

Abstract

During the previous two decades, organizations have looked at a scholarly research papers that have been published according to the literature that looks at how users adopt ERP systems using a Technology Acceptance Model (TAM). It was proposed by Davis (1989) that helps to explore factors that affect users' intentions to use ERP systems. It explains its perceived usefulness and purpose: to improve the ERP system's efficiency and effectiveness. Later on, Tornatzky and Fleischer (1990) created the TOE (technology, organization, and environment) framework, which models the effects of technological, organizational, and environmental contexts on a firm's adoption and implementation of technological advances.

Here in this study, the authors discussed the details of TAM, the TOE framework, the ERP evolution process, its implementation in developed and developing countries, the success factors, and the conceptualization of sustainable development of the business model in "Literature Review" (Chapter 2). The authors considered sources in scholarly journal articles, conference proceedings, book chapters, standard reports, etc. The authors discussed the research gap, research questions, problem statements in the "Purpose of the Study" (Chapter 3), and also, explores the theoretical framework for the ERP Implementation Strategy. A strategic model incorporating four analytical domains (strategy, organization, technology, and environment) for managing the implementation of ERP was proposed. The validity and justification of the proposed theoretical framework were critically analyzed in the subsequent chapters.

In Chapter 4, "Research Objective," the formulated problem statement was mapped to the research gap and objective/s of the study, and the correlation among different branches was there. An attempt has been made to explore all the parameters associated with SOTE framework (Strategic, Organizational, Technological and Environmental) and then, identify the Critical Success Factors (CSFs) of each domain for the successful adaptation of ERP system in the organizations of the three identified sectors considered for the present study, namely, Financial, IT/ITeS and Manufacturing Sector of Indian origin.

In Chapter 5, "Research Design and Methodology," a structured questionnaire was developed based on the four domains, e.g., strategic, organizational, technological, and environmental, and all possible surrogate measures of the four constructs were explored with the exhaustive study of past research studies and by interactions with industry experts in the relevant fields for the incorporation of the same, which would be significant in the context of Indian business. A pilot survey tested the validity and reliability of the questionnaire, and modifications to the questionnaire were made. Then, survey work was conducted in the selected organizations that have implemented ERP in their organizations. All those organizations are purposively selected from the three sectors, namely, Financial, IT/ITeS and Manufacturing Sector. The responses from the senior executives regarding the experience of handling the ERP projects were registered.

The data collected through the survey of the end users' of ERP system, using observable variables of four domain, is subjected to an exploratory factor analysis (EFA) process to identify the latent constructs of users' intention towards ERP adaptation. The initial factors identified using EFA are confirmed using confirmatory factor analysis (CFA). The critical factors were estimated using structural equation modeling. Structural equation modeling (SEM) is used to help in identifying the relationships between the various latent constructs of the four mentioned domains that influence the adaptation of the ERP system in the organization/s.

In Chapter 6, the results of the financial sector were discussed, and a Sustainable Business Model (SBM) was proposed for the financial industry. Chapter 7 discussed the IT/ITeS service sector findings and proposed an SBM. Similarly, in Chapter 8, the result of the manufacturing industry was discussed, and an SBM was submitted for the manufacturing sector.

Then, in Chapter 9, "Case Research," the authors conducted interviews with the key personnel with the five participating small and medium enterprises (SMEs) of the manufacturing sector of India. All the participating organizations who had already implemented integrated ERP/customized ERP were interviewed. These SMEs sought out ERP systems in order to gain a competitive edge by integrating key business processes. The article aimed to study and discuss pertinent factors influencing Indian organizations, especially SMEs, to adopt managerial strategies for creating a sustainable business model. This study begins by illustrating the business model domains, namely, the value network, customer value proposition, and interface dimensions, within which the company can create the supply chain modules. The entire supply chain structure validates our proposed sustainable business model formulated for the manufacturing sector.

This research makes several contributions. We can conclude that SOTE (Strategic, Organizational, Technological, and Environmental) capabilities directly impact the ERP implementation in the industrial sector. The design flow and assessment of the model boost organizational readiness, overall productivity, and the supply chain environment. The proposed SOTE framework will guide the managers in establishing a sustainable business model for the financial, IT/ITeS, and manufacturing sectors. The current researchers attempted to bring attention to the variances in the sets of essential success criteria for ERP deployments in India's SME sector units. Future studies should concentrate on these variants to elucidate the underlying mechanisms. It might look at the strategy in Financial, IT/ITeS and Manufacturing industries and the latest findings could be applied to countries other than India.