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An Empirical Analysis on Success and Failure of Various Technology Transfer for Effective Implementation of ERP

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Abstract – This study plans to recognize Critical Success Factors (Csfs) in implementation of Enterprise Resource Planning (ERP) frameworks that are viable on organization success. While researchers have attempted to apply ideas for example, Change Management (CM), Knowledge Management (KM) and Innovation Management (IM) to offer answers for overcome challenges in actualizing ERP frameworks, the Transfer part of ERP implementation has been less developed; transfer from a designer organization (seller) to a collector organization. Henceforth, we have compressed our distinguished adequate measures in ERP implementation and Technology Transfer (TT) into a poll that was disseminated around supervisors and specialists of four Iranian huge organizations and their ERP merchants. Results from Exploratory Factor Analysis (EFA) demonstrates that accompanying five principle factors are adequate on ERP implementation success: Culture, Organizational Structure, Project Management, Support Activities furthermore Training Issues and the Interaction between Transferor and Transferee. Besides, impact of every primary factor on organization success has been ascertained by Pearson technique.

Enterprise resource planning (ERP) provisions are spreading worldwide, incorporating into improving countries. Issues identified with social jumbles are one of the tests that influence this worldwide dispersion. Two primary sets of culture could be distinguished in any ERP circumstance of improvement, implementation and utilization. From one perspective, there is a culture embedded in the ERP software reflecting the perspectives of the ERP engineers, sellers and advisors. Then again, there is a culture reflecting the perspectives of the actualizing organisation's task group, directors and clients. We allude to the first as the ERP framework culture and to the second as the ERP host culture. This paper exhibits a system that permits analysis of these two cultures and their effect on ERP success and failure. The paper exhibits the utility of this system by applying it to a careful investigation. In general, we contend that great compatibility between ERP framework and host cultures can help ERP success both in process and conclusion terms. Nonetheless, absence of coinciding can help ERP process and conclusion failure.

This study firstly looks at the present literary works concerning ERP implementation issues throughout implementation stages and reason for ERP implementation failure. A numerous case study research strategy was received to comprehend "why" and "how" these ERP frameworks couldn't be executed successfully. Distinctive stakeholders (counting top management, venture chief, undertaking allies and ERP advisors) from these case studies were talked with, and ERP implementation records were surveyed for triangulation. An ERP life cycle schema was connected to study the ERP implementation process and the associated issues in each one stage of ERP implementation. Fourteen critical failure factors were distinguished and broke down, and three regular critical failure factors (poor expert adequacy, venture management viability and poo555îr nature of business process re-building) were inspected and examined. Future research on ERP implementation and critical failure factors is talked about. It is trusted that this examination will assistance to extension the present literary works hole and furnish viable counsel for both scholastics and specialists.

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INTRODUCTION

Enterprise resource planning (ERP) requisitions are spreading worldwide. In some improving countries, various vast organizations have actualized ERP results and some fair sized organizations are required to follow after accordingly. The transfer of information frameworks like ERP – ordinarily advanced in industrialized countries – to advancing countries is regularly damaged by issues of jumble with nearby social, monetary and administrative necessities. This can bring about undesirable configuration actuality crevices, which have a tendency to expedite failing to meet expectations frameworks (Heeks, 2001; Walsham, 2001). This is since "… apparatuses transferred from one country to a particular enterprise

abroad endure a twofold layered cultural assimilation: the technology is gone up against with an outside national and outsider corporate culture" (Recht and Wilderom, 1998:8).

This issue might be exacerbated on account of ERP since these frameworks speak to results that are dependent upon what are seen to be Western business best practices. Moreover, whilst ERP is a worldwide product, the greater part of the ERP designers are found either in North America or in Western Europe. Subsequently, the designers' understandings of business frameworks are prone to be reflected in and impact the software (Orlikowski, 1992). ERP frameworks along these lines consolidate values and practices that won't essentially match all situations. Case in point, Soh et al (2000) reviewed "mavericks" watched in ERP implementations and discovered that these have a tendency to be higher in Asian organizations on account of contrasts from European and US business polishes. Sumner (2000) additionally contended that ERP causes critical social change to the organisation and has a tendency to reset organisational values as far as control, change and processes.

We can total up this issue of understandings and values inside the thought of culture; yet culture is a frequently disregarded or under emphasized impact influencing the success or failure of new technology selection (Hoffman and Klepper, 2000). Further confirmation from the social development of technology expositive expression demonstrates that general relevance of information technology (IT) is to a greater extent a myth than an actuality (Bijker and Law, 1992). In the speech of Bijker and Law (1992:13) "… technologies and innovative practices are inherent a process of social development and arrangement, a process frequently seen as determined by the social hobbies of participants".

As ERP frameworks diffuse into advancing countries, it is vital to be attentive to the suggestions of social suppositions embedded in ERP software and those reflected in improving country organisations. Such mindfulness can aid in surveying ERP suitability; in concocting instruments to moderate the effect of social rebel; and in expanding quality from moderately unreasonable ERP speculations. In this paper, we propose a skeleton that serves to distinguish the social presumptions of the ERP framework and the host organisation and the effect of these on the feasible conclusion of ERP implementation. We additionally demonstrate the utility of the system by applying it to a distributed detailed analysis. The paper closes by making inferences for future examination.

An ERP framework is an incorporated software result, ordinarily offered by a seller as a bundle that backings the consistent incorporation of all the information moving through an organization, such as fiscal, bookkeeping, human resources, production network, and client information (Davenport, 1998). ERP implementation is an extensive and complex process, and there have been numerous instances of unsuccessful implementations (Parr and Shanks, 2000), which have had significant effects on business execution. As ERP assumes an extremely essential part good to go, ERP implementation and its critical issues, success factors and implementation issues have been explored previously (Parr and Shanks, 2000; Majed et al., 2003; Soh et al., 2000; Sumner, 2000).

Former research has demonstrated that clash with specialists is one of the principle managerial issues throughout the implementation time of ERP framework (Themistocleous et al., 2001).

Specialists can carry to the organization specialized aptitudes, experience, and expertise that the organization needs when it is both prolonged and unmanageable for it to assemble inside (Peak, 2003). They can additionally offer an extensive perspective, support solidarity between parts, and they are generally impartial (Davenport, 1998). ERP implementation is in no way, shape or form a simply specialized framework implementation, and will incorporate Business Process Reengineering (BPR).

Advisors can perform the part of change facilitator and are included in extremely vital knowledge transfer. Counseling firms use methods, for example, guided taking in, formal preparing also knowledge creation exercises to coordinate customers to the important knowledge needed for a successful implementation. This direction saves the customer extensive time and exertion in knowledge pursuit costs (Gable, 2003).

Diverse ERP implementation stages are connected with particular ERP implementation issues (Markus et al., 2000). The ERP implementation literary works has furnished a strong hypothetical foundation to ERP research. Nonetheless, our audit of written works recommends that there appears to be inadequate examination examining the failure factors of ERP implementation from planning to post ERP implementation. Further in-profundity examine here appears advocated to give convenient information for specialists and an exploration schema for comprehension critical factors and how those factors impact ERP implementation. This study points at accomplishing the accompanying goals: inspecting the process of ERP implementation dependent upon an "ERP System Life Cycle" (Markus et al., 2000); furthermore recognizing the factors helping towards ERP implementation failure. In the most recent decade, ERP implementation has managed challenges which diminish the shots of implementation success in practice (Kim et al., 2005; Bottagenoulaz et al., 2005). To conquer these tests, numerous specialists have connected thoughts, for example, CM, KM and IM to direct and handle implementation issues (a few studies will be audited in proceed in this study); however tests keep on

existing and successful ERP implementation has turned into a urgent theme both for ERP merchants and organizations that have received an ERP framework. In this study, we offer another investigate ERP organization as a Technology, made by a Developer Organization and utilized by a Recipient Company. In other words, technology, knowledge and information improved by an originator is connected and used by an applier. This process is called Technology Transfer (Cetindamar et al., 2010).

LITERATURE REVIEW

There have been numerous reports of unsuccessful ERP implementations inside business, counting records of the failure of Hershey to ship sweet at Halloween, Nike losing shoe requests, and Foxmeyer's failure to process requests (Cotteleer, 2003). Majed (2000) reported that 70% of ERP implementations finished not attain their assessed profits. In different studies, the rate of ERP implementations that might be considered "failures" ranges from 40% to 60% or higher (Langenwalter, 2000), and failures of ERP framework implementation ventures have been known to prompt issues as genuine as organizational insolvency (Bulkelery, 1996; Davenport, 1998; Markus et al., 2000).

Experts have a tendency to talk about the effect of the failure of ERP implementation in a relative sense, alluding to the closing down of the framework, having the capacity to utilize just a piece of the ERP framework, enduring business misfortune, dropping business value, losing both piece of the pie and focused focal point because of implementation failure, et cetera (Deutsch, 1998; Diederich, 1998; Nelson and Ramstad, 1999). On the other hand, there have been different meanings of failure of ERP implementation. Failure has been characterized as an implementation that does not accomplish a sufficient Return On Investment (ROI) recognized in the task support stage. Utilizing this definition, it has been found that failure rates are in the reach of 60-90% (Ptak, 2000).

As ERP implementation failure rates are so high and the ensuing effects are so hindering to business, there is a propelling purpose behind opening the "black box" to explore the factors bringing about failure. Keeping in mind the end goal to inspect the reason for failure in the ERP implementation process, an "ERP System Life Cycle" (Markus et al., 2000) view was received, that can help to take a gander at what goes on (e.g., issues experienced and endeavors at issue determination) at each one stage of the experience cycle (Markus et al., 2000). Past research has concentrated on IS implementation for the meaning of IS failure (Lyytinen, 1988).

Nonetheless, the larger part of studies have neglected to consider the abundance of the ERP failure marvel. In this study, we have led observational examinations into ERP failure from the views of management, the undertaking group, and the experts included in ERP implementation. We characterize critical failure factors (Cffs) as the key perspectives (territories) where "things must happen" in place for the ERP implementation process to accomplish a high level of failure.

ERP implementation: Today, industrial information frameworks are generally executed through Enterprise Resource Planning (ERP) frameworks (Worley et al., 2005) An ERP framework is a particular coordinated business software framework that encourages an organization to utilize its resources productively and effectively(nah et al., 2001). ERP is a wide run framework that blankets all organization levels and upgrades all business exercises and processes (Klaus et al., 2000). Truth be told, ERP frameworks have expanded the productivity of organizational capacities by expanding their nonstop access to ongoing information and empowering them to arrange decently timed and effective (Verville et al., 2007). The Integration carried by ERP empowers organizations (Bingi et al., 1999) to react to focused compels and business chances, to progress product portfolio and to uphold store network relations strictly (Al-mashari, 2000; Al-mashari et al., 2003).

Numerous analysts affirm that ERP frameworks are institutionalized frameworks, using a solitary compelling database over the organization. This methods information ought to be institutionalized through the entire company(amoakogyampah what's more Salam, 2004; Bradford and Florin, 2003).

Likewise, ERP organization requires process institutionalization (Bradford and Florin, 2003). From a business view, ERP-driven reengineering of business processes to far reaching models is looked to be important by directors included in implementation(ehie and Madsen, 2005 ; Xue et al., 2005). Despite the fact that the remarkable focal points of ERP frameworks have headed Companies to move to receiving them, numerous have refered to failures in ERP implementations (Xue et al., 2005; Aladwani, 2001; Kumar et al., 2002; Kumar et al., 2003; Motwani et al., 2005) that summon consideration regarding the way of ERP implementation.

ERP Implementing reasons gigantic change that needs to be deliberately overseen with a specific end goal to secure the profits of an ERP result. To guarantee successful implementation, there are critical issues that must be deliberately recognized what's more overseen (Bingi et al., 1999). Later looks into (from 2000 as of recently) have progressively examined Critical Success Factors in ERP implementation in diverse circumstances.

Nah et al. (2001) accept that past studies of ERP implementation once in a while proposed a set of critical success factors. Subsequently, they explored ten articles that held either the pivotal word "success/succeed" or "critical issues/ factors" and the expression "ERP" or its proportional. In outcome, they presented 11 Csfs and characterized them into Markus and Tanis' (2000) ERP life cycle (Nah et al., 2001). Aladwani (2001) cases in executing ERP frameworks top chiefs are confronted with client safety.

Subsequently he sets a mixed process turned approach for confronting the perplexing social issues of clients' imperviousness to ERP and infers to adjust advertising thoughts and procedures to ERP connection (Aladwani,2001). Al-Mashari et al. (2003) state that ERP frameworks lead to securing unmistakable and elusive profits. Nonetheless, these profits are reliant on the methodology embraced for

the assessment, choice and undertaking management of ERP frameworks. As they would see it, ERP profits are acknowledged when a nearby connection is framed between implementation methodology and expansive execution measures(almashari et al., 2003).

Kumar et al. (2002) by examining ERP implementation in government organizations, distinguish critical management challenges in the ERP implementation exercises, for example, preparing, updating framework, venture management also stabilizing ERP systems(kumar et al., 2002). A significant implication in this examination is underlining innovation in ERP appropriation (Kumar et al., 2003).

Motwani et al. (2005) contend that an implementation process sponsored with cautious change management, system relationships and social preparation triggers successful ERP implementations. Moreover, they draw critical factors/issues required to be acknowledged throughout phases of the implementation (Motwani et al., 2005).

Ngai et al. (2008) overviewed expositive expression audit of Csfs in ERP implementation over 10 distinctive countries/regions and recognized 18 Csfs. They show that numerous organizations have confronted significant troubles actualizing tremendous ERP frameworks as there is an absence of viable direction on the implementation of ERP (Ngai et al., 2008).

Throb Lo (2011) grouped the written works significant to ERP and KM and incorporates the discoveries to present the ERP KM notion. He condenses the Csfs for ERP KM connection and reviews the impact of these Csfs on management execution (Pang-Lo, 2011). These changes are tested by people, bunches what's more even organization structure as they are acclimated to current strategies and conditions and consequently, oppose tolerating the new framework. This is the principle motivation to adjust the CM procedures in ERP implementation. Other analysts indicate that KM is went with nearly with ERP implementation. They note that ERP is an organizational foundation that influences how individuals function what's more forces its rationale on an organization's procedure, organization and culture (Li et al., 2006; Gable et al., 1998). ERP framework is not just a software bundle to be conveyed to an organization additionally a set of knowledge (unsaid and express) that is utilized by knowledge workers.

It is fundamental to recognize the existing knowledge and the obliged knowledge and in addition to guide a way to fill the hole between present and coveted circumstance (Li et al., 2006; Madu, 1989); hence KM notions is connected. Yet an alternate assembly of masters examine Innovation part of ERP. They accept, Organizations that have successfully embraced ERP frameworks view them around the most critical innovations that have accelerated the acknowledgment of significant substantial and impalpable enhancements (Kumar et al., 2003). IM encourages the agreement of ERP implementation with implementation goals through supporting clients in preparing, upkeep and supplies redesigns (Kemp and Low, 2008).

Technology transfer: Phyllis (2006) characterizes Technology as a help for directing a movement which is rehashed time also time once more (Phyllis, 2006). Technology may be a device, a strategy, a material, an expertise, an ability and organizational structure, or knowledge (Khalil, 2000). On the other hand, ERP gives administrations to all divisions in an organization. It furnishes the enterprise with the limit to arrange and oversee its resources dependent upon an approach that means to coordinate processes, capacities and exercises in an organization (Garcia Sanchez and Perez-Bernal, 2007). Thusly, we explore ERP as a technology, for technology is a sythesis of technoware (offices utilized, for example, IT foundation and ERP software), humanware (capabilities to get it, limit for efficient provision of knowledge and human ability, for example, venture director, master representatives and change operator), orgaware (systems and foundations to use technoware, for example, organization structure and systems, organizational culture and gauges) and infoware (information, information and deductive knowledge, for example, framework documentations, guidelines what's more reports concentrated from System) (Phaal et al., 2004).

Organization success: Success in ERP implementation can accelerate change in organization execution. Studies show that profit for holdings, rate of return furthermore holding turnover are altogether better in excess of a 3-year period for ERP adopters, as contrasted with non-adopters (Botta-genoulaz et al., 2005). Most expansive organizations planet wide have recently embraced ERP and progressively Little and Medium-measured Enterprises (Smes) are finding it savvy, an aggressive need and a successful route to

traceability, since it encourages combination between modules, information storing/retrieving processes and management and analysis functionalities (Al-mashari, 2003; Klaus et al., 2000; Ganesh and Mehta, 2010). The successful implementation of such a framework can realize numerous profits, starting with the most general, for example, enterprise management and information stream upgrade. Hence, change of monetary pointers is achievable, which at last accelerates an increment in enterprise gainfulness (Soja, 2006; Kronbichler et al., 2009).

ERP SUCCESS AND FAILURE

The written works on ERP success or failure is uncertain. While a few examiners report positive effects and results of ERP requisition, others have uncovered ERP failures. One of the purposes for these diverse perspectives lies in the multidimensionality of the notion of success and the trouble of advancing a solitary success/failure estimation.

In view of survey of both ERP and IS success and failure writing (Al-Mashari et al, 2003; Bingi et al, 1999; Davenport, 1998; Delone and Mclean, 2003; Gable et al, 2003) we distinguished two extents of ERP success/failure – process and conclusion – that are liable to be affected by the level of coinciding between ERP framework culture and ERP host culture.

The leading size takes a gander at the success/failure of an ERP implementation process. Executing an ERP framework regularly constitutes an organization's biggest ever IS speculation, and by and large the biggest ever corporate venture (Sumner, 2000). There are an assortment of "expense" factors that may heighten the starting plan. These incorporate implementation aid expense, expense of framework mix, reengineering expense, expense of changing an organizations' IT building design to backing ERP technology, and so forth. (Cotteleer et al, 2003; Shang and Seddon, 2002). Moreover, contingent upon the implementation system an organization embraces, ERP ventures are frequently long and exceptional (Cotteleer et al, 2003). As per one study, the normal time for actualizing an ERP framework is 23 months (Umble and Umble, 2002). Process success/failure checks if an ERP task is finished inside the time and plan.

Conclusion success/failure takes a gander at the degree of post-implementation ERP profits. Organisations executing ERP want transactional, informational and vital profits (Delone and Mclean, 2003; Markus et al, 2000; Mirani and Lederer, 1998). Transactional profits incorporate lessening in IT operations expenses, stock convey costs, business process expenses and working labor costs. Informational profits incorporate the degree to which ERP increments the quality, receptiveness and adaptability of information, and enhances managerial choice. Key profits incorporate changes in aggressiveness and client administration. The setting and supporters particular to the fancied level of analysis ought to be acknowledged in assessing ERP profits (Markus et al, 2000).

The system proposed above is planned to be material in any connection, incorporating that of advancing countries. Lamentably, the case confirm on ERP implementation in improving countries is at present extremely restricted regarding both profundity and broadness: an inadequacy that desperately needs consideration. As a result of this, we show the utility of the system advanced above by analysis of an European research endeavor.

The case (Krumbholz et al, 2000) includes the implementation of an ERP bundle in the UK and Swedish subsidiaries of a vast European multinational organization. Both the UK and the Swedish subsidiary experienced issues and accepted some protests from their workers and chiefs concerning the new joined framework; specifically its warehousing module. Some of these issues incorporated "absence of handy framework use before implementation, warehouse staff not working in the warehouse enough, framework over-acknowledges warehouse operation, failure to meet neighborhood necessities for warehouse frameworks and workers can't match conveyance timetables and buy requests" (Krumbholz et al, 2000:276).

We now apply the skeleton to this case. To begin with, we analyze the framework and host cultures (however without particular exchange of 'force separation' because of case information limits). Second, we identify the discoveries on social harmoniousness to process and conclusion success/failure.

The incompatibilities in culture between the ERP framework and the host subsidiaries expedited various process and result issues. Both of the subsidiaries were compelled to rethink their starting implementation process arranges regarding time and plan. In the UK, for instance, the implementation process was stretched out for just about five months and additional monetary resources were needed for its fruition.

With respect to measures, in the Swedish subsidiary, it was challenging to get an all-encompassing and incorporated perspective of the information. This traded off the potential informational profit of ERP. The low recognized helpfulness of the ERP bundle expedited a starting succumb to the execution of the deals and warehouse offices. Genuine postpones in conveyances and buy request processing happened. Client enquiries were not took care of enough. All the above undermined the potential for transactional

profits from executing ERP. Further, the inefficiencies in the warehouse and deals had a negative effect on the level of administration furnished to clients. Therefore, the organizations were compelled to reconfigure the ERP warehouse module keeping in mind the end goal to "acknowledge" local requirements in terms of legislation, delivery schedule and purchase order process.

METHODOLOGY

A detailed analysis method has been received for confirming the particular Cffs, "how" they impact the adequacy of ERP implementation, and for finishing up "why" the factors headed to failure and "how" they impacted ERP implementation failure. The research endeavor, as a research procedure "endeavors to analyze a contemporary sensation in its genuine setting, particularly when the borders between sensation and setting are not obviously clear (Yin, 2003)." Thus, the careful investigation method can help to get rich information for investigating how Cffs in distinctive ERP implementation stages influence ERP implementation failure.

In light of a careful investigation methodology (Yin, 2003), an exploration convention was created drawing on a writing structure. The convention was critically assessed and explored by industrial specialists to guarantee that the convention configuration is suitable for noting the examination question. All meeting outcomes were taped, deciphered and explored by an examination colleague. The ensuing meeting translation was surveyed by the interviewees to affirm the inside unwavering quality of the examination study. Throughout the case talks with, each of the interviewees was required to infer a set from critical failure factors. Information were gathered throughout 2003-04 from semi-organized meetings. Top management, venture directors and undertaking allies (for example, the IT chief, logistics supervisor, production and logistics director, senior logistics chief and outer ERP advisor) were talked with. Information triangulation was directed to build the dependability of the study. All the composed documentation in regards to the organization's ERP implementation process was gained entrance to and analyzed. These incorporate meeting minutes, message correspondences, recommendations, ERP task identified presentation materials, implementation records, intranet and knowledge management (frameworks that store, oversee and spread ERP identified knowledge). As the separate interviewees assessed the frameworks dependent upon alternate points of view, judgment was furnished and this was looked into and affirmed by the boss witness (e.g., venture administrator) of the organization. By directing information triangulation and building a chain of proof in examination database, the factors procured from the diverse interviewees were confirmed and assessed. After all the information were data into the literary table for various research endeavors correlation, particular examples could be recognized and discoveries could be compressed (Yin, 2003).

Proposed procedure: To identify the CSFs of ERP implementationand measuring their effects on organization success, the following steps are applied:

Step 1: Extracting measures from ERP and TT concepts

Step 2: Applying the t-test to evaluate importance of the measures and omit unimportant measures

Step 3: Using the Exploratory Factor Analysis to define CSFs

Step 4: UtilizingPearson Correlation Method to obtain correlation among CSFs and organization success

Step 5: Summarizing results above steps and proposing the final model.

CONCLUSION AND FUTURE WORK

This study makes utilization of a careful investigation research method and accompanies the ERP life cycle structure to recognize ERP implementation copartnered issues. All the more critically, it looks at and talks about fourteen critical failure factors helping fizzled implementation.

The effects of this examination outcome prescribe that the part performed by specialists is significant for filling the knowledge crevice inside the diverse stages of ERP implementation. Venture chiefs might as well practice viable control and following of the ERP venture and ERP advisor viability. BPR may as well additionally gain consideration for all ERP implementation ventures, as this factor is significant for matching business processes to ERP framework capacities.

It is trusted that more studies will be directed in future to further inspect the dark box of ERP implementation failure and empower both professionals and scholastic analysts to uncover the most ideal approaches to decrease the failure rate of ERP implementation. Detailed analysis members have concurred that the general picture of critical failure factors might be more finish in the wake of elucidating circumstances and end results issues dependent upon the ERP life cycle system. It is likewise trusted that this study will serve as a guideline for scientists longing to explore failure factors or issues connected with ERP implementation.

The worldwide dissemination of IT obliges developing attentiveness to social assorted qualities and, eventually, the necessity for advancement of IT answers for heterogeneous target situations. This paper conceptualised ERP as a socially developed innovative framework that exemplifies certain

structures of conduct, qualities, convictions and standards. ERP is not a socially unbiased wonder. Rather, it is stacked with social qualities of the sellers, designers, and implementation specialists. Its transferability to different cultures that don't fundamentally impart those embedded social qualities will will continue to be challenging.

Notwithstanding, the 'host culture' ought not be imagined as a static and socially the earth. In this manner, seeing how organisations (counting those in improving countries) in distinctive cultures suit or oppose the social suppositions embedded in ERP will help knowledge to the provision of IT in the worldwide setting.

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