

**Questionnaire for Post-Implementation Impact Study of SAP ERP Implementation at HPPCL**

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Name & Designation: \_\_\_\_\_

Department: \_\_\_\_\_ Date: \_\_\_\_\_

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Are you using the SAP ERP system for carrying out your daily transactions? YES/NO

If yes, which functional module/area of SAP are you using for carrying out your daily transactions?

**FICO**                      **MM**                      **PS**                      **HCM**                      **ESS**

How effective has the SAP ERP system been at meeting your business requirements?

\_1\_ \_2\_ \_3\_ \_4\_ \_5\_ (1-worst: 5-best):

Not Effective                   Very Effective

How well has the SAP ERP system been aligned to your business/functional requirements?

\_1\_ \_2\_ \_3\_ \_4\_ \_5\_ (1-worst: 5-best):

Not Aligned                   Very Well Aligned

How many changes have been there in business processes/functions in your module owing to SAP ERP implementation?

None                      Very few                      Many

Has there been any training imparted to you for your function/ module?                      YES/ NO

Was the training useful to you for your function/ module?                      YES/ NO

If Yes, rate the efficacy of the training:

\_1\_ \_2\_ \_3\_ \_4\_ \_5\_ (1-worst: 5-best):

Low                   High

Do you feel more training is needed to get the best out of the module?                      YES/ NO

If the training was not useful, choose the reason:

- training imparted by SAP Implementation Partner (M/s Accenture) was not relevant
- need further enhancement trainings
- there was a gap between the training imparted and HPPCL requirements
- there was a communication gap between the instructor and HPPCL users
- any other, please specify:

\_\_\_\_\_  
\_\_\_\_\_

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Rate the impact of the SAP ERP implementation on you and your function/module on basis of the following parameters (1-worst: 5-best):

|  | _1_                      | _2_                      | _3_                      | _4_                      | _5_                      |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| • Streamlined processes  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Improved visibility of data & information  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Enhanced inter-departmental coordination   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Standardization of processes & practices   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Improvement in employee productivity (self)  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Improvement in employee productivity (departmental)  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Improvement in employee productivity (organizational)  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Cross-functional integration   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Reduction in financial cycle closing time  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Better financial reconciliation  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Reduction in cycle time for decision making  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Reduction in inventory   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Reduction in procurement cycle lead time   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Reduced time for pay slip generation   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Improvement in tracking details of employees   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Benefits due to Employee Self Service (ESS) options<br>(eg. Leave application, reimbursement of TA/DA etc) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Reduction in project management cycle time   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Reduction in administrative hassles/delay  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Changes in organizational roles & responsibilities   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Changes in personal roles & responsibilities   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Any other (please mention below):  |                          |                          |                          |                          |                          |

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What are the main limitations of your module with regards to SAP ERP system?

- Limited functional availability
- Limited reporting capabilities
- Some regulatory/ compliance procedures not supported
- Complex system due to less user-friendly system
- Any other (please mention below):

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Rate the value-additions experienced due to the SAP ERP system implementation in your area/module on basis of the following parameters (1-worst: 5-best):

|  | _1_                      | _2_                      | _3_                      | _4_                      | _5_                      |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Improvement in quality of data/information | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Improvement in work practice               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Reduction in time involved                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Reduction in work-load                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Improvement in decision making             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Up-to-date transactions                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Rate the efficiency of the functional & technical support you received from the SAP Implementation Partner (M/s Accenture) during the project duration:

\_1\_ \_2\_ \_3\_ \_4\_ \_5\_ (1-worst: 5-best):

Low      High

Rate the efficiency of the functional & technical support you received from the internal project team of HPPCL during the project duration:

\_1\_ \_2\_ \_3\_ \_4\_ \_5\_ (1-worst: 5-best):

Low      High

What is the effective usage of legacy systems in your area (if any)?

\_1\_ \_2\_ \_3\_ \_4\_ \_5\_ (1-worst: 5-best):

Low      High

What has been the reason (if applicable) for the usage of legacy systems in your area/module?

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How stable is the SAP ERP system used at your location?

\_1\_ \_2\_ \_3\_ \_4\_ \_5\_ (1-worst: 5-best):

Not Stable      Very Stable

Are there any areas of concern in your function/ module with regards to SAP ERP implementation at HPPCL?

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