

# Deriving Success Factors for Cloud ERP Implementation in the Aviation Industry

Eman Mukhtar and Ab Razak Che Hussin

Faculty of Management, Universiti Teknologi Malaysia, 81310 Johor Bahru, Johor, Malaysia

Corresponding Author Email: eman@graduate.utm.my

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## Abstract

This paper explores the implementation of Cloud Enterprise Resource Planning (ERP) systems in the aviation industry to meet the evolving demands of a competitive landscape. Cloud ERP systems offer opportunities for enhanced efficiency, streamlined processes, and improved decision-making. The study identifies critical success factors (CSFs) for Cloud (ERP) implementation in aviation through a literature analysis, empirical data, and industry case studies, considering related theories. The research aims to provide practical knowledge for aviation organizations for successful transformation into the digital age by understanding the causal relationships among these factors. The findings offer valuable insights for aviation stakeholders seeking to implement Cloud ERP systems effectively, gaining a competitive edge in the dynamic aviation industry.

**Keywords:** Deriving, Success Factors, Cloud ERP, Implementation, Aviation Industry

## Introduction

Cloud ERP systems have gained significant traction in recent years, offering numerous benefits such as flexibility, scalability, cost-efficiency, and real-time data access. However, the successful implementation of Cloud ERP in the aviation industry requires a clear understanding of the critical factors influencing its success. This paper presents a methodology to identify and categorize these factors, providing valuable insights for large Aviation services provider organizations in developing countries, especially in Africa. This research paper addresses two fundamental questions: (1) What are the critical success factors for implementing Cloud ERP in the aviation sector? (2) How do the identified critical success factors interact with each other and influence the overall success of cloud ERP implementation in the aviation industry?

The aviation industry faces increasing competition and embraces Cloud ERP systems to enhance efficiency, optimize processes, and enable strategic decision-making. The ERP software market experienced a 9% growth in 2019, resulting in a global market value of \$39 billion. This is expected to increase to \$49.5 billion by 2025 and \$78.4 billion by 2026, as the defences and aerospace, retail, and government utility sectors drive much of the growth. This

has resulted in a trend toward adopting cloud-based ERP systems and intelligent systems that streamline and automate processes. A survey conducted by Oracle NetSuite ERP users indicated that 64% of companies use Software-as-a-Service (SaaS) ERP, 21% cloud ERP, and only 15% on-premises ERP, showing that over half of ERP-utilizing organizations are using cloud-based solutions (Biel, 2022)

Cloud ERP applications demand is driven by their flexibility, cost efficiency, adaptability, availability, and improved system quality. A properly selected and implemented cloud ERP system can significantly benefit organizations by enhancing operational efficiency and improving organizational performance (AlBar & Hoque, 2019). Studies conducted in India and the UK have identified varying critical success factors (CSFs) for cloud ERP implementation based on theories and phenomena (Huang, 2021). Further research is needed to identify CSFs and refine information system (IS) models in other countries European and developing economies (Marinho, 2021). Success depends on evaluating numerous CSFs during selection (Naveed, 2021). Successful cloud ERP implementation in Small and Large Enterprises is ascribed to the deployment of their ERP systems to internal organizational elements like strong management support and Business Process Redesign (CHU, 2022). Due to its sensitivity, the execution of a cloud ERP system must be approached carefully. More attention needs to be directed to the factors that drive or put off the utilization of the systems in the aviation sector (Ramadhan, 2019), and a standardized implementation methodology has yet to be established in the aviation industry. By addressing two fundamental questions, the researcher sheds light on the key drivers of success and breaks the sensitivity that differentiates Cloud ERP implementations from traditional ERP.

## **Literature Review**

### **Implementation of Cloud ERP Systems in Large Enterprises (LEs)**

Research studies have been conducted in both developed and developing countries, with evidence suggesting that cloud ERP is still in the early stage of progress (Marinho, 2021). Further research is needed to fully understand cloud ERP systems' potential and impact on businesses. From the literature, many studies discuss the cloud ERP Subject from different perspectives on adoption, implementation, critical success factors, and diffusion. Large organizations may experience organizational changes and managerial problems during the implementation stage. Strategic issues are more prevalent in larger companies. Differences in organizational structure, integration needs, company size adoption factors, and timing also impact IT adoptions (Chen, 2005). In addition, large enterprise has the ability to employ individuals with IT knowledge, which gives them a better potential to utilize IT than SMEs.

### **Critical Success factors of cloud ERP Implementation**

Properly addressing CSF improves organizational performance and business outcomes. Evaluating and understanding the relationships between CSFs help organizations control and monitor successful cloud ERP systems. Organizations must analyze requirements and challenges to identify pertinent CSFs for cloud ERP implementation. Aviation studies highlight key factors: strong top management support, clear goals, proper training, effective communication, thorough testing, adaptability, and selecting suitable software and vendors (Gupta, 2016; CHU, 2022). Dissanayake et al (2020) focused on CSFs impacting successful ERP implementation at Sri Lankan Airlines: end-user training, Business Process Management (BPM), and Top Management Support. CSFs are practical examples crucial throughout the ERP implementation process, impacting each phase: initiation, adoption, adaptation, acceptance,

routinization, and infusion (Cooper & Zmud, 1990). Cloud ERP challenges include data security, customization, network failure, service level agreement, and long-term cost (Huang, 2022).

Implementing cloud ERP systems presents various challenges that organizations need to address, and it is also embedded inside cloud computing challenges. These challenges include top management approach, change management, training and development, effective communication, system integration, business process reengineering, consultants/vendors selection, project management, project team formation, team empowerment/skilled people, as well as specific challenges related to cloud ERPs such as security risks, functionality limitations, and subscription expenses (Mahmood, 2020). Organizations must consider the legal and privacy issues associated with cloud ERP adoption. Migrating ERP resources to the cloud offers opportunities but poses new challenges (Alsharari,2020). Interoperability challenges in cloud computing prevent the integration of services and flexibility, impeding information exchange (Ziani, 2020). It is important when the organization needs to connect with and exchange information with other governmental systems. Hence, all these aspects mentioned above are essential for both LEs and SMEs. Still, prioritized depends on the nature of each size and other factors related to the company that intends to adopt a cloud ERP system. A combination of internal organizational factors and technological and external factors contribute to the successful implementation of cloud ERP systems in both LEs and SMEs. Table 1 summarises and categorizes the CSFs for the implementation of cloud ERP systems based on the literature.

Table 1  
Summarizes the CSFs

Category	CSFs	References
<b>Internal parties</b>	Project management.	(ALHARTHI, 2019), (Alklewi, 2019), (Gupta,2018).
	Top management support	(CHU,2022), (Alklewi,2019), (ALHARTHI, 2019)
	Business Process Reengineering.	(Alklewi,2019) (Gupta,2018).
	User Training & Education.	(Gupta,2016), (CHU,2022)
	Business Plan & Vision.\Organization Strategic	(CHU,2022)
	Change management	(CHU,2022)
	Team comotation\Project team\ team competence	(Gupta,2016), (Alklewi,2019)
	Communication\ coordination	(Gupta,2018), (Alklewi, 2019)
<b>Technology</b>	Flexibility.	(Alsharari, 2021)
	Accessibility.	(Alsharari, 2021)
	Ease of maintenance.	(Alsharari, 2021)
	Data security.	(Alsharari,2021),(Alklewi,2019),(Gupta,2018) , (CHU,2022) (Alsharari, 2020)
	Reliability	(Alklewi, 2019)
	IT Infrastructure	(Gupta,2018)

	Functionality\customization \ Integration	(Gupta,2016), (Gupta,2017), (Alsharari, 2020)
	Scalability	(Alsharari, 2020)
	System Quality	(Nguyen,2018)
	Information Quality	(Nguyen,2018)
<b>External Parties</b>	Consultant	(Alklewi, 2019)
	Selection and trust of vendor	(Gupta,2016)
	Services Quality	(Nguyen,2018)

Numerous studies focus on cloud ERP adoption in SMEs, identifying critical success factors and challenges (Gupta, 2018; Alharthi, 2019). However, research gaps exist in exploring cloud ERP implementation, especially in large enterprises (LEs) and their perspectives (Huang, 2021). The Fit Variability Model and the DeLone and McLean Update Model are relevant theories for successful Cloud ERP implementation. The Fit Variability Model analyzes CSFs impacting Cloud ERP implementation, while the DeLone and McLean Update Model comprehensively assesses IS success factors, including ERP systems.

### Research Methodology

The research methodology for this paper involved a comprehensive literature review and analysis of related theories to identify critical success factors (CSFs) for Cloud ERP implementation. Conducted in four Steps:

*Steps (1) Literature Review:* Conducted a comprehensive review of existing literature on Cloud ERP implementation to identify critical success factors (CSFs).

*Steps (2) Categorization:* Classified the identified CSFs into two groups: implementation and adoption factors. Targeted searches were conducted to extract CSFs relevant to large enterprises because they, like (large aviation service provider organizations in developing countries, consider their unique challenges). The Information System Success Model was updated to support this categorization, and relevant theories used in Cloud ERP studies were considered.

*Steps (3) Causal Analysis:* Analyzed the extracted CSFs to understand the cause-and-effect relationships and devise effective strategies for successful Cloud ERP implementation in the aviation industry.

### Results and Discussions

The digital transformation process in large aviation (regulatory bodies or service providers) organizations necessitates significant effort to integrate unintegrated old systems. Successful cloud ERP implementation depends on considering factors specific to each organization, industry, work environment, and location, presenting opportunities for global value. In the service-oriented aviation industry, the quality of services and customer service significantly impact overall performance, making Cloud ERPs vital for improvement. Customization of cloud ERPs can enhance usability and value for organizations.

### Cloud ERP Dimensions

The study employed DeLone and McLean's model to investigate CSFs for cloud ERP implementation in large organizations. The rationale for employing this model in the study is rooted in its robust, user-centric, and flexible framework, making it well-suited for evaluating the influence of Information Systems (IS) on individual and organizational levels (Kamdjou,

2020). This made it suitable for the content of this study. Additionally, it has been extended to demonstrate that human quality significantly impacts both user satisfaction and the overall success of ERP implementations (Cheng, 2019) by extracting the constructs that are fitting to the organization context and the focus of the study. Two dimensions explored were system quality and service quality. Additionally, two new dimensions, process and support quality, were introduced from the literature review, relevant to addressing large service provider organizations in aviation. A detailed explanation of these dimensions is as follows:

### **System Quality**

The De Lone and McLean Information Systems Success Model consists of three dimensions: system quality, information quality, and service quality. System quality refers to the desirable characteristics of an Information System (IS), including its functionality, reliability, usability, efficiency, and maintainability (Gorla, 2010). It encompasses measures that evaluate factors such as bugs in the design, user interface consistency, ease of use, documentation quality, and program code maintainability (Seddon, 1997). System quality plays a critical role in influencing the success of an information system and its impact on organizational performance (Cheng, 2019). In the context of cloud enterprise resource planning (ERP) systems, system quality refers to the technical characteristics that enhance their perceived benefits, necessitating cloud service providers to focus on reducing system response time and improving adaptability, availability, and reliability (Chang, 2020).

### **Service Quality**

Service quality refers to the quality of services provided to users, significantly impacting organizational performance. It is a critical and influential variable in the De Lone and McLean IS Success Model, measured by items such as Reliability, Responsiveness, Assurance, and Empathy (Gorla, 2010). The success dimension of service quality encompasses the support users receive from the IS department and IT support personnel, including training, hotline, and helpdesk services, which was added to the updated D&M IS Success Model (Dwivedi, 2012). Wibowo and Sari (2018) emphasized the importance of service quality in the success of Enterprise Resource Planning (ERP) systems through their study in Indonesia, which measured service quality, system quality, and information quality dimensions. In this study, service quality represents the quality of services provided by CERP providers to the organization, which is crucial for successful implementation.

### **Support Quality**

This study's support quality dimension refers to ERP providers, consultants, or (external parties) in the implementation process. It relates to their ability to offer cooperative services and quality of service rather than being focused solely on core technological factors. This dimension is critical to the successful implementation of cloud ERPs, particularly in Africa, where good vendors and consultants still need to be improved. The support quality dimension is associated with vendors and consultants, essential to the implementation process. The justifications for including the construct 'Support quality' contain the external parties, such as consultants or service providers, that can contribute to the successful implementation of cloud ERP systems. External expertise is identified as one of the critical success factors for ERP system implementation. More dependence on the service provider is a strategic risk factor for cloud-based ERP systems (Mahmood, 2020). However, the involvement of external parties can provide specialized knowledge, experience, and support throughout the implementation

process. This external expertise can help organizations overcome challenges, ensure proper customization and configuration of the system, and facilitate a smooth transition to the cloud ERP environment.

### Process Quality

This dimension focuses on enhancing organizational factors for successful cloud ERP implementation, including internal elements such as process transformation, top management support, and project management quality. Prioritizing process quality is crucial for cloud ERP systems' smooth and efficient functioning, involving integrating and standardizing business processes (Madininos et al., 2011) and optimizing workflows for improved efficiency (Chatzoglou et al., 2016). Involving internal parties, such as employees and managers, contributes to a better understanding of specific requirements and challenges, fostering a collaborative approach and increasing the chances of successful implementation (Law & Ngai, 2007). Well-designed and optimized processes allow organizations to fully leverage the cloud ERP system's capabilities and functionalities, aligning strategies with business objectives and integrating data across departments (Hustad et al., 2019). By emphasizing process quality, organizations can maximize the benefits of the cloud ERP system, such as improved decision-making, enhanced visibility, and increased agility (Tulasi & Seymour, 2022). Find below the explanation of selected factors for the successful implementation of Cloud ERPs in this study mentioned in Table 2.

Table 2

*Selected CSF Factors*

No.	Support Factors	quality	Describe	Reference
1.	Consultant Profile		Using qualified consultants is beneficial to having high service standards, prompt delivery, and outstanding service to manage corporate brand value.	(Qureshi,2022)
2.	Consultant commitment		An expert provides professional advice, support, and commitment received by the IT department of the organization. As a result, business organizations achieve the stated goal during the implementation of CERPs.	(Alklewi, 2019)
3.	Vendor Expertise.		Vendor expert knowledge and experience in Cloud ERP implementation tend to bring success to organizations by providing professional services.	(Gupta,2016)
No	Support Factors	quality	Describe	Reference



4.	Vendor reputation	Perceived ability of the software vendor to provide customer service and support. Capabilities and the reputation of the cloud ERP vendor positively affect the support quality, leading to successful implementation.	(Seethamraju,2015) (Ranjan, 2016) (Awan,2021), (Gupta,2016).
<b>No</b>	<b>System Quality Factors</b>	<b>Describe</b>	<b>Reference</b>
5.	Interoperability	Refer to the ability to Communicate Transparently with other systems.	(Surendro,2016), (Cancian,2010)
6.	Customizability	Refer to CERP's ability to change certain parts/processes based on customer requirements.	(Gupta,2016)
7.	Integration	The ability to provide complete coverage of all needs of the institution process is inconsistent and well done.	(Bailey,1983), (Sedera, & Gable,2004) (Surendro,2016).
<b>No</b>	<b>Service Quality factors</b>	<b>Describe</b>	<b>Reference</b>
8.	Flexibility	Degrees of freedom available to customers for changing contractual or functional/technical aspects with the CERP provider.	(Benlain,2012) (Chauhan,2015).
9.	Reliability	Service provider's ability to perform the promised services timely, dependably, and accurately, and willingness to guarantee the application's availability and performance	(Pitt,1995) (Benlain,2012) (Chaunhan,2015).
10.	Rapport	Cloud ERP provider's ability to provide knowledgeable, caring, and courteous support (e.g., joint problem-solving or aligned working styles), individualized attention (e.g., support tailored to individual needs), and ability to react to support staff.	(Benlain,2012) (Chauhan,2015) (Pitt,1995)
<b>No</b>	<b>Process Quality factors</b>	<b>Describe</b>	<b>Reference</b>
11.	Business process Transformations	Refer to the enhancement process that focuses on improving the software of Business process capability and making suitable changes.	(Gable,2005), Sedera and Gable, 2004).
12.	Top management support	Refers to the ability of top management to offer all types of support to the project of CERPs.	(Gupta,2019) (Alklewi,2019)
13.	Project management	Refers to the ability of the project manager to perform project	(Gupta, 2019) (Alklewi, 2019)

		management with high quality in an organization and the manner and methods of interaction, conduct, and association between the project team.	(ALHARTHI, 2019)
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Understanding relationships among factors is crucial to investigating their dependencies and interactions during cloud ERP implementation. Analyzing these interactions helps determine their positive or negative influences and overall impact on success. The factors and the related causal links taken from previous studies are summarized in Table 3.

Table 3  
Summary of the CSF and Their Causal Links

No	Factors	Related Link	Support evidence
1	Consultant Profile (CP.)	CP → PM	(Gupta,2016) (Alharthi,2019).
2	Consultant commitment (CC)	CC → BPT	(Thong, 1994), (Frimpon, 2012),
3	Vendor Expertise. (VE)	VE → TMS	(Gupta,2016) (Alharthi,2019),
4	Vendor reputation. (VR)	VR → TMS	(Gupta,2016) (Alharthi,2019).
5	Interoperability. (IN)	IN → VE	(Surendro,2016) (Cancian, 2010)
6	Customizability (CU)	CU → VE	(Sedera,2004), (Gable,2008) (Surendro,2016)
7	Integration. (INT)	INT → VE	(Sedera,2004), (Gable,2008) (Surendro,2016)
8	Flexibility. (FL.)	FL → VE	(Benlian,2012) (Chauhan,2015)
9	Reliability. (RE)	RE → VE	(Parasuraman.1991), (Pitt, 1995) (Benlian,2012) (Chauhan,2015)
10	Rapport. (RA.)	RA → VE	(Parasuraman.1991), (Pitt, 1995) (Benlian,2012) (Chauhan,2015)
11	Business process Transformations. (BPT)	BPT → VE	(Gupta,2016) (Gutpa,2018), (Alharthi,2019), (Dezdar,2017)
12	Top management support. (TMS)	TMS → CU & BPT	(Gupta,2016) (Alharthi,2019), (Dezdar,2017)
13	Project management. (PM)	PM → TMS	(Gupta,2016), (Gutpa,2018), (Alharthi,2019),

**Conclusions**

In selecting the suitable critical success factors (CSFs) of cloud ERP implementation in a specific context, First look into two aspects. The first is to look at theories used in implementation studies and literature reviews by analyzing relevant publications. These reviews involve assessing the analysis of relevant publications to identify and analyze CSFs in



cloud ERP implementation studies. The second is organization context, which looks at the problem background, organization size, external and internal factors, and strengths and weaknesses related to context—the organization's specific context, including industry, size, and growth rate. The organizational factors refer to the internal factors within the organization that can influence the success of implementation, such as organizational culture and change management. Technological factors, on the other hand, pertain to the technical aspects of the cloud ERP system, including its usability and compatibility with existing systems. In addition, it is essential to consider the factors for the successful implementation of the cloud computing system and the development of various parts of the past, considering the nature of the specific organizations, their industrial sector, work environment, and geographical location. Naturally, these factors vary from one country and organization to another. Moreover, the aviation industry is service-oriented, and the quality of services and customer service significantly impact the company's overall performance. Future research in the aviation industry could focus on specific strategies for addressing CSFs, considering regulatory environments. Case studies on aviation companies' experiences with Cloud ERP can offer practical insights. Comparative studies between large aviation providers and SMEs in developing countries comprehensively understand implementation success in different contexts.

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