

## APPENDIX A: questionnaire

### Semi-structured questionnaire on ERP Absorptive capacity and ERP benefits

1 much below average, 3 about average 5 high above average

<b>Absorptive Capacity</b>					
<b>Knowledge Acquisition</b>					
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The company's ability of identifying the needed information regarding ERP systems					
The company's ability of understanding where to acquire information about ERP systems					
The company's ability of acquiring information regarding management of ERP systems and user training					
The company's ability of timely acquiring the latest information about ERP upgrading from ERP systems vendor					
The company's ability of acquiring proper information about user training from ERP systems vendor					
The company's ability of acquiring quality information about ERP extended use from ERP systems vendor					
The company's ability of organizing the user training of ERP systems					
The company's ability of acquiring proper consultants experienced in ERP implementation and use					
The company's ability of providing documentation/ manuals of ERP systems use for users					
The company's ability of acquiring latest information/technology about how ERP systems align with other applications, such as SOA、 EAI...					
The company's ability of acquiring proper information by attending seminars about ERP systems					
<b>Knowledge Assimilation</b>					
The company's ability of analyzing information obtained from ERP systems vendor					
The company's ability of processing information provided by the ERP systems vendor					
The company's ability of interpreting information provided by the ERP systems vendor					
The company's ability of attending user training provided by the ERP systems vendor					
The company's ability of assessing users after user training of ERP systems					
The company's ability of providing the knowledge share platform about ERP systems					
The company's ability of providing the communication circumstances of ERP systems for users					
The company's ability of learning the information about ERP systems use provided by the ERP systems vendor					

The company's ability of continuously upgrading in employee skills through hire training and education, or outsourcing					
The company's ability of understanding information provided by consultants or ERP systems vendor					
<b>Knowledge Transformation</b>					
The company's ability of developing processes in improving organizational efficiency based on information provided by ERP systems vendor					
The company's ability of developing processes in improving productivity based on information provided by ERP systems vendor					
The company's ability of improving processes fitting with the processes of ERP systems to support the needs of the business					
The company's ability of refining the processes in facilitating organizational performance based on information provided by ERP systems vendor					
The company's ability of continuously examine and improve the processes flow fit with the system					
The company's ability of restructuring the software/hardware in improving ERP use based on information provided by ERP systems vendor					
The company's ability of relocating the human resource in improving ERP use based on information provided by ERP systems vendor					
The company's ability of restructuring the organizational structure in improving ERP use based on information provided by ERP systems vendor					
<b>Knowledge Exploitation</b>					
The company's ability of integrating processes with a firm's customers, suppliers and business partners					
The company's ability of extending the ERP systems by integrating other systems, such as, SCM, CRM and B2B e-commerce...					
The company's ability of leveraging ERP related knowledge in facilitating performance of organization					
The company's ability of integrate their ES with existing legacy systems by using EAI tools or Web services					
The company's ability of minimize the number of ESs instances through consolidation.-adopt shared services					
The company's ability of gaining high quality information from ERP systems					
The company's ability of transforming ERP data into context-rich information and apply it to support business analysis and decision making					
The company's ability of adding needed functionalities/features of ERP systems					
The company's ability of improving the ability to inform by providing better data access.					
The company's ability of enhancing the usage of installed functionalities of ERP systems					
The company's ability of upgrading the ERP systems or add additional software/hardware to extend the ERP systems					

The company's ability of integrating information/data definitions for helping internal or external integration					
<b>ERP Benefits</b>					
<b>Operational</b>					
Reduced cost of the labor, inventory and administrative expenses (printing paper and supplies)					
Reduced cycle time in employee support activities					
Improved productivities : product produced per employee, customers served per employee or mission accomplished per employee					
Improved quality : error rate reduction, duplicates reduction					
Improved customer services : ease of customer data access and customer inquiries resolution					
<b>Managerial</b>					
Improved resource management : improved asset/ inventory/production/ workforce management					
Improved decision making					
Improved performance control					
<b>Strategic</b>					
Support for business growth					
Support for business alliance by efficiently and effectively consolidating newly acquired companies into standard business practice					
Building business innovations : establishing new market strategy, creating new business					
Building cost leadership					
Generating product differentiation					
Building external linkages with supplier, distributors and related business partners					
<b>IT Infra-structure</b>					
Building business flexibility for current and future changes					
Reduced IT costs					
Increased IT infrastructure capability : stable and flexible for the current and future business changes in process and structure					
<b>Organizational</b>					
Support business organizational changes in structure and processes					
Better employee morale and satisfaction					
Empowerment : work autonomously, users have the ownership of the system, greater employee involvement in business management					
Change employee behavior with shifted focus : more critical managing and planning matters, more concentration on core work and move back office to the front office					