, which kind of made a whole mockery. Of the whole training.

Andoni

OK.

And yeah, also among this training, there's also the role which it should help if every person has the role clear in terms of responsibility, variety, autonomy of each. Was this kind of reached or would you say, or do you think no, it is something that you would think it will help in. It will help to do so prior to starting.

Employee B1

Yes, and I've. I think what was really lacking is the new system required new ways of working, new ways of working redefined roles a little bit, and so on. And. There's a very low understanding of this in the organization. No one had really realized what was coming with that required us to change. Roles in the organization. Weren't set, and of course then you don't have roles regarding ERP either. We had, we knew who our project managers were or say our key uses. In that sense. But the rest was not in place.

Andoni

OK, good. The following question. When the employee is committing in this case. Learning a new task or for example learning the new ERP system. In theory you should if you gain job security, which is like you believe, or maybe the employer believes that. OK, if I learn that I'm going to have more security. For the company, maybe the comments there, do you agree with this statement, or do you feel like maybe? Not really, because you had your job. It wasn't really connected or that sense that, OK, this is how the company is going to work. Now if I learn this, I'm probably going to be a better suiting for the company and then.

Employee B1

It does really affect. It does affect my ability to control what's going on, so of course I learned the system. And I learned. Especially to be able to look at. What I need to look at? And have it if I. Hadn't done that, I would have to. It would have worked, but it would be as effective so. Of course, I need. To learn it for the employee, as I mean most of what we do go through the system. If you don't learn the system. You can't do your job, so of course it's tied to job security and.

Andoni

Good. Yeah, along the same sense, for example, the that the employee has done well and then he probably expects. Something from the company so. So, either not maybe development opportunities or some sort of reward. Was that ever considered to kind of motivate the implementation or try to make it smoother or not?

Employee B1

I mean it was of course considered. But wouldn't have had the same effect. I mean the problems we had wasn't that people didn't want to start working. Again, people were very motivated to get back on our feet again. So, I would say the issues we had. Was more of a. Systematic issues that then and if you had to do with motivation.

Andoni

OK. Same along the same roles of commitment. Were you given opportunities to provide feedback? On the system or express your concerns. In this case, you're pretty up there, but maybe. If you have that, I can just go. And say this is.

Employee B1

I had some conversations with the. CEO of the ERP Company or RS? Yes. So yes, I would say I was able to provide my feedback on the highest level.

Andoni

Perfect. And then? Do you? Regarding with the training which we have already discussed that we didn't know where to train, but in for more useful to least useful. Do you think on training sense? What would you say work best and or work worse in regard to training?

Employee B1

First off, don't train on the system. That doesn't work because. People don't listen to training. Then second, you really need to emphasize the personal responsibility as well. We have hours of training materials on a server that nobody ever watched. So, we spent a lot of time actually to try to create this material and then to. But we ended up always that nobody ever used it. People Wanted somebody to come, but just. Basically, show me what to do. Is that so? And also, kind of the realization that. This is a thing where you can't just sit in a classroom, and somebody will show you exactly how your job works. Especially that when you're developing it at the same time, you need to be involved and learn that way. Can't force feed somebody information and it was.

Andoni

Yeah. So, somebody going and show me there?

Employee B1

There was substance of that in our organization that basically somebody was going to come and tattoo the information in your forehead.

Andoni

OK. Next question and maybe doesn't apply, but maybe it does have your supervisor in this case, whatever goes on in the in the structure being involved in resolving ERP related issues or was this solely on the charge of the people responsible for each area?

Employee B1

No. The entire company was involved. There wasn't a manager that didn't have any hard feedback of that things wasn't working. No, I mean it's me and the CFO of her at the time that run it. That's about the high it can get, yeah.

Andoni

Good. Then we move to theme two, which is more on the technology acceptance, which is more like. So much like how you perceive it is going to impact if you use the system or not.

So, the first question on this topic will be, how what was your initial perspective of the system?

Employee B1

Very easy to use, very easy to understand. I wouldn't have seen. old SAP system, somebody actually would have to tell you exactly which buttons to press. And when? This is that you can figure it out.

Andoni

And this may be your colleagues or your was their perspective similar to yours or? Or did you?

Employee B1

I think that I mean from my end nobody taught me how to. Use the system I learned, Talking to other people has been heavily involved in this, they learned. Ones that know it very well haven't learned in the classroom. They learn by themselves. And you can actually do that in this system.

Andoni

OK. Now that it's, we can say that it's more implemented that Did they reached the initial expectations that you have from the software or no?

Employee B1

No, there's too much customization and the customizations are always a risk every time they update the system. I was expecting there to be standard. We were told there was a lot of standard functionality that would cover our needs. That hasn't been able to cover our needs. So, in that sense. I'm not. Happy with it, in user friendliness. And so, I'm. Very happy.

Andoni

OK. And more about attitude. The perspective has your colleagues perception of the system affected your own? meaning that maybe you heard somebody was really bad and then you got that idea in your head. That is really bad or the opposite. You feel that it's really easy and you felt that you can tell people you do this.

Employee B1

No, because. Now I have my own view on the system, I would say, and my position is my job to get. Have an independent view on how things are working and not completely rely on what people think of it.

Andoni

Perfect. And then finally we discuss this which is called orientational inertia, which is basically when you implement any sort of change that their resistance from the employees, it could have an effect on the health or the performance of the company itself. Which for what we were talking, it's quite big, quite high. So, from going from the old

system to the new system. How would you say the company has handled that well, medium?

Employee B1

Extremely variable, but in large not well.

Andoni

Anything to that to adding to what you said at the beginning or like?

Speaker

Yeah, I mean.

Employee B1

It goes back to what I said exactly that nobody really knew what was coming. So, it became a shock. To almost everyone that this actually required. New ways of working that it required everyone here to get involved. It will require all of this, and since that wasn't made clear by the project, it became a shock to everyone that that was the case. We have had some severe cases of and of change resistance Which has. Costs, I mean. I think there are still people that kind of struggles that we pulled away their old system that they knew and mastered.

Andoni

Yeah, I think that kind of connects to that to next questions which maybe we have discussed about which what would was the major challenge or resistance which would maybe with that and then how was it addressed from a company perspective or from maybe from your perspective.

Employee B1

I spend a lot of late evenings explaining to people how this works, responsibility and so on, but it all I probably. Wasn't the best, you know teacher since it was all needed to be done in absolute panic? Since nothing was working and we couldn't deliver anything. At that time, getting the system up and running at the same time, trying to teach people what this means Trying to figure out myself what it means. So, I can teach other what it means. And so on. So, it probably wasn't good.

Andoni

Yeah. So maybe.

Employee B1

But we tried to mitigate it as well as we could. But there's probably a lot to say about that, period.

Andoni

Yeah. Would you say that this maybe going back and trying to maybe group sessions or?

Employee B1

Yeah, I would say. You really need to set this in the early stage of the project that this is not. It's not Deloitte and Rootstock that comes in and do something and it won't affect you.

Andoni

Yeah. So, I think we can summarize it as you have. To have clarity on. Your needs not expected from third party.

Employee B1

What's going to happen? I mean, we did some quite we changed in. We started working in our corporate structure, which was a big thing. We got a new system, which was a big thing, and we changed ours. What do you call it when you? How had we set the product structure at the same time? All which requires new ways of working, all which requires. Everybody to get involved. Deloitte that run this project should have caught all of this, should have prepared. Everyone should have, should have, should have, and not. None of this was done. And so, we ended up in kind of a * show.
Andoni
Which is kind of connects to the next question. But it's pretty common that the risk is not mitigated, and organizational debt is a possibility when implementing a major change. Depending on the size of the company. So, with that in mind, what's reverting back every considered?
Employee B1
Yes, was considered.
Andoni
Or what was the potential risk? What was the risk like? Were you guys ready to call it, pull the plug if needed or not?
Employee B1
Yes, it was a nightly session with me and the CFO at that time at almost every night in the first month discussing whether or not to. Cut our losses and go back.
Andoni
But the yeah, financially, it was ready oh, it was considered. OK. We can go back if we need to.
Employee B1
Yeah, I mean. For a while it was a possibility. After a month or so, it wasn't a possibility anymore. We had done too many transactions take it almost as messy to go back as. Staying, but yes, first month. Nightly discussion every night, five days a week. It was discussed and on the weekends there between me and the CFO.
Andoni
Also discussed when you first went into the project like before implementing this OK, like we're going to go with that. We can change.
Employee B1
It was discussed whether or not to go live. What can we do if we go live and everything? Goes bad because we were both kind of aware that this is going to go downhill.
Andoni
We're almost done. So, in general, how adaptable is your organization to technological changes?

Employee B1
Apparently not very.

Andoni
With that in mind, which is also good, do you think employee engagements affect this ability to adopt?
Employee B1
All employee engagements you mean if? Everyone engages in this part of it, and part of the change you mean.
If that would have happened, yes, that would have made a big difference. Problem is that weren't there and that's. One of the major issues in this project.

Employee B1
It where it wasn't there until. He did the ****. Hit the Fan after that, everybody was forced to be involved.
Andoni
Perfect. That's all I have. If you want to add anything else. No, we're good.
Employee B1
No, I mean it's a, it's a study basically on how not to do it. And I think most of the mistakes was done before pulling the plug. So, it's really showing the importance of the period running before you go live. And a lot of things that you really need to do there, that wasn't done.
Andoni
OK. One of those things that should be done this.
Employee B1
Maybe this we talked about; you need to prepare your organization for what this is. Make sure the organization understands that this means new ways of working. For instance, it's not going to be the same as the old system. It also requires you to get Involved and cannot you need to us Be able to tell us. How? What you're doing and why not just what you're doing in the old system? What do you want to happen when and that kind of discussions were never had we started to have those have to go live or just before going live and realize that, OK, we would have needed a very long session before even starting this because no one here can describe their job. In the way we need it to be so that an IT consultant can understand it and make a. Process out of it. Or no one is a hard, hard, a lot of people here couldn' . And realizing that just before going live is a bad time. That we should have realized first month of the project that mitigated it then.
Andoni
. Well, that's all we had. I thank you for the time and we can stop the recording.
Employee B1

Thank you.

Appendix F: Transcript Interview EB2

Interview 2 – Company B

Andoni Saval

OK, so like I said, I'm an international business student, at malardalen university. We are conducting a study. So, where we are recording just for note taking purposes, this will not be published, and it will be it will remain anonymous. So, a little bit of background on the research that we are doing. We are taking the existing model, which is basically technology acceptance, which is a model that was signed back in the day of how companies, how employees and company adapt to ERP or to just in technology in general. And then we're incorporating organizational support to that. To see how that can affect within Sweden, small or larger firms, and focus on ERP systems. So basically, how can companies support their employees? To have better implementation or better performance as a company in regarding to in regard to ERP implementation so. So first we'll start with your role and here at the company.

Employee B2

Yeah, so project manager. Yeah, running various types of projects.

Andoni Saval

OK, perfect. And then when in regard to ERP, do you were you part or both, when was it going to be implemented? Were you part of that decision?

Employee B2

Yeah. No, I was not part of the decision that we should exchange ERP. I was asked to lead the sales stream, but once it was finalized that, you know, we should, we will change. But I was part of the fact for which system to use.

Andoni Saval

OK.

Andoni Saval

Do you know? Has is implementation completed or is it still being held?

Employee B2

For what I see or what I saw, there are three tickets still open in the ERP 1.0, which we consider as being part of the implementation.

Andoni Saval

OK. In regard to training, when in the project did the training start along the project and how long did the training lasts?

Employee B2

So, the training became it, we would change the module for the training the, the original plan was that we should do the testing and the training before. And due to the time. Uh. Got pushed in terms of how we developed and for the for the decision that was made from higher above that we should launch at a certain date and trainings were held in blocks. Basically, just before we were launching and after launch basically. So, it was a lot of training was being held like a hyper. So, we had Rootstock team here for like I think it was four to six weeks in a row and once we actually had launched.

Andoni Saval

This is an earlier question. I missed that when you set out to do the project, was there a target like we're going to start on a certain date and finish this date? Was that a year or six months? What was the initial scope at the starting of the project?

Employee B2

It was approximately 1 year.

Andoni Saval

The timeline.

Employee B2

From like finding the supplier until the product should be. But also, to this, what is affected in in the ERP change it was not only the ERP, the change of the ERP system, we also changed the item structure we also. Apply the supply function in between the production and the sales companies, and in fact there was a third one which was also that we changed the warehouse location because we had an agreement with the warehouse. The current existing warehouse then that Ended.

Andoni Saval

OK, this the next question is in regard to being what's considered a key user. Did the company approach to you, you're going? To be a. Key user and were you hesitant in a way to accept responsibility or not?

Employee B2

As a as a project manager or.

Andoni Saval

Yeah, or the key user within the I guess from. Your role, it's. Maybe you push the key users?

Employee B2

Yeah, but I think also for running the project, I did not hesitate that much actually. And for the key users, yes, I became a key user, but I also had selected key user within each area. And the key users I did not really see any hesitance from them, and they were always involved in the development and in the preparation work. So, they became aware of like from the very beginning until the end. Also, in the development.

Andoni Saval

Perfect. OK. We move on. That's kind of like the introduction. Now we have two themes that we're going to discuss. One of the organizational supports. Basically, it's a theory that goes back from psychology theory that is, like any sort of a change, you give something, you get something in return. This was applying in business as an employee company, but it's known as organizational support. So, does the company constantly asks you? How to help you or how to how can I help you? And in what way?

Employee B2

Do you ask me as? A project manager.

Andoni Saval

That's a person,

Employee B2

Yes and no. I think me also as a person, I seek help and I ask for help when I need it. And when I ask for it, I see basically always that I get the help I need and. And yes, of course, sometimes people are asking me also if I need some help, but mainly it is. I'm also that kind of a person that I prefer to ask for help when I need it. Like give me a task. I'll ask for help whenever me.

Andoni Saval

Now that you mentioned that. What works better than if you read? If you approach them, or if the company approaches you?

Employee B2

To me, it's better if I approach them.

Andoni Saval

OK. Then going back, a little bit to the ERP, given your experience changing the ERP systems, in what way can your supervisor or could your supervisor support you the most in terms of like rewards? You know, usually companies OK, maybe bonuses or other sub or other sort of support. In specific specifically to the ERP change, how could your supervisor? Help you better. Or what worked the best in this case.

Employee B2

Different stage. Yeah, I didn't get any rewards unless more than I got a great resume on the CV that you know, because it's quite a big achievement but. What could be different?

Andoni Saval

It doesn't have to be that to happen in maybe it's your opinion, OK, this would have been better if.

Employee B2

What had to be better was once we actually launched it; it was I was working for like. 13 to 15 hours per day for like 3 to four months. It was quite an intense period. What could have been? Situated in a different way was maybe to make that life better supportive in in somehow if I would do it again, you know.

Andoni Saval

So maybe more resources.

Employee B2

Yeah, more resources for sure.

Andoni Saval

OK. Another aspect that is considered within this is HR practices. Basically, if you pay in a key role in this ERP implementation, maybe it will lead to development opportunities within the company or perhaps increase. Job security. in your case? Does this apply to you? Like. OK, I got this feeling that I will do better than it will have. I have better strong facility. Or did you get that feeling from the company or not?

Employee B2

Both I did get the feedback from the company that they can rely on me as a project leader also in. Running bigger projects and this is this was way out of my knowledge from before like technical backgrounds and so on. It's not really my strength from the beginning so

which means that I could run any kind of project basically and it also. It became clear from both the. From the company's perspective, but also from myself that I got it. Much better self-esteem I actually could handle those kind of tasks as.

Andoni Saval

Well, OK, here also with the whole HR. Or with you. Role. So, it's important that there is clarity in your role. Has there been clarity in your role during this ERP implementation in regard to skill variety, maybe task or autonomy? For feedback, has this role been clear in that sense from the organization?

Employee B2

Yeah, yeah. From the beginning was clear I. Then I also got the supply chain added to sales stream and. The clarity and what I actually would maybe need more help with was that it became more and that is about maybe more resources as well was that it was depending on me to fix a lot of things depending on me to be part of a lot of meetings or I would say book meetings and everything. Instead of having actually the. The actual workforce, all the departments and key users to book themselves and drive the project.

Andoni Saval

The project and this go along with the next question which is in regard to commitment. Basically, you say OK, I was fully committed to the terms back, but this also applies on the, it should be a two-way street. Well, if you look at it from the theory, do you feel there has been commitment from the organization, from the organization towards you both professionally and personally? And has this commitment increased your commitment back to the organization? Meaning that the mutual debt. Has affected your participation in this project or not. I'm sorry I was a little bit long.

Employee B2

So, the question is if I feel that. The company has given something back to me, yeah.

Andoni Saval

Yeah, the commitment, your commitment to the company basically, do you feel that the company is committed? Back, yeah.

Employee B2

I do.

Andoni Saval

And do you feel that that commitment or knowing that that commitment exists has affected the ERP project? In a good way? Yes. And if yes, in what way?

Employee B2

Yeah, I think so. If I perceive your question right. The commitment from the company also when I said that I worked quite a long hours for much of the time they also allowed me to take time off afterwards like I was able to. To plan for when I should actually take

those hours or days out, you know that I, you know, I deserve my time off from after doing this, which shows a lot of commitment and respect, I think also.

Andoni Saval

Do you think this affected the project?

Employee B2

No, because it was afterwards. It was like once, once it was. Yeah, yeah, yeah. Positive. Yeah, absolutely positive, absolutely.

Andoni Saval

So, we go back now to the actual system. What specific actions did your organizations take that you found the most help them most helpful in adopting the new ERP system? And how helpful have they been? Have they been like what action training or videos or any sort of what has the company done to? That you have found the most helpful.

Employee B2

Do you mean afterwards? Like what? Once it's done, what? What's the outcome of this? I was speaking to Andreas and the outcome with this ERP change is that we can have even though we're not finished and there's so much more development that could be done or will be done. There are so many. The reports that we can actually see now. Then we did not. We were not able to see in the previous ERP for example.

Andoni Saval

Yeah. So maybe that's like a benefit of the implementation. But the question is more towards like to get ready to use it. What was the most helpful? Like the, the company sent videos or pamphlets or.

Employee B2

Yeah. No, the, what we did was actually to use it. We, there is a guidance manual that Rootstock provided the supplier. We also did workshops. In teams and departments. And then we had. Also, people here sitting helping you know, once they were doing their daily job to do hyper care.

Andoni Saval

OK. How does the ERP system relation align with the? Your expectations were set what you expected before. Was it better? Was it worse? Did it meet your expectations or no?

Employee B2

Yes and no. I. I did not. Understand the complexity that we have in our organization or the business structure, I would say. So, I thought a lot of more things should be or would be. Out-of-the-box solutions for Rootstock, which I know now that we have. A lot of. Unique, uniquely built setups and flows. So, I did not really. Comprehend the complexity of the. Business setup.

Andoni Saval

OK. Can you describe your initial perspective with the new ERP system and then maybe your colleagues were, were you happy or maybe accepting or how was the perspective from your first from you and then? From your colleagues.

Employee B2

Yeah, well, of course. For me, I think this was more understandable logic. Use them from where we came from, from where we came. It was like you had to know that I need to press. V LO39 to get a view. Which is now you can actually read everything, and you can get some sort of hint where to press and not press and so that. Becomes a lot easier. And you can see a lot of more views in the same view, or you can still have a better overview in one view. And I think for now. I think a lot of a lot of people agree with me. For those who work daily in this.

Andoni Saval

OK. And that's directly connected to the next to the next question. Has the attitude of your colleagues or and or managers towards the system influenced your own perception of the system? Or not. Meaning, like they said, always horrible and then. Maybe it has affected? How?

Employee B2

Yeah. Yeah, it has affected me and there was at one point I was. People are afraid of changes, and this is a big change. And as I mentioned, there was not only the ERP switch it was the company structure, but it was also the item structure and so. On and then at one time I was asking one of the colleagues, is it really that bad? How many shipments can we have we done? Now, without any failures and it appeared that only 2% of all 100% shipments had any. Like implication with it still, which is like very minor, but you always hear the negative thought, you know things and a lot of people are always talking about what they were used to do used to do, but they don't sometimes see the benefits of the new ones. But that affected me, but one once I really understood that OK, we're only looking into these one or two percent's, then it's it is quite good, and a lot of people understand that it is very good. So, it's a mix, but of course it affects me. When you hear the negative stuff only.

Andoni Saval

And then we moved to the other. Theme that we analyze, which is described as organizational inertia. To summarize it very quickly, every time a company goes through a big change, there's also inertia from organization both financially. So, it's how is this connected to the big change that. In the ERP system is a big change for a company. So basically, we looked into. How it was? How it was handled by your company. So, first question is describe the process of transitioning from the old system to the new system. How have your company managed to do? So, do you say it was good? It was bad.

Employee B2

I would. OH overall I think there are a lot of things to improve both when it comes to prepare the organization of what to come both for the timeline. And I also think that one

[redacted] and. To be honest, I have a lot of bad experiences.

With this and, but I've learned a lot like I know, like if I would do the same thing again, I would do a lot of things different.

Andoni Saval

Yeah. And this is also purpose. I mean it's not only academic, but we also intend to maybe have some practical, yeah, because it's not. It's normal that always struggle. So, we have to take one thing as they will do differently or that.

Employee B2

Time management.

Andoni Saval

Basically, put this timeline correctly. OK, then what were the major challenges that you encountered and how did you address them if you? Pick one or a few.

Employee B2

The most horrible the most. Yeah. So, the. The major thing was when we launched. The ERP we were far from done, which means that you had to both perform in the daily operational work, and you had to. Two, develop three. Do all the testing and four get the training So, they were like. To me, the challenges was also to find you couldn't efficient and focused work on the developments. Because people were so occupied with getting the operational daily work to be done.

Andoni Saval

OK. And how was this handled in a way, what was if you?

Employee B2

Uh, from my part, it was basically only I think that's also why it come become so that I was actually doing physically a lot of tasks myself and became some sort of key user in that way, which was I. Really stepped away from being like a project manager to actually like only to execute a lot myself.

Andoni Saval

OK. During this change or inertia? It is a possibility that companies like die or not that. I mean it could be low, but it could also be high in small organizations. So, was there a possibility of reverting the change? What's the possibility of reverting the change considered? Especially considering potential organizational risk. Meaning when do you guys when into doing the change? Was it considered, OK? If we go this far in and not working, we can go back or was that not considered?

Employee B2

It was considered it was, as we're also working with the Cooper, which is the order management tool kit it was at one point we came to a crossroad where if we do this change, there's no turning back. And for what the management team at the time said then that. We're going to continue. So that was like, that was like the that that was like.

Andoni Saval

So, you have a safety net.

Employee B2

There's no turning back now. You pulled the plug in and that's the only way.

Andoni Saval

OK. We're almost done here. So next question is how adaptable do you consider your organization to be to technological changes?

Employee B2

From 1 to 10 or 1 to 5

Andoni Saval

However, you want to express it, that gets you more transparent answer, yes.

Employee B2

No, but no. But I think 5 out of 10.

Andoni Saval

OK.

Employee B2

We had good people coming in also for students that did not have any experience from what it was before, and I think it was easier for you guys to actually adapt to the new then for the ones that we came in and had been working with the other system for quite some time so. And changes are tough and technical changes is even more tough to a lot of people. So yes, I think I would say 5 out of 10.

Andoni Saval

OK. And then finally in your view, how does employee engagement affect the organization, the organization's ability to adopt new technologies?

Employee B2

A lot. You mentioned one word. Yeah. Employee engagement. Yeah. I mean, if you don't.

Andoni Saval

Yeah, I mean this is because it's basically sometimes a person have a choice, but.

Employee B2

Yeah. Yeah, you, if you don't, if you're not engaged, it puts a lot of resistance on the project itself and. People know what they have, but they don't know what they get, which also affects the engagement in and. Helping and push and so on. So, it affects a lot on the project.

Andoni Saval

Do have anything in anything else you'd like to add in terms of the themes that we discussed or in general, what would be helpful to consider? Contention ERP systems.

Employee B2

No, but the I think for us it didn't. It was. The scope, I don't think we never understood the core. We, I would say a lot of people do not did not understand the how big of scope this was. And I could see that some preparations could have been made much earlier, and I think it was provided, but not everyone understood that they would be. Benefited by using those well in advance?

Andoni Saval

So just getting the whole scope before. Perfect. Well, that's it. Yeah. Thank you for your time.

Employee B2

Just let me know if you need something else.

Appendix G: Transcript Interview EB3

Interview 3 – Company B

Employee B3

Just remind me again ERP implementation was. The topic right?

Andoni Saval

Yes. So like I said, it's not the ERP implementation itself, it's more about how companies implement or adopt this changes, big changes in general. In theory it's called the technology acceptance model.

And we are trying to study how organizational support or how can this change effects be mitigated through or organizational support mean companies helping? So I will just go through the questions and if?

Employee B3

And it's you're your thesis.

Andoni Saval

Yes. OK. So.

Employee B3

How many people are you interviewing?

Andoni Saval

I aim for 10, but I believe we want to be like 4 or 5

Employee B3

All of them going to be Company B?

Andoni Saval

Half of it is going to be Company B and the other that I'm doing with somebody else. And the other one is going to be Company A.

Employee B3

OK, OK, wow.

Andoni Saval

OK, so OK, so. First, like last introductions, can you start with the introducing your role? Yourself. Thank you.

Employee B3

Yes, yes, I am the manager of the product engineering and production engineering team within operations at company B.

Andoni Saval

OK. Do you want to briefly what what to do? What to handle?

Employee B3

Yeah, my team is responsible for overall production development, the production engineering part both when it comes to softwares and hardwares and layout etcetera for production and when it comes to products. It's regarding product documentation in PDM system, it's about product item, master data in system creating of items, making sure the range is updated system wise etcetera. So.

Andoni Saval

Perfect in regards to this ERP system change. They have feedback on why it was implemented by the company and do you have a timeline. OK, we we meant to start here and then finished here.

Employee B3

Yeah, we started in February 2021 with the the start up and looking into what type of system we should go for. The first three months was about choosing the right system, and then it was more about developing it after that. The reason why we changed ERP system was because there was an overall digital transformation within Company B and we wanted it all to be based on the same platform so salesforce platform system were what

we wanted, and we didn't have that before, so that was kind of the Bay, the ground reason, basic reason why we changed and we time would you want to know when we finished also?

Andoni Saval

No. Yeah, maybe. Yeah. The timeline. Yeah.

Employee B3

It started in February 2021 with looking like starting from scratch there and then we implemented the system that go live dates. So the go live date was in May 2022 and I would say about a year after that until we were setup properly.

Andoni Saval

What was your first contact with the ERP new ERP? Did you try it out? Or Were you or what was it?

Andoni Saval

Yeah. What was your first contact?

Employee B3

My first contact was when we had an like a presentation from the Rootstock team presenting the system before we had chosen it. It was one or three systems. We were looking deeper into so that was the first time I was presented with the message.

Andoni Saval

Yeah. OK. And are you what's considered a key user? And did the company approach to you before that with this responsibility

Employee B3

I am. Sorry, I hardly ever log into the system as such. As I can, but I never do. I have a team who work in the system and I have an understanding for how it works, but I'm not the key user, I'm more the overall project leader for the implementation.

Andoni Saval

OK. So that's kind of like the intro, now we're going one of the first teams with this organizational support and in theory support goes back to the foundation like psychology, where in humans in general when they give something, they expect something in return and this also can be applied in business. Meaning the company is run by people and usually employees if they do something, they expect something back from the company, so that's just in principle but I have some questions in regards to that, so have you received support before the implementation started from the company?

Employee B3

Sorry if I received.

Andoni Saval

Support yes, like.

Employee B3

Yes, I mean, before we implemented the system you mean? Yeah, yeah, we worked more than a year with it before we implemented it.

Andoni Saval

OK. And what was that initial support? that you had and how was it helpful? Did you wish something was different?

Employee B3

I think maybe the question is from a perspective if I would be a key user maybe since I'm not. I wouldn't call IT support. I mean, I was support of the team who were making sure that we set up the system correctly. So this support from Mike.

Andoni Saval

Maybe not support. Yeah, maybe not. Maybe not support specifically on doing task for the system, but in general as a company like OK, you're going to have this responsibility. These are the tools for you to do it properly. That kind of sense for you to do your role, whatever that is. Yes. Yeah.

Employee B3

OK, OK, I understand. I will say yes, definitely. I had support. I felt like just one of many key players in the development of the of the products and such they want. Do you want to know what type of support?

Andoni Saval

Yeah, that's the next question is what that is of course they were provided.

Employee B3

Before that, it was a quite the quite the structured team project organization with the clear roles, we had the external consultants who were supporting both with technical parts and, also organizational parts like how to project lead such projects and so on. So, we had support from both externally regarding organization project leading and technically we have also had external consultants on top of what our internal resources we also had internal, I would say internal support from management, also making sure that we were organized in a way.

Andoni Saval

Yeah, more to that sense, maybe from that internal support from management. Can you elaborate on what kind of support and what worked best? Because we know that it could be stressful during this time so what worked best for you?

Employee B3

We had, we were working in a I had to think what we call it, there's a special uh, scrum mythology where you work in sprints, defining what should be done the coming weeks, who is doing what, we had the system support Jira to make sure that we knew what to do and it would, we had regular meetings with the team and the stakeholders and people responsible for different parts, so it was, I would say it was good organized in that way.

Andoni Saval

OK. Then we talk about your role that's important in any HR that your role is clear. So we kind of started it. But can you describe any training or responsibilities you had? And where if these responsibilities clear from the organization that you have autonomy, did you were you able to find your task easily or have you ever felt lost or kind of lost in the company regarding the implementation? And your role in this implementation.

Employee B3

Yeah, I think it was. It started with being project leader. I was a project leader for the production part of the system implementing the production related the like parts of the setup and as a project leader, you have certain tasks, yeah but then eventually during the project I became also the product owner, which is a little bit different and this was not like pronounced it was not said, it just became like that, so, it was not like perfectly clear all the way but yeah, that was one of the things that were not so clear.

Andoni Saval

Yeah. OK. So in that sense of like HR practices and self. The job security is also discussed because when new technology is implemented, maybe the employee or you feel that OK if I learn this my I might have more job security or more development within the company, do you feel this was the case with this project for you.

Employee B3

Yes, on a personal level, yes, because they get highly involved in how the ERP system is set up and of course that is valuable for the company to have somebody who has that overall knowledge and also into details. So yes.

Andoni Saval

OK. And do you expect actions back from their organization in regards to this?

Employee B3

What type of? you mean? You mean that we you get?

Andoni Saval

Yeah, it's either by reward or either by more development in their position. I mean, do you have this expectation from your company because of the effort that you have put on this project?

Employee B3

Yeah, I would say.

Andoni Saval

OK. And then our next question is, has the organization shown commitment back to you on a both professional and personal level during this process and were you given opportunities to provide feedback or express concerns about the new system?

Employee B3

I would say yes on all those. But you want me to say something more, right?

Andoni Saval

No, no, it's OK. Maybe if you did, do you have an open door to your manager or how were the concerns, first, how were the concerns expressed? and then if you have any example of, OK, I have this issue and then this is how the company helped me overcome it.

Employee B3

I had a very supportive manager. In the beginning, then, for a certain period, I did not have any manager, and then I had a new manager, so it has been like in different phases, I had more or less support in the beginning, I had a manager, I was very supportive, and then for in the middle I didn't have anyone, but I still felt I got support because there were other people within the organization, who were able to do. Yeah, reflect and that you could talk to and get feedback and reflect upon different things and decide how to move forward so, it was. Yeah. I don't know an example. It's been very, very time critical from period to period. I had a time when there was just too much, but I felt I got support from that also. So we solved it

Andoni Saval

OK. And then the kind of listen to the next question, do you feel a stronger commitment back to the organization due to this support and has this impacted your motivation towards the ERP implementation?

Employee B3

Yeah. I would say. More commitment.

Andoni Saval

Do you think it has impacted because maybe you're more committed that the ERP was easier or or?

Employee B3

I think I I'm more committed because I have more insights. It was a great opportunity to get insight into the, I mean the whole organization, not only the little area I worked in before, but I got the opportunity to really get, get involved and learn about how many different departments works and how it all comes together and the with that for me personally that gives a lot of value to I feel that I can contribute more with having that type of knowledge and yeah.

Andoni Saval

OK. Perfect.

Employee B3

Why I feel...

Andoni Saval

Yeah, and that's OK. How would you rate the effectiveness of each training and support provided? The most useful and the least useful?

Employee B3

What do you mean?

Andoni Saval

Effectiveness, like training and support, meaning like we had a video training from the ERP partner that was the best or that was the least, what do you think worked more for you? As well as more effective.

Employee B3

I wouldn't say we had that type of training at all. There was no real training related to this, in the end of course we were having demos and we were having a testing of the system and there you learned of course you got to see the system, you got to see how you interact with it, but there was no actual training as such, it was more learning by doing, so there was no training, some training. But there was no training.

Andoni Saval

OK.

Yeah. Has your supervisor been actively involved in resolving ERP related issues?

Employee B3

Yeah.

Andoni Saval

OK. Then we go kind of like the second part of the interview, which is regarding the technology acceptance model is called, but we focus on perceptions, meaning that what people think and by themselves can actually have an effect on the productivity of the system. So first, can you describe what was your initial perspective of your ERP system as a whole?

Employee B3

My perception of the system. Initially I thought it was very user friendly system with a lot of possibilities, it's my first impression of the system was that it was very user friendly and had loads of opportunities to be adapted to our needs. So that was kind of.

Andoni Saval

OK. And can you elaborate on maybe the perspective of your colleagues or other colleagues or permission, what was their perception of the system?

Employee B3

You can answer that yourself. What you just say. There is always some reluctancy towards new things, so it was quite a challenge to.. even get people motivated for making such a big change, it was challenge motivation.

Andoni Saval

We can say that it was a negative session for the rest of your colleagues.

Employee B3

Yeah, not to everyone, but many people.

Andoni Saval

Yes. OK. Based following up on this question, has the attitude of your colleagues or managers towards the system influenced your own perception and usage or the opposite?

Employee B3

Yes, it has. I think that when you hear a lot of things about things that are not working, then of course that affects your perception of the system, how good is it actually, so that is affecting my perception of the system, definitely the system either.

Andoni Saval

Yeah, basically it's negative, OK.

Employee B3

So I get to hear from others when they're working taking their feedback so.

Andoni Saval

Yes, OK. And how does your ERP, how does the system implementation align with your expectation on the software itself? Was it what you expected? Was it better? Was it worse?

Employee B3

Let's say I was expecting a bit more than what we have because I didn't expect the system to have like bugs which are difficult to solve. I thought it was a system that was gonna run smooth once we had all our adaptations made but we do have some challenges with that, so and I was I was not expecting, so I expected more than what was the actual outcome.

Andoni Saval

OK. Then we move into the third and final team of the interview, which is called something regarding the organizational inertia, basically, every time there is change, there's kind of like resistance from the people within the company and this has effects on the performance on the company and if it goes on for long enough, it could even lead to the company closing, which is that's like the worst case scenario, so can you describe the

process of transitioning from the old system to the new system, to the new ERP system? How has your company managed to do so? How are you?

Employee B3

I think it's been a huge challenge for many people internally. I don't know how to describe it.

Andoni Saval

It's OK but. Would you rate it as good, bad or how would you? Your company? Yeah.

Employee B3

I would say. I think personally I think that the decision to implement the system, it was more or less forced onto people. And of course, there was a reluctant from a lot of people to go away from something that felt comfortable and easy to use to something new and unfamiliar and I also think that the way we implemented the system, it can be done in so many different ways, but in this case, we implemented the system and really forced everyone to just deal with all the problems and issues that were arised once going live so I think that it's. Yeah.

Andoni Saval

I think this follows. We're talking a little bit in the next question also so this is what were the major challenges or resistance that were encountered and how were these address?

Employee B3

Yeah, the major the major challenges was that we implemented something that was not ready to be implemented so, there was more or less chaos in the in the organization and everyone had to get together and solve the problems together because you were not stand alone, so it had it required a lot of teamwork cause the negative part with that was that a lot of people got very stressed and exhausted and frustrated, the positive part with that was that it really in the end we have learned so much and I think it has contributed also to our team feeling that we are. More of a team working together.

Andoni Saval

Yep, OK. And like I said at the beginning a little bit earlier, it is possible that if the trouble song goes on for long enough that the company could fail so, Was the possibility of reverting the change ever considered especially, What's the possibility of reverting the change? Like was this considered at all, or was it? No, we go in and there's no going back.

Employee B3

No, there was no going back.

Andoni Saval

OK, given this latest experience, how adaptable do you consider your organization to be to technological changes?

Employee B3

Uh, on a scale of one to five?

Andoni Saval

Or however you want positive, negative.

Employee B3

I want to describe this.

Andoni Saval

Yes, that that is accurate. Of course. What's your feelings? Personal.

Employee B3

I would say uh. Can you say the question again? So I can.

Andoni Saval

How adaptable is your organization to technological changes?

Employee B3

I think. Before we did this change, I would have answered we we are not, so adaptable because due to the resistance many people worked a long time with the same thing, not wanting not wanting to change. Now afterwards I would say with this in the back will we do something similar again? I think we would be much more adaptive, adaptive now so.

Andoni Saval

OK. And our final question does, in your view, how does employee engagement affect the organization's ability to adopt new technology?

Employee B3

Say it again. How does?

Andoni Saval

How does employee engagement affect the organization's ability to adopt new technologies? Meaning that.

Employee B3

Yeah, it affects a lot I would say it has a big effect.

Andoni Saval

Yeah, some tension. Yeah. The company is kind of like, oh, you have to do it this way and the place have no choice. But then, of course, based on your answer, yeah if the employees are not engaged, then doesn't matter what the company does. That's going to have issues, yeah. OK. But that was the last question.

Employee B3

I hope you're happy with my answers if you feel that the answer the question as such, just get back to me.

Andoni Saval

Of course, there's no wrong. No, no worries. No, no, this is just exploring and getting questions and try to make an overall picture of it. So thank you so much and sorry for taking the.

Employee B3

Good luck. No, no. Good luck. Thanks. Bye.

Andoni Saval

Thanks. Bye.

Appendix H: Transcript Interview EB4

Interview 4 – Company B

Andoni Saval

Hello, thank you for being here. I will start by introducing myself Andoni Saval international business student at Malardalen University. Is it OK if we record the session for no taking purposes,

EB4

It's OK for me.

Andoni Saval

Perfect. Thank you. So like I said, I'm an international business student and we are doing a study in regards to ERP implementation in companies in Sweden, not necessarily the system part of it, but more towards how can the organization help the employees to achieve a better results through organizational support. So we can start by if you can start it will be great by introducing yourself and your role.

EB4

Oh, OK. Well, first of all, hello, my name is Daniel Martinez. I've been working at company B since 2022 early late June, actually to be precise. And right now I take care of the system more or less. I'm a system engineer here in this company.

Andoni Saval

Can you explain a little bit of what you do in your role in a normal basis?

EB4

In normal basis, what I do in my role is mostly error handling because it happens that the system is still not like in a good shape to perform all the tasks that it needs to do, therefore,

every time there is an issue or whatever, normally I am the first person that they contact in order to fix it, that's a point #1 and point #2 is mostly analyzing the system and trying to find spots that can be improved throughout the systems.

Andoni Saval

OK. Do you know when was the implementation of the ERP first discussed? Like the timeline. And why the company has decided to change ERP systems.

EB4

I don't know when the discussion to change was handled as when I started in the company, the system was already changed to this new ERP system, but one of the main reasons that they change systems is mostly due to the complexity of how the companies structure and this helps either in product handling and also in shipping and invoicing customers.

Andoni Saval

Perfect, what was your first contact with the ERP system and what kind of contact was that like the first time you used it or even the first time you discussed it or what was the first knowledge of it?

EB4

The first knowledge of it was during the introduction day. When I got my password and account to enter in the system the COO had a little talk about what the system is about and which type of system it is and what are the functionalities and also we have some type of short introduction of. OK, hello. This is a sales order; this is your system will work with it.

Andoni Saval

OK then. Are you consider what is known as a key user? And how has the company approached you to be a key user? and have you been hesitant to be to accept the role of key user? User basically just a person who is considered as the main responsible for that portion of the system.

EB4

Yeah, I would consider myself as a key user. Normally since the change of system at least here in the office there were no knowledge of how to work with the system so far so I was mostly in charge of getting to know the system and get to know everything about solve all the issues that was happening during that time, it didn't matter the department it was most cross functional and I was never hesitating to be a key user, I actually like it.

Andoni Saval

Perfect has the ERP company been of help and so in what way?

EB4

Yes, they have been really helpful as I always mentioned, they have been like visiting us for all the time that it was in the contract, I suppose, and it was super helpful in developing and helping when issues show up.

Andoni Saval

Perfect. That was kind of like the initial part now we moved to the another team of the one of the first teams, which is organizational support which to summarize it very quickly it's founded basically in psychology, that one usually when humans give something, they expect something in return, and that applies also for companies that kind of like social debt, do you want to consider that way? So the first question is, have you received support from the company before the implementation started?

EB4

No

Can you elaborate on why not?

EB4

I mean no, because when I started in the company, the implementation was already done.

Andoni Saval

OK. Well, in this in this case. Since you started or dealing with it, what support from the company has been the most helpful to you? What would you wish to have been different in case? So first, what from the company helped you the most? and if something would have been different what would that be?

EB4

From this company.

Andoni Saval

Yes, the company as a company, just as an organization support to you. What has worked the best for you?

EB4

The thing that has worked the best is that everyone at least was able to share with the key stakeholder for every issue that was happening, for example, if I had some issues with let's say something in production and I didn't know anything of who is in production, I could always go to someone and they will give me the exact contact of the person that I'm looking for.

Andoni Saval

Perfect. And if you would have done something different now that you're at this stage of the implementation, what would that been? To make life easier at the beginning, now that you know that you have more knowledge.

EB4

More documentation I consider there was not enough user friendly documentation about how to use the system.

Andoni Saval

Perfect. You mentioned one type of support that was going to your colleagues. What other types of support were provided during the implementation or the training process in your case?

EB4

Guidelines or knowledge about different aspects of the company, either how the products work or which type of products they are, also, how the company is structured?

Andoni Saval

OK. Now we lead a little bit about HR practices basically in regards to your role. So can you describe any key user responsibilities you had? and has your role been clear from the beginning in terms of variety, task, identity? Have you had autonomy or any feedback? So just any responsibilities that you'd like to share as a key user.

EB4

Can you repeat the question?

Andoni Saval

Yes, describe any key user responsibilities you had.

EB4

OK. Main key user responsibilities since I started is development of the system.

Andoni Saval

OK. Have you felt lost? or has the company been good at communicating regarding the implementation to you as key user? Or have you at a point been lost? Have you felt lost at any point or has the company done a good job of giving you what you need to be a key user?

EB4

OK. Yes, at some point, I felt lost, a little bit like OK, let's say for example, I just finished one part of the project that I have been working on it, what is the next step that I need to do, now as a key user what are the expectations and sometimes though the information or that flow got like a little bit blurry.

Andoni Saval

OK. Has the new ERP created job security to you or you feel that it has given you development opportunities.

EB4

Yeah, both of them. I think if it gave me a lot of job security as a key user that I consider myself if it gives me responsibilities that rely on me and also it helped me a lot on the personal development as I get to know each other myself better.

Andoni Saval

Perfect. Do you expect actions from the organization towards you? like in terms of rewards, you said that it'll give you job security, do you then have that expectation from the company that you have learned this new role, or basically how to do this? Do you expect the company then to return to you with maybe a better position or any sort of reward? Or do you agree with that or not?

EB4

I mean. I wish I could get anything as a reward but I'm not expecting anything from the company I will say that I will not see any type of reward.

Andoni Saval

OK. Do you feel a stronger commitment to the organization due to this given support? And how has this impacted your motivation towards the ERP implementation?

EB4

Do you mean if I feel attach?

Andoni Saval

Yeah. But like what we were discussing at the beginning basically you have given your alter on the system, so you have committed yourself to the company. Do you expect that commitment back? That has that has the company shown competing back to you.

EB4

Yes, they show commitment back to me.

Andoni Saval

Does that commitment to you, have an impact on the motivation towards the ERP implementation?

EB4

Yes it does.

Andoni Saval

Can you elaborate a little more on that?

EB4

I mean. You feel more motivated to actually do the job or actually try to do a little bit extra.

Andoni Saval

Perfect. How would you rate the effectiveness of each training and support provided? What was the most helpful to you, less least useful?

EB4

From most helpful to least useful, all the support and help that I have received. The most helpful was being able to have direct contact with the supplier of the ERP system as I get to get a lot of knowledge first hand of how things work. Less useful like not the worst, but in the middle somehow getting to know the company and getting to know the how things work here internally it helps a lot in order for you to know what do you need to do next and how to move according to your task and objectives least helpful how the system in general, how the company in general provide information about how the system works and so on as information got lost. So at some point.

Andoni Saval

Just information sharing.

EB4

Yeah, information sharing was there.

Andoni Saval

OK. And has your supervisor been actively involved in resolving ERP related issues or has this only been in charge of the key users?

EB4

This has been in charge of the key users. The as far as I know, no big supervisor was behind me looking for like, oh, have you done this or that, it was mostly me finding things to do and reporting them back to someone above.

Andoni Saval

Perfect. We move on to another section of the of this interview. It's in regard to the technology acceptance model, which is just the academic research in regarding to when people start using a new technology, but we're going to focus most on perceptions, so can you describe your initial perspective of the ERP system?

EB4

Smooth system that has integrated together multiple and different parts of a production chain that work smoothly between each like all together.

Andoni Saval

Now can you share a little bit about your colleagues and supervisors perception about the ERP system.

EB4

If I focus on my colleagues in general, their perception was really bad. I mean, if it was before they get to know the system, I don't know as I mentioned before, I came here after

the implementation was done, but the perception that I got from there about the system once it was implemented, it was really bad and catastrophic from either supervisors or colleagues.

Andoni Saval

Perfect. Any reason why in general?

EB4

The system didn't work as simple as that.

Andoni Saval

OK, so how does the ERP implementation align with your expectations of the software itself? Does the meet expectations or it could be better?

EB4

I think it could have been better because the implementation was done in a stage where the system was not ready for what we are doing here therefore, that's why the perception of the system from my college was catastrophic, as soon as they implemented it, it wasn't ready to work, therefore, we had a full stop of everything. It was horrible.

Andoni Saval

OK. You mentioned that the earlier that your colleagues had negative attitude, has the attitude of your colleagues and managers, those the system influence your own perception of the usage or not?

EB4

No, I got my own perception of the system by using it, therefore, I was never influenced by how external opinions were.

Andoni Saval

Perfect. Then finally, we just want to talk a little bit about resistance like when a company has big changes like this, it's usually a little bit of resistance, which is called inertia in business, so the first question I would like to ask is, describe the process of transitioning from the old system to the new system? in this case as from when you started, how has your company managed to do this? I mean 5 to 10 or 1 to 10

EB4

Do I need to give a number as a value?

Andoni Saval

Not a number, what you want to explain

EB4

They just change that they don't and what is really.

Andoni Saval

Just the handling in general.

EB4

I mean the handling in general was super bad. SAP that was the previous system was working fine for basic stuff but not for the complexity of the company in general. [redacted] so it was done actually.

Andoni Saval

OK, from your perspective, what were the major challenges or resistance that were encountered and how were they addressed?

EB4

Major challenges all the production was stopped and also purchasing or procurement of materials were actually super bad the way of addressing was made mostly manual work outside of the system, while they found a solution to fix it like internally, so let's say they found a workaround to address those errors until they fix it.

Andoni Saval

OK. Did they use any tools?

EB4

They use Microsoft Excel for running the whole company for a bunch of months.

Andoni Saval

OK. And what's the possibility of reverting the change considered? Especially considered organizational risk. Do you know if they could ever go back to the old system they wanted?

EB4

I don't think they will never go back. I mean this is a fully my own opinion as I don't have any proof, background or conversation with someone from the top management, but I don't think they will ever considering going back. One they change.

Andoni Saval

OK. How adaptable is your organization to technological changes?

EB4

They are getting better now, but I will say they still have hard times when it comes getting rid of all the way of workings.

Andoni Saval

OK. And in your view how those employee engagement affect the organizations ability to adopt new technologies?

EB4

It is our major obstacle when it comes to change as people comparing to what they used to had, people having negative attitude just slow the process of changing and getting into new levels of working.

Andoni Saval

So you say that it's a big impact?

EB4

Yeah.

Andoni Saval

OK. That was the last question that I had prepared for you. Do you have anything that you like to add? In regards to the topic, before we end the interview.

EB4

No.

Andoni Saval

Perfect. Thank you for your time.