EMPIRICAL STUDY ON IMPROVING THE PERFORMANCE STANDARD OF THE OFFSHORE ERP CONSULTANTS IN SRILANKAN ERP CONSULTING FIRM CONTEXT

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Dissertation submitted in partial fulfillment of the requirements for the degree Master of Business Administration in Supply Chain Management

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DECLARATION

I hereby certify that, to the best of my knowledge, all the facts and conclusions presented in this report are true and accurate. Furthermore, nothing here contains information that has already been published in another academic publication.

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Name of the Supervisor: Prof. A.A.D.A.J. Perera

Signature of the Supervisor: Date: 20/11/2024/

ABSTRACT

This research looks into approaches to improve the performance of Enterprise Resource Planning (ERP) consultants in the offshore context, with an emphasis on SAP implementation (before and after go live) of a well-known SAP consulting firm in Sri Lanka. The SAP system is considered as the ERP. In addition, physical and cultural distinctions in offshore areas present additional obstacles. The report outlines existing procedures and highlights major factors influencing consultant performance. A mixed-methods approach is used, with qualitative interviews to collect data from SAP consulting firms and offshore consultants themselves.

The findings indicate that communication hurdles, cultural variations, knowledge transfer issues, time zone disparities, and client expectations all have an impact on a consultant's performance.

An analysis of Quantitative survey data sheds light on the effectiveness of these initiatives, demonstrating links between implementation success and enhanced consultant performance measures. Furthermore, the study provides best practices and recommendations for offshore SAP consulting firms looking to improve consultant performance standards, emphasizing the value of proactive culture integration, continuous learning programs, and clear performance evaluation criteria.

This research has consequences for both academics and industry, providing unique insights into the dynamics of offshore SAP consulting as well as practical suggestions for firms looking to improve the effectiveness of their offshore consultants. By addressing the problems unique to offshore contexts, this study advances SAP consulting techniques and emphasizes the importance of specialized approaches in achieving optimal performance standards in offshore environments.

ACKNOWLEDGMENTS

There are several advantages to pursuing an MBA in supply chain management (SCM), particularly in the modern, globalized economy where effective supply networks are essential. Opening wide path for career opportunities and room for gaining comprehensive knowledge in the supply chain field are the main key point for me to make the decision to follow this course at University of Moratuwa. The research work is important for MBA students with the objectives of achieving a growth in academic and professional life. Because, research work creates opportunity for the MBA student to make use of their ability to think critically, innovate, and make strategic decisions.

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I want to express my heartfelt appreciation to every employee of the business that I chose to examine their case for this research project. I received all the assistance I needed to prepare for this work from the Vice President, Consulting Manager, and the consultants working with the Global Resource Center. I can assure that without their contribution, I would not be able to finish this piece of work. Additionally, it's my way of thanking my project manager, line supervisor, and team members for their patience in putting up with the delays in my work that resulted from the urgency of my study. Finally, I would want to express my sincere gratitude and honor to my wife, my two kids, and my MBA group colleagues for their unwavering support. This program would have been a total failure without their support. My sincere gratitude also goes out to all of my other lovely MBA friends who have never failed to support me.

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MAS	MAS Holdings Pvt. Ltd.
ERP	Enterprise Resource Planning
SAP	An ERP System
BPM	Business Process Management
GRC	Global Resource Centre
GSC	Global Support Centre
AI	Artificial Intelligence
ML	Machine Learning
SCM	Supply Chain Management
TRN	Training
WAR	Working Arrangement
MC	Management Commitment
INFRA	Infrastructure
INCENTIVE	Incentive
WLB	Work Life Balance
EAM	Enterprise Assets Management

1. CHAPTER

INTRODUCTION

1.1 Background

In recent years, the IT industry's offshore working model has undergone significant change due to developments in technology, globalization, and changing company's requirements. Rise of giant IT service providers such as Tata Consultancy Services, Infosys and Wipro, the cost saving initiatives, rise of digital technologies like AI, blockchain, cloud computing have encouraged many firms to adopt to the offshore working model. With the significant increase in people entering the IT field for education and employment possibilities compared to previous decades, Sri Lanka is gradually gaining a potential portion of the global IT business. According to the recent survey report, IT / BPM Industry of Sri Lanka Employability Skills Survey 2021 published by SLASSCOM (PricewaterhouseCoopers International, 2022), "IT/ BPM is Sri Lanka's industry of the future with the potential to become the number one export income generator."

In the context of Sri Lanka, the country's strategy for the offshore working model in the IT and business process outsourcing (BPO) sectors has developed gradually over time. The nation has established itself as a desirable place for offshore services by utilizing its increasing digital infrastructure, cost-effectiveness, strategic location, and pool of highly qualified talent (H Connect International 2024).

Further, In 2023, there was a notable increase in the need for SAP consultants, mainly due to the continuous migration efforts of SAP S/4HANA and the growing necessity of digital transformation in diverse industries. SAP has alerted that it is going to stop the maintenance activities of SAP ECCs in the year 2027, which has forced many businesses to accelerate their plans for switching to the more recent SAP S/4HANA system, this spike in demand was especially noticeable. Consultants for ABAP development, SAP Business Technology Platform (BTP), Finance and Controlling (FICO), Sales and Distribution (SD), Material Management (MM) and Retail are growing. (CTAC, BCTG).

According to the World Labor Organization report published in the year 2022, there are four major industry sectors in Sri Lanka that have reported shortages in skilled labor. Those four sectors are, ICT, Tourism, Construction, and Light engineering. The researcher has isolated the ICT sector to get the input for the research work. The ICT employment rate is 0.89 of the total employment in Sri Lanka. “Information and communication technology (ICT) has triggered a dramatic transformation of the world into society during the last decades”, (Bahrini, 2021). In particular, the Covid-19 pandemic has boosted the demand for ICT jobs as it facilitates offshore working. Many of the SAP project implementations that were being done with the onshore project teams were transformed to the offshore implementation approach. That created plus and minus points leading to some delays in project completions. Taking into account the aforementioned macro and industrial level backdrop, the main goal of this research study is to look into strategies and techniques for increasing the performance of offshore SAP consultants in the SAP ecosystem. By addressing the unique problems that offshore consultants experience, this study attempts to improve their effectiveness, efficiency, and overall contribution to project success. The company under investigation was acquired by a US-based company in 2021 after serving as a fully owned subsidiary of a prominent Sri Lankan textile manufacturing organization. The phenomena of a Sri Lankan company's offshore consulting staff’s performance has been chosen by the researcher; henceforth, the company will be referred to as ABC company.US based company is also a fully owned subsidiary of one of the largest companies in India. That company is an SAP solution provider for multiple industries globally. There are two primary business functions for the ABC the company. serving as the global support center (GSC) for managed services clients whose SAP implementations were either carried out by ABC company or through separate managed services agreements with the business in cases where another consulting firm handled the initial SAP implementations.. Also, ABC company runs a pool of consultants known as global resource Centre (GRC). The consultants in that resource pool will deploy in multiple SAP implementation projects across multiple clients around the world. The majority of the consultants at GRC are considered as offshore consultants

after the COVID-19 pandemic. The offshore working approach brought about the following challenges for ABC Company.

Cultural and Language Differences: Offshore SAP consultants frequently work in varied settings, necessitating effective cross-cultural communication and understanding. Language barriers, diverse work ethics, and cultural differences can all hamper project collaboration and execution.

Remote Collaboration and Coordination: Consultants usually operate remotely, making it more difficult to coordinate tasks, align goals, and improve team unity. Effective communication and project management techniques are crucial for addressing these difficulties.

Skill Standardization and Training: Ensuring a consistent level of SAP literacy among offshore consultants is crucial for maintaining quality standards and delivering value to clients. However, variations in educational backgrounds, experience levels, and training programs can result in differences in skill sets.

Client Engagement and Relationship Management: Building and maintaining strong client relationships is pivotal for the success of SAP projects. Offshore consultants must overcome geographical barriers to engage with clients effectively, understand their requirements, and deliver tailored solutions.

1.2 Project

In today's interconnected global economy, businesses increasingly rely on Enterprise Resource Planning (ERP) systems to streamline operations. SAP stands as a dominant force in the ERP market, providing comprehensive solutions to meet diverse business needs. However, implementing and maintaining SAP ERP systems often requires specialized expertise, leading many organizations to engage ERP consultants. The companies have several options to get the SAP consultant's help in this regard. Onsite, Offshore and nearshore are some of the methods that the business can use. There is a high trend to get offshore consultants to work for the system as never before due to the cost factor in a highly volatile global market ecosystem. Though the business gets cost advantages, some other issues have come across from unexpected drops in the performance of offshore consultants.

This research project intends to recommend approaches to increase the performance

gaps between the onsite consultants and offshore consultants. It is evidenced that if there is a growing trend of getting multiple complaints from offshore consultants such indicates the existence of invisible issues within the organization causing customer dissatisfaction. As a result, the main expectation will be further explained together with any related problems and implications that result in the main problem. Although there is some unofficial input from former workers, ABC Company does not conduct exit interviews, thus there is no formal source to examine the problems. Therefore, it is anticipated that interviews will be conducted as part of the project with the offshore consultants who currently work for ABC Company but just quit. By doing so, a root-cause analysis will be carried out to identify the reasons behind the enduring problem within the company.

Additionally, a thorough and in-depth assessment of the literature on employee performance—more especially, as it relates to the offshore working model—will be done. The management strategies and project goals will then be established for the chosen project elements. Following that, potential solutions will be developed and put forth via the current project.

The project research will be used to provide more details on the ABC Company's situation. Additionally, the company's resource allocations required for the project as well as a benefit-cost analysis compared to project outputs and outcomes will be included. Finally, at the end of the project, a thorough analysis of the results will be given along with suggestions on how ABC Company may improve the performance of its offshore consultant and keep their most precious asset.

1.3 Relevance of the Research

Practical Insights for Offshore SAP Consulting Firms: This research aims to provide actionable recommendations and best practices for offshore consulting firms to enhance the performance of their consultants in SAP projects.

Academic Advancement: By contributing to the body of knowledge on offshore SAP consulting and cross-cultural management, this research seeks to enrich academic discourse and stimulate further research in this field.

Industry Impact: Improved performance of offshore SAP consultants can lead to

higher client satisfaction, reduced project costs, and increased competitiveness for consulting firms, thereby driving positive impacts on the industry as a whole.

1.4 Methodology

This research will adopt a mixed-method approach, combining quantitative analysis with qualitative insights. Surveys and interviews will be conducted to gather data from offshore SAP consultants, project managers, clients, and other stakeholders. The quantitative analysis will focus on identifying performance metrics and assessing the impact of different interventions on consultant productivity and project outcomes. Qualitative insights will provide in-depth understanding and context regarding the challenges faced and the effectiveness of various strategies.

1.5 Limitations

This project will have certain restrictions with the suggested output and results upon which the execution of suggestions will be based, despite the fact that it includes a thorough analysis of the primary issue as well as a thorough assessment of the literature. For example, this project may not be appropriate to address the low performance levels of ABC Company's onsite consultants because it is largely focused on issues relating to low performance levels of offshore consultants. It is important to draw attention to these constraints in order to avoid extrapolating project results, even within organizations. Conversely, the project's creation of the solution is directly related to the historical data that was collected that is relevant to the investigation. Therefore, depending on a number of different conditions, it might not be possible for new problems to arise in the future.

Furthermore, the suggested solutions will have a direct bearing on the project components that have been selected and will be shaped by the analysis of previous research findings from studies that have already been finished. There is a restriction as a result, since comparable industry may not have been precisely covered in such earlier work. Moreover, given that it is challenging to examine Sri Lankan examples through a variety of earlier literature sources, it might also

have limitations resulting from local circumstances. Nonetheless, the primary issue will be greatly influenced by elements like the industry's importance and the Asian, particularly Sri Lankan, setting. Therefore, this restriction of not seeing the context's direct relevance will be notable.

Furthermore, since these elements might account for a sizable amount of the primary issue, organization-wide restrictions like those limiting access to payment information will place even more constraints on the context of the suggested remedies. In the same manner, this will also affect the benefit-cost analysis's dependability because some cost elements that are pertinent to the distribution of resources must be estimated since they directly affect the wages of each person assigned to the project.

1.6.1 Organizational Profile

ABC Company is the Sri Lankan branch of a US-based company. The main line of business of the US company is, focuses on providing SAP-related solutions while working across multiple important business lines. One of the main categories is Human Capital Management, which provides services to assist firms in managing and optimizing their Human Resources. It is based on SAP SuccessFactors consultancy. Second, SAP S/4HANA solutions tailored to the retail and fashion industries. Additionally, the organization works with its clients to manage their physical assets, guaranteeing sustainability and operational efficiency (EAM). Numerous globally recognized brands in the fashion and lifestyle industries, including MAS Holdings, Adidas, PUMA, Kering, Crocs, Burberry, and Hela Clothing Sri Lanka, have expressed their affection for the company. The company offers its clients the SAP ERP system as their primary ERP system, but it also has a proprietary product that was developed on the SAP S/4 HANA platform. With the largest market share for a single ERP system, SAP ERP leads the global ERP market. SAP S/4 HANA is the most recent technological offering. Within the company's investment portfolio, ABC Company was the primary strategic investment in the IT industry and operated as one of the leading garment manufacturing groups in

Sri Lanka until May 2021. However, the ABC company and a few other non-apparel businesses were sold out in accordance with the Holding company's strategic plan.

Subsequently, ABC Company was acquired by a US-based company (Weerasooriya, 2020). The US-based Company is another SAP solutions provider. That was acquired by an Indian leading IT company based in Bangalore, India. (The Economic Times, April 22, 2022). After the ownership change, ABC Company was assigned to the US Company's Retail, Fashion, and Consumer industry functional unit. The acquisition process resulted to have a clear structural change within the ABC Company. Currently, it has two main business lines. One of them is the Project Implementations where all the consultants are pooled in Global Resource Center (GRC). The second line of business is the support service. That is functioning under the Global Support Center (GSC). Figure 1.1 below shows the organizational structure of ABC Company.

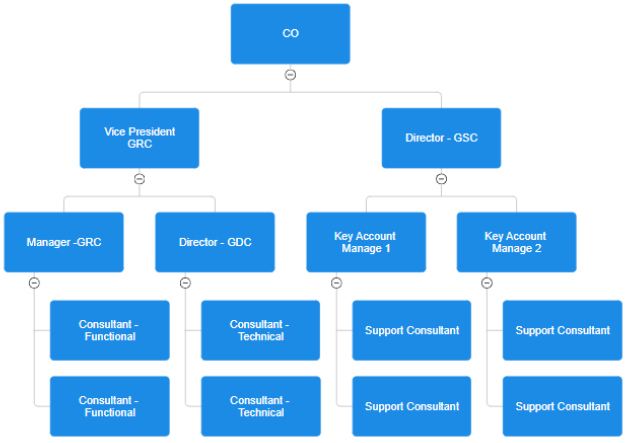

Figure 1. 1Organization Structure

ABC Company's strong suit in the fashion and lifestyle ERP sector is its pool of highly skilled consultants with in-depth industry knowledge. Because the

boutique structure caters to a niche market, clients can hire consultants with extensive experience in the same field and an advanced understanding of SAP S/4 best practices for consulting services. Their mission statement, which reads, "empowering fashion and lifestyle companies to transition to the digital age by leveraging the latest SAP technology," and their aim of becoming a "Trusted SAP solutions provider to the Fashion and Lifestyle industry" both convey this. With over eighteen SAP S/4 HANA Fashion project installations underway, ABC Company currently leads the SAP solutions market sector for the fashion industry.

1.6.2 SWOT analysis for identifying the Key issues of the organization

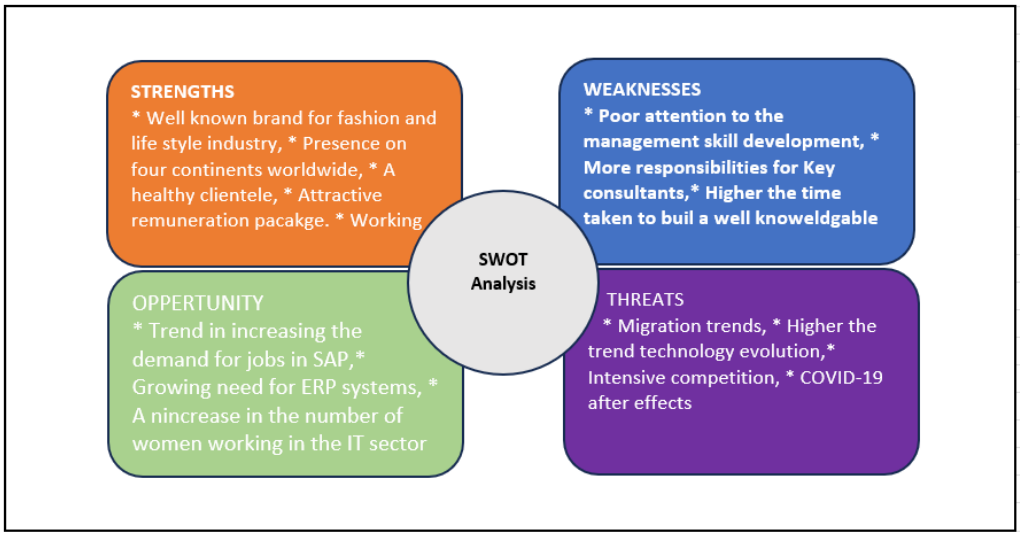

Figure 1. 2 SOWT Analysis

The researcher carried out a thorough examination of the internal and external environments of ABC Company in order to pinpoint its strengths, weakness, opportunities, and threats. This will be displayed using a typical SWOT analysis framework. Linking the context of the problem specified for the research work is the main goal of the SWOT analysis. After that, it should be possible to identify the internal and external variables that are directly causing the issue.

1.6.2.1 Strengths

One of the primary advantages of the ABC Company is its highly skilled consulting

team. that could be considered as one of the strengths of the company, they have gradually improved the organization's standing throughout the world. However, when rising inflation struck Sri Lanka at the start of 2022, the company was among the first to tie compensation to US dollars. Additionally, the company's unrivaled benefits package and arrangement for home office concept has leveraged the staff motivation.

1.6.2.2 Weaknesses

Despite the aforementioned advantages, a number of internal problems, such as a disregard for the development of soft skills, create an environment where trainees may eventually change their minds. However, the company's primary focus is on SAP consulting, which makes it less appealing to novices. Additionally, the organization does not employ a scientific method for the purpose of screening new hires, which results in the hiring of people whose expectations are not aligned.

1.6.2.3 Opportunities

Despite the unstable economic climate in Sri Lanka at the moment, there are still plenty of chances for IT industry firms to expand and draw in fresh talent. For instance, the need for system installs and consulting is rising as ERP systems, a rapidly developing field in the IT industry, are implemented. As a result, there is a growing trend in Sri Lankan universities to offer certifications for SAP in particular and ERP systems in general. For instance, the University of Kelaniya's ERP diploma. In addition to these requirements and the government's views of the IT sector as a significant source of foreign revenue, the ABC Company has other chances to draw in new talent.

1.6.2.4 Threats

Despite an ample supply of opportunities, trends like migrating for job opportunities create immense threats to the ABC Company in terms of attracting fresh applicants to the organization. The country's rapidly rising cost of living and post-pandemic settings are two more potential contributors to the problem.

Furthermore, the corporation was more severely harmed by the international environment, including the wars between Iran and Israel and Ukraine and Russia.

1.6.3 Conclusion to SWOT

With the best consulting professionals managing their projects worldwide, The ABC Company, the most desirable consulting partner for SAP implementation in the Fashion and Lifestyle industry, has a high potential for growing as the central hub in Sri Lanka. The latest changes in organization as the company's acquiree provide additional qualities to the business to cope with the current risks from the economic downturn and solid financial background. Because the overall packages supplied are far higher than the industry averages in Sri Lanka, the company's compensation structure is unrivaled and gives them a greater opportunity to combat risks like the rising need for IT workers to migrate and the rising cost of living, among other things. That has supported further given the solid clientele that ABC Company serves, and it is rare to obtain the kind of experience that comes from working with such prestigious global brands when one works for other SAP consulting firms in Sri Lanka. Because of all these factors, its greatest asset—the reliable pool of consultants that can be brought to work on any project—can be strengthened by leveraging possibilities like the rising demand for SAP professions both domestically and internationally. in particular, SAP implementations worldwide. Additionally, the company's current practices, such its home office policy, make it possible to attract more fresh graduates as the trainees and provide women's participation in the IT business with a very fast development possibility. But after adopting the offshore project management strategy, one of the biggest problems ABC Company has faced recently is the low consultant performance rate. As a consequence, during the last few years, the company's project implementation approach has come under question. When the business lacks the qualified personnel necessary to submit bids for possible and valuable project opportunities, it becomes even more vulnerable. Additional organizational environment flaws, such as poor management styles brought on by a lack of managerial drive and a larger manager-to-consultant ratio, act as

additional catalysts for worsening the company's primary shortcomings. Conversely, the shortcomings (weaknesses) include things like the lack of a scientific hiring procedure. In summary, it is evident that the organization possesses significant strengths that it can leverage to seize expansion prospects and effectively confront risks by surpassing the weaknesses that give rise to one of the weaknesses, namely, the poor performance of the offshore consultants employed by ABC company.

1.6.4 Key Problem(s)

The ABC Company hires substantial amount of well experienced SAP consultants annually. Most of them are enrolled in the GRC where they need to work in project implementation offshore. Few of the consultants are sent to the onsite implementations.

The company has introduced the offshore working model since 2021 as customers' requirements for onsite project teams were diminished. However, during the long run, the company has met certain issues with that model. While this model offers several benefits, such as cost savings and access to a global talent pool, it also comes with various challenges and issues. Here are some key issues with the offshore SAP implementation model that the company experiences. The impact of those issues is higher than the benefits earned by implementing the offshore working model.

- **Time zone differences:** Significant time zone differences can make coordination between onshore and offshore workers difficult. Also, delays in communication cam slow down the decision-making process.
- **Project Management and control difficulties:** Team coordination is challenging every day. Because managing the distributed project team requires sound project management practices. That is complex to implement. That affects adherence to the project timelines unfavorably.
- **Quality and Consistency:** It has been reported very difficult task to ensure the same level of quality across onshore and offshore teams. This means that offshore and onsite team members' skill and experience levels can vary,

affecting the quality of outputs.

- **Security and Compliance:** Compliance with industry standards and regulations may be complicated by the offshore location's different legal and regulatory frameworks.
- **Client and stakeholder engagement:** When the implementation team is remote, it can be difficult to engage onshore stakeholders. That will result in poor active engagement with the project owners and getting feedback from them.

1.7 Analysis of Key Problem

After brainstorming sessions with the VP of the Global Resource Center, the Director of the Global Support Center, the Assistant Manager of HR, and the Consulting Manager of Consultants at ABC Company, the main issue indicated in the previous sections was identified. The author had to get in touch with a few of the employees who worked for the company as well as to understand their opinion on the phenomena being addressed. In light of this, the author has Learnt that the one of the main reasons for the previous employees for also leaving the company is that they had a feeling of deteriorating their utilization for the project works. The gathered data was subjected to additional analysis in order to identify the underlying reasons of the primary problem. An Ishikawa diagram, often known as a fishbone diagram, is used for this analysis. As a result, potential sources of the primary issue were found and depicted in relation to how closely related the causes are. The Ishikawa diagram created for the primary issue's root cause analysis is shown in Figure 1.3 below.

Following the completion of the root cause analysis, additional discussions with the aforementioned key stakeholders led to the identification of the linked difficulties producing the low performance level. The recruiting procedure, training and development, and organizational climate of the aforementioned corporation are among the sub-causes for the primary concerns that have been found. After doing a more thorough examination of the fishbone diagram, the author has determined the underlying reasons of these related problems, which in turn lead to poor

performance. These are the following: 1) Communication Effectiveness; 2) Technical Infrastructure and Support,; 3) Project Management Practices; 4) Training and Skill Level,; 5) Cultural Understanding and Adaptability; and 6) Client Relationship Management. As a result, these root causes will be discussed later in the project in order to identify remedies for each root cause.

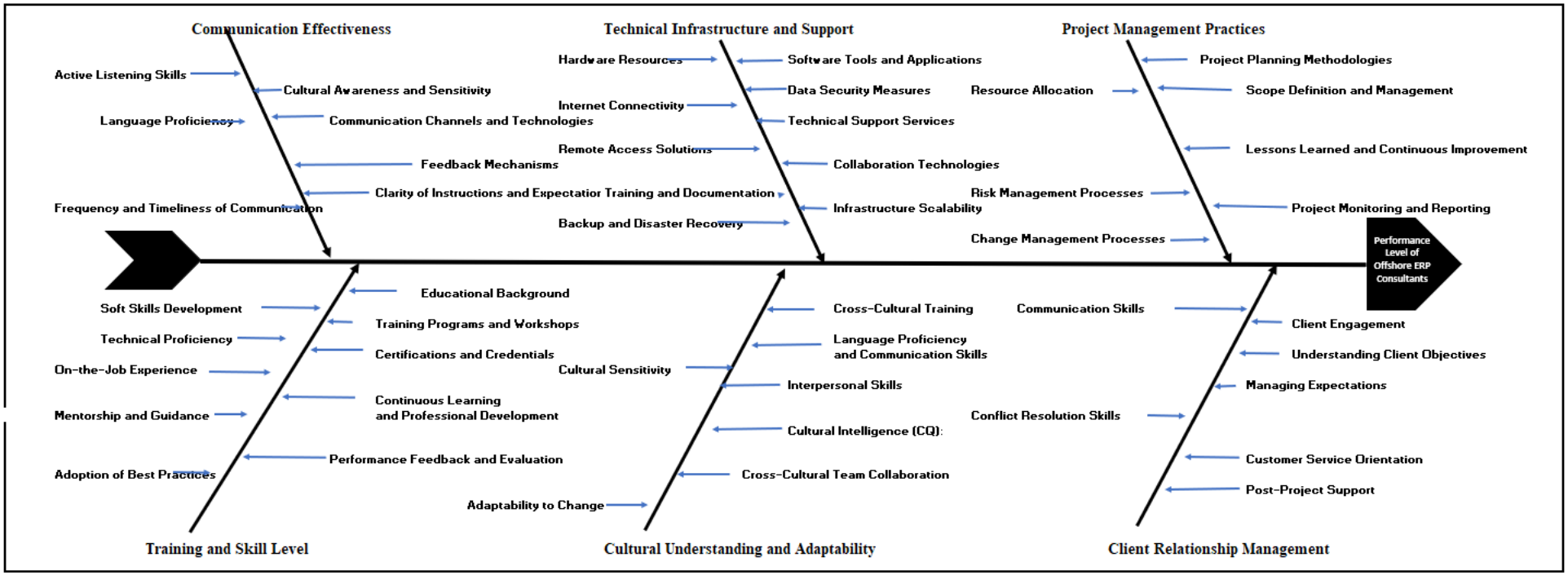

Figure 1. 3 Ishikawa Diagram

Source: Author

1.8 Chapter Structuring

Based on the circumstances that each chapter addresses, this research report will be divided into six primary chapters. An overview of the project is given in the report's opening chapter. which it discusses the organizational, industry, and macro levels of the project background setting. Additionally, a brief project description is provided, outlining the relevance of the study, including the project's justification for ABC Company and the significance of using this project to solve the problem. The planned strategy for carrying out the project is then used to illustrate the research's process.

The internal and External factors that could be affected to the ABC Company's business operations and identifies the issues will be described in chapter 2 intern of SWOT Analysis. Additionally, a description of the related concerns will be provided, along with relevant qualitative data. At the conclusion of this chapter, there is a root cause analysis with the use of an Ishikawa diagram.

A thorough literature review will be included in Chapter 3 of this project report. wherein the published research papers will be examined by the author. Additionally, it will examine the pertinent books, journals, magazines, and other materials that are helpful in conducting the study in more detail. In accordance with the theoretical background, an appropriate study framework will be created.

Every research project adheres to a particular methodology in order to complete the project's operations and provide the desired results. In accordance with that criteria, the research work's methodology has also been explained in Chapter 4 of this project report. Chapter 4 will include specifics on the conceptual framework, hypothesis development, research design methodology, research methodologies, population selection and sampling, and questionnaire development techniques for data collection.

In order to gain a thorough grasp of the phenomenon under discussion, Chapter 5 of this research paper will give the research findings, analysis, and data collection methods. To graphically depict the data, the chapter will make use of graphs, charts (such as pie charts), and clear tables. Make sure every figure has a caption that explains what it depicts in addition to being labeled. There w ill also be a

presentation of data analysis and interpretation. Describe the implications of the results for research hypotheses. This research paper's sixth and last chapter will describe the study's limitations, conclusions, and suggestions. The limitations and shortcomings of this study will be covered in the Limitations section. The validity and reliability of the findings might have been impacted by certain factors. The recommendations for addressing the persistent problems with the performance of the offshore consultant will be provided in the Recommendations section. Ultimately, the research's overall conclusions and its significance will be outlined in the Conclusion section.

1.9 Summery

A review of the ABC Company consulting's history, current organizational structure, and ongoing business operations is given in Chapter 2. The chapter started with a briefing on the firm profile, and a SWOT analysis was done to look at the organization's internal and external environments in relation to the main issue that the project was trying to solve. After that, a detailed explanation of the main issue was given. The problem is then defined through the utilization of qualitative data. In the end, a fishbone diagram was used to investigate the problem's core causes.

2 CHAPTER

LITREATURE REVIEW

2.1 Introduction

To locate appropriate information for this literature study, Google Scholar was utilized. The relevant materials were searched using the mentioned keywords. SAP implementation best practices, "Role of ERP consultants," "Factors affecting the performance levels of ERP consultants," "Implementation," "Post Implementation," and "Benefits of offshore ERP Implementation model" are among the topics covered. One of the most important elements of a successful ERP implementation project is the consultants' performance level. This is an even more significant problem in the IT/ERP sector because human resources are the most valuable resource for these kinds of businesses. There is an additional difficulty when taking into account the poor results because it puts the organization's future deployments under scrutiny. As a result, Chapter 3 will provide a thorough analysis of the body of research on topic.

Then apply a similar analysis to the workable solutions that have been proposed by earlier research. As a result, this chapter will carefully examine the theoretical basis of the main problem by consulting and applying the answers found in the body of current literature. Likewise, with the assistance of existing information from previous study, the related issues and the core causes of the issues will be analyzed and thoroughly explained. After that, the study framework will be created using the information acquired from the literature, identifying the methods that may be applied to address the problems this project is trying to solve.

2.2 Theoretical Background to the Problem

2.2.1 ERP Implementation

Enterprise Resource Planning, or ERP, is an information system designed to facilitate stakeholders' interests by integrating internal and external business activities. By controlling data flow within the ERP system, the ERP gives

stakeholders access to the necessary data and information. The interesting history of ERP (Enterprise Resource Planning) adoption shows how corporate strategy, technology, and company management have advanced over several decades. Below is a summary of the significant turning points in the history of ERP implementation: The development of the present ERP systems is depicted in Figure 2.1.

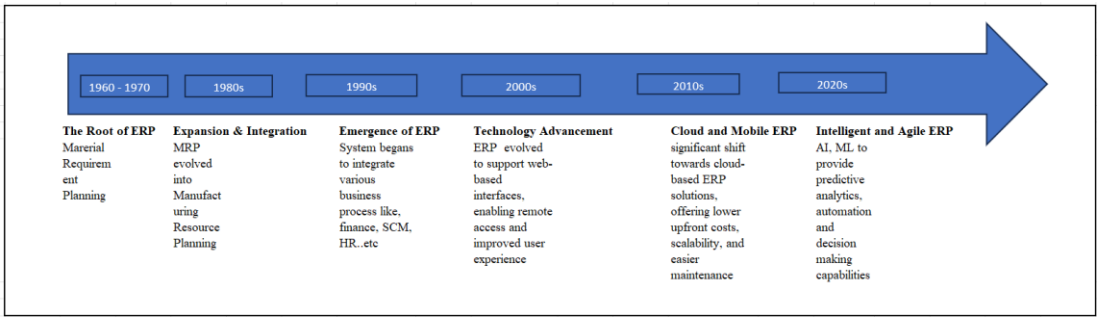

Figure 2. 1 ERP Evolution

Source: Author Compilation.

There are various ways of implementing strategies for ERP. One of the main implementation approaches is Phase-wise implementation where the implementation is executed stage or phase-wise. E.g., business unit or geographical location. (Esteves and Pastor - 2001). The Phase-wise implementation makes some clear advantages for business risk mitigation, easy change management, and easy approach to end-user training (Markus et al. (2000))
Big Bang Implementation: No Phase-wise approach. The entire system is opened for the business operation of the entire organization at once. The advantages of the phase wise approach is converted to the disadvantages of this approach. E.g., High risk for disrupting the operation, and high volume of resource requirement. Quick transition and single data format are some advantages over the Big Bang implementation (Parr and Shanks - 2000)
Parallel Implementation: To get the advantages like Risk mitigation, data validation, and continuity of operations, the businesses run the legacy ERP and new ERP in parallel till the new ERP is fully operationalized (Al-Mashari and Zairi - 2000)

2.2.1.1 Critical Success factors of ERP Implementation:

Installing SAP ERP solutions successfully requires the backing of top management. The following are crucial ways that top management can support a successful SAP implementation: Support from top management is typically seen as a critical component of ERP implementation success. Strong top management support can help the project by defining a clear vision, obtaining necessary resources, and fostering a change-friendly environment, according to Nah, Lau, and Kuang (2001). Without this support, they contend, projects are more likely to encounter resistance and other difficulties that could prevent them from being carried out successfully. ERP installation efforts depend on a strong vision and strategic strategy to succeed. They provide guidance, ensure alignment with corporate goals, ease the distribution of resources, and support risk management. According to the literature, top management must actively participate in articulating the vision and planning actions. Future study might focus on the creation of standardized frameworks for vision defining and planning in ERP projects, as well as case studies that demonstrate effective practices in various organizational situations. "a sound vision ensures the ERP implementation aligns with the overall business strategy". That has been stated by Nah, Lau, and Kuang (2001). Further, they have found that the alignment helps in prioritizing ERP functionalities that support strategic goals, thereby enhancing the system's value to the organization. Adding some values to the point given by Nah, Lau, and Kuang Somers and Nelson (2001), has explained that clear vision helps in setting realistic and achievable goals for the ERP project and that can be given to all stakeholders, fostering a shared understanding and commitment.

Research constantly reveals that a clear vision and thorough planning increase the likelihood of implementing success. It is a obvious factor that the project with clear mission and vision and detailed plan are likely to be achieved it objectives through better project management, efficient resource utilization and higher stakeholders satisfaction Finney and Corbett (2007)

2.2.1.2 Factors affecting for Unsuccessful ERP Implementation.

Inadequate planning, insufficient support, bad project management, and technological issues are strong pillars that cause unsuccessful ERP Implementation. Somers and Nelson (2001) emphasize the importance of clear vision and detailed planning. They have explained that Inadequate planning and unclear objectives can lead to scope creep, misalignment with business goals, and project derailment. Also reluctance to change, weak communication, and lack of involvement from the operational staff can hinder adoption and effective use of the ERP system Aladwani (2001). Holland and Light (1999) and Somers and Nelson (2001) have explained that Lack of commitment and support from top management can result in inadequate resources, poor decision-making, and lack of strategic direction. Difficulties in integrating the ERP system with existing systems and resolving technical issues can impede implementation Soh et al. (2000). Lack of proper training and ongoing support can lead to user frustration, errors, and underutilization of the ERP system Bingi et al. (1999) and Scott and Vessey (2000). Excessive customization can make the ERP system overly complex, difficult to maintain, and prone to errors. Gargeya and Brady (2005) highlight cases where excessive customization led to project failures.

2.2.1.3 The Impact of the training:

SAP systems are complex, requiring consultants to have in-depth knowledge of various modules (e.g., SAP MM, SD, PP, etc.). Comprehensive training ensures that consultants can navigate and configure these systems efficiently (Ahmad & Cuenca, 2013). Well-trained consultants are essential for meeting client expectations and delivering projects on time. Adequate training reduces the likelihood of errors and rework, which can delay project timelines (Amoako-Gyampah, 2007). SAP frequently updates its software, necessitating ongoing education. Continuous training programs help consultants stay current with new features and best practices (Jones, 2011). When there are consultants with under trained, it causes to have some major consequences. Insufficiently trained consultants often struggle with the technical aspects of SAP implementations. This

leads to slower project progress and increased time to resolution for issues (Rashid, Hossain, & Patrick, 2002). Poorly trained consultants are more prone to making configuration errors, which can have cascading effects on the supply chain processes of client organizations (Kwahk & Lee, 2008). Inadequate training can result in suboptimal system implementations, causing client dissatisfaction and potential loss of business for consulting firms (Hwang, 2011). Consultants who feel inadequately prepared are more likely to experience job dissatisfaction, leading to higher turnover rates. This exacerbates the problem, as recruiting and training new consultants is time-consuming and costly (Ngai, Law, & Wat, 2008).

2.2.1.4 Roll of the ERP consultant performance for the success of the ERP Implementation:

ERP consultants bring specialized knowledge and experience that can significantly influence the outcome of an ERP project. They assist with various aspects of the implementation, including planning, customization, training, and change management. Their expertise is particularly valuable given the complexity and resource intensity of ERP projects. ERP consultants provide technical expertise that is often beyond the internal capabilities of the organization. According to Gargeya and Brady (2005), consultants help in configuring and customizing the ERP system to fit the specific needs of the organization, ensuring that the system's functionalities are fully utilized. Customization is critical as it aligns the ERP system with the unique business processes of the organization. Somers and Nelson (2001) highlight that consultants' ability to tailor the ERP system enhances its relevance and effectiveness, thereby improving user satisfaction and system adoption. Effective project management is a key factor in ERP implementation success. Mabert, Soni, and Venkataramanan (2003) found that consultants play a pivotal role in project planning and execution, bringing structured methodologies and best practices that help in managing timelines, resources, and risks. Consultants also assist in setting realistic goals and milestones, which are essential for tracking progress and ensuring that the project stays on schedule (Al-Mashari, Al-Mudimigh, & Zairi, 2003).ERP consultants are instrumental in training end-users

and IT staff. Esteves and Pastor (2001) emphasize that comprehensive training programs led by consultants are crucial for ensuring that employees are proficient in using the new system. Knowledge transfer from consultants to internal staff helps build in-house capabilities, which is important for the long-term sustainability of the ERP system (Finney & Corbett, 2007).Managing organizational change is one of the most challenging aspects of ERP implementation. Consultants help in developing and executing change management strategies that address employee resistance and facilitate a smoother transition (Nah, Lau, & Kuang, 2001). Their experience in previous ERP projects allows consultants to anticipate common challenges and implement effective solutions to mitigate these issues (Kwak, J. H., & Berman, P. M., 2000).

While hiring consultants adds to the initial cost of ERP projects, their expertise often leads to cost savings in the long run by reducing the risk of project failure and the need for rework (Mabert et al., 2003).Consultants help in avoiding common pitfalls and streamlining the implementation process, which can shorten the project timeline and reduce overall costs (Kwak & Berman, 2000).User satisfaction and system adoption are critical for the long-term success of ERP systems. Consultants' role in customization, training, and change management ensures that users are comfortable with the new system and are more likely to adopt it fully (Somers & Nelson, 2001).Esteves and Pastor (2001) note that when users feel confident in their ability to use the ERP system effectively, it leads to higher levels of satisfaction and productivity.

2.3 Literature Gap

It is important to compare the performances of two consultant groups i.e. Onshore and offshore before concluding offshore ERP consultants. However, it was found that research on such comparison is very limited. Also, there is a lack of in-depth analysis of the required skills and competencies for offshore consultants and how those affect the project's success. More detailed research is required to determine how specific cultural characteristics (such as communication styles, hierarchical structures, and conflict resolution approaches) influence the performance of offshore

ERP consultants. Studies could also look into ways that prevent negative effects and improve performance.

2.4 Summery

This chapter offers important literature from various places related to the current investigation. Lots of scholars around the world have conducted extensive study on the aforementioned problem. The literature chapter of this research focused on several angles related to the ERP implementation and their success.

3 CHAPTER

THE PROJECT/ METHODOLOGY

3.1 Introduction

The chapter describes the tools that the researcher will use to investigate the link between key factors and the offshore ERP consultants performance at ABC Company. The primary goal of the study is to determine the extent to which those identified factors effect consultant performance independently. The hypothesis going to be used, strategy to collect the data, and the population and the sample selection for the study will also be discussed.

3.2 Conceptual Framework of the Research

Conceptual framework help to defining the key concepts, variables, and their relationships within the study. The framework serves as a foundation for the entire research process, from hypothesis formulation to data analysis and interpretation. The following framework was able to identified for this research based on the previous and ongoing literature review and the theoretical framework available. The following framework was established by identifying key factors affecting ERP consultants' performance as the independent variables and the offshore consultant performance as the dependent variable. Figure 3.1 shows the conceptual framework of the research work.

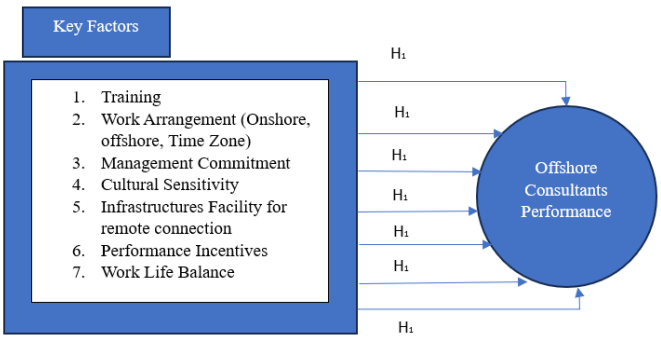

Figure 3. 1 Conceptual Framework

Source: (Albuhisi & Abdallah, 2017)

3.3 Development of Hypothesis

According to the above conceptual framework, the following hypothesis were concluded to measure its impact to the offshore consultant's performance. That hypothesis will be tested to find the level of impact that each factor has on the consultant's performance at the ABC Company.

- H1a: There is positive impact of Training Interventions on offshore consultants performance at the ABC Company.
- H1b: There is positive impact of Cultural Sensitivity training on offshore consultants performance at the ABC Company..
- H1c.: There is positive impact of Team Collaboration on offshore consultants performance at the ABC Company..
- H1d.: There is positive impact of Performance Incentives on offshore consultants performance at the ABC Company..
- H1e: There is positive impact of Leadership Support on offshore consultants performance at the ABC Company..
- H1f: There is positive impact of Remote Work Infrastructure on offshore consultants performance at the ABC Company..
- H1g: There is positive impact of Continuous Feedbackb Mechanisms on offshore consultants performance at the ABC Company..
- H1h: There is positive impact of Knowledge Management Systems on offshore consultants performance at the ABC Company..
- H1i: There is positive impact of Flexibility in Work Arrangements on offshore consultants performance at the ABC Company..
- H1j: There is positive impact of Mentorship Programs on offshore consultants performance at the ABC Company..

3.4 Research Design

Research design is an essential component of any research undertaking. It explains the study's methodology and procedures for data collection and analysis. A well-designed research plan is vital for delivering accurate, trustworthy, and relevant data that may effectively answer the research questions and contribute to the field of study.

3.4.1 Research Approach

The research approach of this research is the deductive reasoning approach where hypothesis are built up early and research is designed to test the hypothesis. The influential factors for the offshore consultant’s performance will be examined with the use of set hypothesis. That means that the study is focused on theory testing rather than theory generation.

3.4.2 Research Strategy

The researcher has chosen the survey and the secondary data as the strategy during the research as this strategy is heavily combined with the deductive approach. The survey let the researcher question individual perceptions of several factors that will impact the overall performance of the consultants. This enables the researcher to compare employees' knowledge, attitudes, and behavior while gathering qualitative data from a sizable number of individuals at once.

3.4.3 Research Setting

This study investigates the effect of key factors on consultants' performance among chosen SAP Implementation team members of onshore and offshore at the ABC Company. The study was conducted in a non-biased environment, where anything that happened would ordinarily occur. It wishes to assess the actual performance of its consultants while the identified factors are around the consultants in natural conditions. As a result, the researcher gathered data on the current scenario to expose employees' true views toward key factors and ensure whether they are provided with

a greater number of supplies to improve their performance.

3.5 Time of the study

The period of time allocated for carrying out research activities, from the preliminary stages of planning to the study's conclusion, is known as the time horizon. Depending on the kind of research, the size of the study, the methods used, and outside variables like funding and academic requirements, this time horizon might vary greatly. These are the typical study time horizon categories. Because this study had a small time horizon, data could be collected quickly.

3.6 Population and Sampling

The researcher has selected consultants from his own company and client representatives to collect the data. The researcher has targeted consultant-level employees because the main research objective of the study is to improve the consultant's performance through the offshore working model. The total population of the company is 500 and the researcher has selected the population of the GRC which is 150 as of January 2024. Because the major part of the company's performance is contributed by the GRC consultants. According to the Krejcie and Morgan table (1970), considering the number of populations the data for the study will be collected from 150 offshore consultants and the Client project managers, super users, and third party representatives. As the sampling technique, the researcher has selected one of the random sampling methods which is convenience sampling. In convenience sampling the researcher can select any of the employee who works in the relevant department according to convenience because the researcher does not allow to disturb the operational procedure of the organization. The unit of analysis of the study is the implementation level consultants because the main research question mainly depends on those consultants. Hence the questionnaire of the study is administered to the implementation-level consultants by the researcher.

3.7 Data Collection

The collection of data is a crucial part of any research activity. It comprises gathering information from many sources in order to test theories, evaluate results, and respond to research questions. The reliability, validity, and correctness of the results are significantly influenced by the level of quality and accuracy of the data collection. It lays the groundwork for analysis, testing hypotheses, and making rational choices. The use of ethical data collection methods increases participant protection and accountability, which strengthens the validity and trustworthiness of the study. Lastly, efficient data collection advances information, supports the formulation of policies, and permits ongoing advancement across several study fields.

3.8 Questionnaire Development

3.8.1 Introduction to the questionnaire

The primary rationales for selecting the questionnaire as the data collection technique for this research topic are as follows:

- Suitable for collecting data from a group it's geographically distributed. Collecting the data through the interviews from the person who are dispersed over several time zones and nations is a difficult task. Therefore, collecting the data through the questionnaire allows us to have responses easily. Additionally, they provide participants the freedom to finish the questionnaire whenever it's convenient for them, which would raise higher response rates.
- Standardized responses are guaranteed by a well-designed questionnaire, which is essential for data comparison. Researchers can quantify complicated factors like attitudes and opinions according to the structured questionnaire. (Oppenheim, 1992)
- The closed-ended questions that are related to the specific performance metric allow us to analyze the data statistically to identify the areas for improvements.
- The questionnaire would be convenient for the people to provide

feedback on sensitive topics like performance issues, and management commitment towards the project deliverables. Because they can remain anonymous.

- The multifaced view of the performance issues can be addressed directly by distributing the questions among various stakeholders (De Vaus, 2013)
- Since the offshore ERP consultants are working from different geographical areas in the world, the standardized questionnaire helps to comparison of their performance in different geographies and cultural points of view.

Furthermore, a carefully created questionnaire aids in accomplishing the study's goals in a significant way.

- The well created questionnaire support directly reaching the project objectives irrespective of the research is exploratory, descriptive or explanatory (Rowley, J. (2014))
- The questionnaire's parts can be connected to the particular study goals, which helps the researcher collect the information required to test the hypothesis. (A. Bryman (2016). Methods of Social Research)

3.8.2 Questionnaire Design Process

- The factors affecting the performance standard of offshore ERP consultants, the factors which were identified during the discussion were put into different groups as indicated in the Ishikawa Diagram in Figure 2.2 .
- An initial draft questionnaire was prepared by including the above factors.
- The same was distributed among the selected ten personnel that include consultants and project managers requesting them to respond with the rating (1-5) for relevancy of the factors for the performance of the offshore consultants.

- A rating of 1 denotes that the information is not relevant, while a rating of 5 suggests that it is more relevant for the topic at hand. The gravity of the relevancy is indicated by a value between 1 and 5, correspondingly.
- After the several round of refinements following the discussions and factors found during the literature review, the twenty factors were finalized.
- Those twenty items were grouped into seven main categories and designed the questionnaire to collect the data. Refer the table 4.1
- As shown in figure 4.1 Conceptual Framework, the seven primary categories are regarded as independent variables.
- The validity of the questionnaire was ensured by the method content validity which mean that the questionnaire was reviewed by the five members expert group who are holding different job role in the ERP industry.

3.8.3 Type of questionnaire used

- The Likert scale question has been used in the questionnaire to gather the data.
- As per Likert, R. (1932), the following are the main reasons for selecting Likert scale questions.
    - Easy to understand and used
    - Flexibility to quantify the data
    - That allow the participant to express varying degrees of agreement or disagreements.
    - The standardized format of Likert scales allows for consistency across questions.
- Basically, The focus of this research is to measure the attitudes towards the offshore working model and thereby find a solution to increase the consultant's performance. Therefore, research's focus is to understand the real opinion or perception of the participants related to the offshore working model (Latent Variable). That can be expressed by several sections of the questionnaire. These constructed items in a mutually

exclusive manner address a specific area of the study and in cohesion measure the whole phenomena. A score is assigned to each answer of the questionnaire. During analysis, the scores of all items are combined (sum) to generate a composite score. (Ankur Joshi, Saket Kale, Satish Chandel and D. K. Pal1, 2015)

3.8.4 Sections of the questionnaire

- The first five questions of the questionnaire are allocated to collect the demographic data of the participants.
- The subsequent other questions have been designed to collect the data about the phenomenon being tested.

3.8.5 Ethical and Administration consideration of the questionnaire

- The purpose of the research study was informed to the participants clearly along with the researcher's commitment to keeping the confidentiality of the answers given by them he purpose of the research study was informed to the participants clearly along with the researcher's commitment to keep the confidentiality of the answers given by the them.
- Even though the researcher chose the members of the sample population, their decision to answer the questionnaire was completely voluntary.
- Also, the freedom to withdraw or to skip any question or answer at any moment was also granted to the participants.
- The questionnaire was distributed among the participant in online (Google Form). As It would not be feasible to get the data by conducting in-person interviews.
- Two weeks were allowed to each person to complete the questionnaire.
- Reminders were sent to the participant in every three days.
- At the end of the two weeks, respond was received to the questionnaire with 71% respond rate. No follow-up was done with the individuals who did not respond because the response rate reached the researcher's anticipated level.

3.8.6 Method of Measurement

In Measuring scales are crucial in research to understand the nature of data and choose appropriate statistical approaches for analysis. The nominal, ordinal, interval, and ratio measuring scales are the four fundamental types. Different amounts of information about the variable being measured are provided by each scale. Figure 3.2: Measurement level.

Variable	Levels of Measurement	Example
Gender	Nominal	Male/femal
Number of years of experince	Ratio	0-5, 5-10, >10
Grade	Nominal	Manager, Consultant..etc
Education Level	Nominal	Graduate, MBA/MSC holder..etc
Mode of deployement	Nominal	Oshore/offshore
Employee Performance	Likert Scale	High, Average, Poor..etc

Figure 3. 2 Level of Measurement

Source: Author

The weights applied to the Likert scale questions. The Likert scales can be seen in Figure 3.3.

	Point
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

Figure 3. 3 Likert Scale

Source: Author

Item	Point
On the Job	1
Off the job	2
Anything Above	3

Figure 3. 5 Working model Preference

Source: Author

Item	Point
Yes Always	4
Yes, Sometimes	3
No	2
Not at All	1

Figure 3. 4 Infrastructure Hinderance

Source: Author

Item	Point
Yes	1
No	2
Maybe	3

Figure 3. 6 Points for Boolean Types

Source: Author

Item	Point
Onsite Opportunity	4
Red eye alloawnce for the night work	3
Offshore work allowance	2

Figure 3. 7 Points for Incentive Scheme

Source: Author

Table 3.1 Aspects of the variables' measurement

Variable	Dimension	Item	Source
Impact of the Training	Do the Knowledge Transfer given by the onshore consultants comprehensive enough to perform your duty	TRN1	Author trough the interviews
	How do you like to get the training	TRN2	Author trough the interviews
	The training program has been designed in a way to provide the overall objectives of the project	TRN3	Author trough the interviews
Impact of the flexible Work Arrangement	Time zone differences influence the availability of offshore ERP consultants.	WAR1	Author trough the interviews
	Consultants perform well in Onsite working arrangements	WAR2	Author trough the interviews
	Offshore consultant's country's holiday Calander makes adverse impact on project deliverables	WAR3	Author trough the interviews
Impact of the leadership	The module lead in onshore provides guidelines to the team as needed.	IL1	Author trough the interviews
	The Module leader is reachable at any time.	IL2	Author trough the interviews
	The module leader gives continuous feedback.	IL3	Author trough the interviews
Impact of the Infrastructure	How strong are you with the remote connectivity tools provided by the company?	II1	Author trough the interviews
	Have you encountered problems in connecting with the project team owing to connectivity issues?	II2	Author trough the interviews
	The support given by the IT team to fix the connectivity issue is remarkable	II3	Author trough the interviews
Impact of the Cultural Sensitivity	How would you rate the cultural sensitivity to perform your job?	CS1	Author trough the interviews

	Do you think that you would understand the customer culture more effectively	CS2	Author trough the interviews
Impact of the Performance Incentives	What kind of performance incentives would you like to get as an offshore consultant?	PI1	Author trough the interviews
	In terms of incentives, onshore consultants differ from offshore consultants.	PI2	
	You are motivated to work as a offshore consultant based on the introduced incentive scheme	PI3	Author trough the interviews
Impact of the Work Life Balance	Project management take relevant decision to have Work Life Balance	WLB1	Author trough the interviews
	Do you think that offshore consultant are having good work life balance than the onsite consultants	WLB2	Author trough the interviews
	Are you satisfied with the tools provided to engage in teamwork?	WLB3	Author trough the interviews

Table 3. 1 Variable Assignment

Source: Survey Data

3.9 Summary

This chapter covers the procedure for gathering data and the approach for analyzing it. The base for the research design is the conceptual framework. The chapter also includes a description of the scales and instruments used to quantify the independent and dependent variables on the research questionnaire.

In this study, primary and secondary data are also used. The main sources of secondary data are reference books and earlier studies of a similar kind. The questionnaire was used to gather the primary data. The questionnaire's creation was influenced by prior research as well as the opinions gathered from interviews with a range of relevant parties, including project managers, key users, and consultants. Integration Partners (both onshore and offshore). Data collection for the study involved the use of standardized questionnaires with closed-ended and Likert-scale items related to research issues and aims.

4 CHAPTER

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

All of the information gathered for this study came from organized interviews and surveys given to ABC Company workers across all levels. The questionnaire responses were gathered from managers and consultants (both functional and technical) in order to avoid bias. There were two sections to the study's questionnaire. The first was to gather participant demographic information. for example, marital status and gender. Years of service in number. The questions in the second section are seen to be the primary determinants of offshore consultants' performance. Additionally, the inquiry portion is structured with seven primary predictors. The questionnaire uses a five-point Likert scale for some of its items, with 1 denoting "strongly." Disagree to 5 = Strongly Agree with a small number of questions having answers in the Boolean type. The data that has been gathered is examined using the Statistical Package for Social Sciences (SPSS). Frequency analysis was employed to examine the demographic data. The descriptive statistical method was used to investigate the major variables' behavior and variability. Seventy questionnaires were given out to employees at ABC Company as well as a few other individuals who are not affiliated with the company but collaborate closely on implementation initiatives. The chapter summary will be delivered after the projected results from each project component are presented, along with the expected outcomes and outputs from the project as a whole.

4.2 Respondent Rate

The response rate is a crucial component of research projects since it shows the percentage of respondents to an invitation to participate in a study that actually took place. The total number of invited participants and the individuals who answered the questionnaire are taken into account when calculating the response rate. The methods for calculation are listed below.

$$\text{Response Rate} = \left(\frac{\text{Number of Completed Responses}}{\text{Total Number of Invited Participants}} \right) \times 100$$

The survey data indicates that 70% of respondents (50/70*100) have responded. Since that number has above the 70% mark, it can be regarded as a high response rate. Table 5.1 displays the rate of response.

Number of Invitees for the Survey	Number of Received Responces	Response Rate
70	50	71

Figure 4. 1 Response Rate

Source: Author

4.3 Benefits Data Preparation for the Analysis

The process of preparing data is crucial to the analysis of survey findings. Proper preparation of the data ensures accuracy of the analysis and reliability of the outcome.

The following table illustrates the completeness of the collected data to ensure the missing values. Table 1.1 shows the Case Processing summary

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
TRN1	50	100.0%	0	0.0%	50	100.0%
TRN2	50	100.0%	0	0.0%	50	100.0%
TRN3	50	100.0%	0	0.0%	50	100.0%
WAR1	50	100.0%	0	0.0%	50	100.0%
WAR2	50	100.0%	0	0.0%	50	100.0%
WAR3	50	100.0%	0	0.0%	50	100.0%

MC1	50	100.0%	0	0.0%	50	100.0%
MC2	50	100.0%	0	0.0%	50	100.0%
MC3	50	100.0%	0	0.0%	50	100.0%
INFRA1	50	100.0%	0	0.0%	50	100.0%
INFRA2	50	100.0%	0	0.0%	50	100.0%
INFRA3	50	100.0%	0	0.0%	50	100.0%
CULT1	50	100.0%	0	0.0%	50	100.0%
CULT2	50	100.0%	0	0.0%	50	100.0%
CULT3	50	100.0%	0	0.0%	50	100.0%
INCENTIVE1	50	100.0%	0	0.0%	50	100.0%
INCENTIVE2	50	100.0%	0	0.0%	50	100.0%
WLB1	50	100.0%	0	0.0%	50	100.0%
WLB2	50	100.0%	0	0.0%	50	100.0%
WLB3	50	100.0%	0	0.0%	50	100.0%

Table 4. 1 Case Processing Summary

Source: Author

4.4 Descriptive Data Analysis

4.4.1 Demographic Analysis

The purpose of the first component of the questionnaire was to gather participant demographic information. The job title, gender, and years of work experience were utilized as the demographic characteristics.

The first major demographic feature of the respondents, the gender-wise participation rate, indicates that 27% of the sample size was female and 73% of the sample size was male, indicating that the ABC Company has a male-dominated culture. This is illustrated using the statistical data from Table 5.1 in picture 5.1 below. The male response is more advanced than the female. Similarly, the majority of employees were married, as indicated by the 70% of respondents who were married. Based on the years of experience, 36 percent of the participants have between 10 and 15 years of experience. The highest proportion is that one. A quarter of the employed

population has more than 15 years of experience. This provides insight into the participant's expertise in the ERP industry. Consultants make up the largest percentage of participants (56%), according to the survey. Nonetheless, a comparable proportion of participants have backgrounds outside of consulting by holding the positions in ERP implementation.

4.4.1.1 Demographic Analysis

Table 4.2 shows that the gender wise participation to the survey

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	14	27.45	27.45	27.45
	Male	36	72.55	72.55	100.0
	Total	50	100.0	100.0	

Table 4. 2 Gender Distribution

Source ; Survey Data

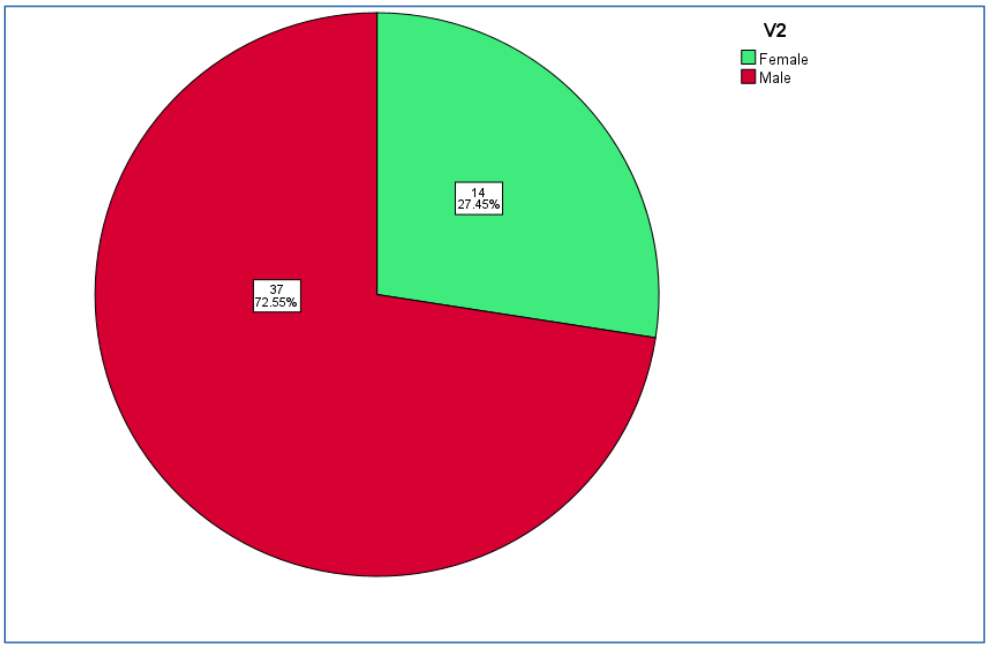

Figure 4. 2 Gender Distribution

Source ; Survey Data

4.4.1.2 Number of Years of Work Experience

Work Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - 5	7	16.7	16.7	16.7
	5 -10	8	19	19	35.7
	10-15	15	35.7	35.7	71.4
	> 15	12	28.6	28.6	100.0
	Total	42	100.0	100.0	

Figure 4. 3 Years of Experience

Source : Survey Data

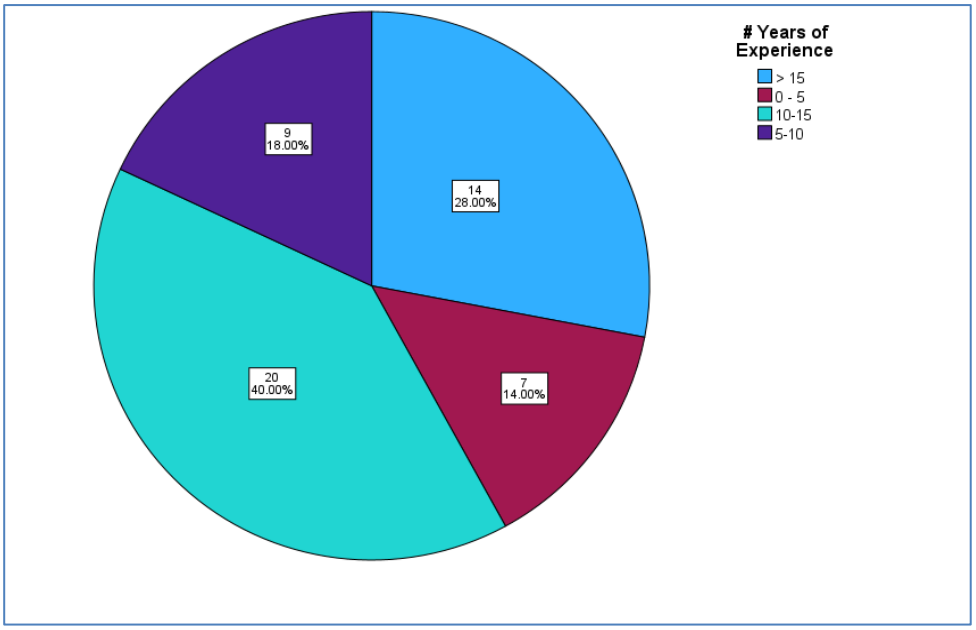

Figure 4. 4 Years of Experience

Source: Survey Data

4.4.1.3 Role of the Project

Role of the Project					
		Frequency	%	Valid %	Cumulative %
Valid	Account Manager	4	8	8	8
	Consultants	28	56	56	64
	End Users	2	4	4	68
	Freelancer	3	6	6	74
	Project Manager	5	10	10	84
	Project Sponsor	3	6	6	90
	Super user	5	10	10	100

Figure 4. 5 Role of the Project

Source: Survey Data

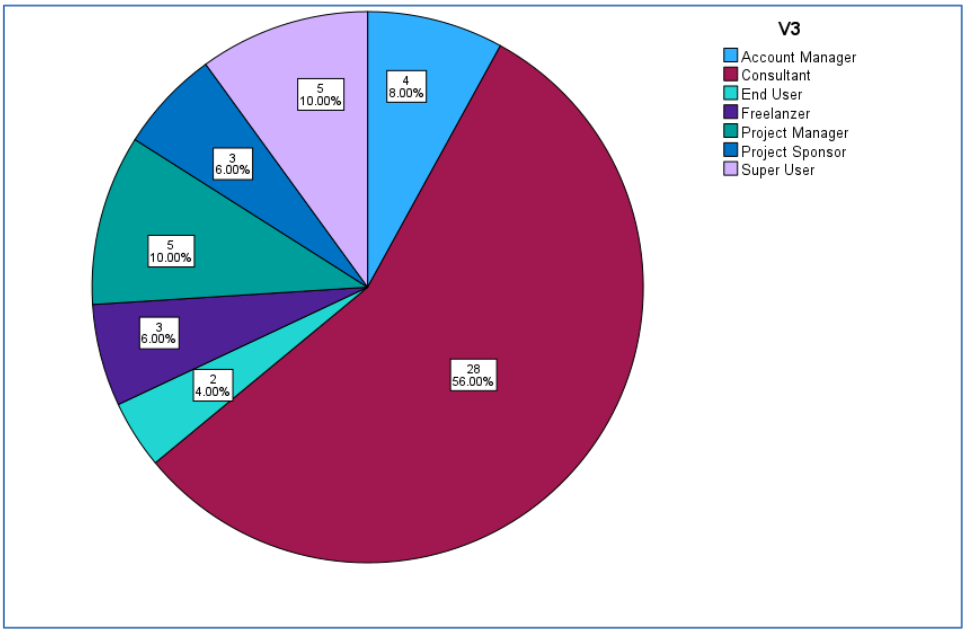

Figure 4. 6 Role of the Project

Source: Survey Data

4.4.1.4 Marital Status

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	35	70	70	70
	Unmarried	15	30	30	100.0
	Total	50	100.0	100.0	

Table 4. 3 Marital Status

Source: Survey Data

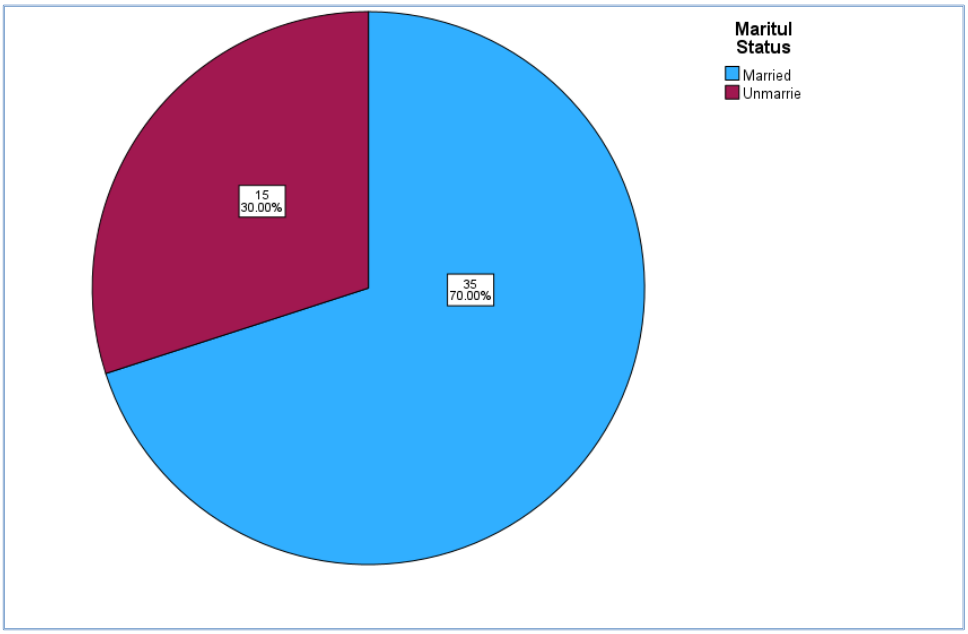

Figure 4. 7 Marital Status

Source: Survey Data

4.5 Reliability and Validity of Data

Validity and reliability are key ideas in survey research because they guarantee the consistency, accuracy, and significance of the data gathered. Content validity guarantees that there are a sufficient number of items in the data collection to support the idea.(Sekaran, 2009). The study has identified the training and work arrangement as the two primary elements that influenced the consultants' success in 2023. This has reaffirmed the substantial data supporting the conclusion that there is a strong beneficial association between the offshore consultants' job performance and the work arrangement and the training they receive. Their significant value, according to the statistical evidence, is less than 0.05 (calculated value is 0.001).

4.5.1 Reliability Analysis

The consistency and stability of the results gathered by the survey instrument are referred to as reliability. Reliable data will produce results that are comparable if the survey is conducted again under the same circumstances. Five-point Likert scales are used to evaluate diverse variables, and Cronbach's Alpha is used to assess their reliability.

Reliability Statistics	
Cronbach's Alpha	N of Items
.907	20

Table 4. 4 Reliability Statistic

Source: Survey Data

According to Table 5.6, the reliability of the prepared questionnaire is higher than the agreed threshold Cronbach's Alpha value 0.7.

4.5.2 Validity Analysis

The correctness and veracity of the information gathered by the survey instrument are referred to as validity. It assesses whether the survey effectively measures the concept that it is meant to assess.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.769
Bartlett's Test of Sphericity	Approx. Chi-Square	613.066
	df	190
	Sig.	<.001

Table 4. 5 Validity Analysis

Source: Survey Data

Table 4.5 shows the results KMO test perform for seven key variables. All the components had a KMO value greater than 50%. This guarantees that the variables and sample are appropriate for further study. (Glen, 2023).

4.6 Frequency Distribution Analysis for Variables

The impact of seven important factors that will affect the performance of offshore consultants is the primary focus of the study. It is possible to engage in conversation about the many measures of the data set in this part, including dispersion and central tendency. It is important to analyze the frequency distribution of survey data for a number of reasons. It offers a thorough comprehension of the structure of the data, identifies patterns and trends, and helps with decision-making based on survey findings.

4.6.1 Frequency Distribution Analysis of Key Performance factors

Correlations								
		TRN	INCENTIVE	MC	INFRA	CULT	WAR	WLB
TRN	Pearson Correlation	1	.278	.550**	.486**	.375**	.417**	.491**
	Sig. (2-tailed)		.051	<.001	<.001	.007	.003	<.001
	Sum of Squares and Cross-products	31.513	12.458	24.027	23.820	18.858	20.737	19.127
	Covariance	.643	.254	.490	.486	.385	.423	.390
	N	50	50	50	50	50	50	50
INCENTIVE	Pearson Correlation	.278	1	.222	.501**	.786**	.356*	.409**
	Sig. (2-tailed)	.051		.121	<.001	<.001	.011	.003
	Sum of Squares and Cross-products	12.458	63.680	13.804	34.876	56.191	25.153	22.627
	Covariance	.254	1.300	.282	.712	1.147	.513	.462
	N	50	50	50	50	50	50	50
MC	Pearson Correlation	.550**	.222	1	.523**	.272	.416**	.547**
	Sig. (2-tailed)	<.001	.121		<.001	.056	.003	<.001
	Sum of Squares and Cross-products	24.027	13.804	60.498	35.529	18.938	28.640	29.476
	Covariance	.490	.282	1.235	.725	.386	.584	.602
	N	50	50	50	50	50	50	50
INFRA	Pearson Correlation	.486**	.501**	.523**	1	.634**	.588**	.545**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001	<.001	<.001
	Sum of Squares and Cross-products	23.820	34.876	35.529	76.180	49.587	45.430	32.984

	Covariance	.486	.712	.725	1.555	1.012	.927	.673
	N	50	50	50	50	50	50	50
CULT	Pearson Correlation	.375**	.786**	.272	.634**	1	.506**	.372**
	Sig. (2-tailed)	.007	<.001	.056	<.001		<.001	.008
	Sum of Squares and Cross-products	18.858	56.191	18.938	49.587	80.258	40.087	23.093
	Covariance	.385	1.147	.386	1.012	1.638	.818	.471
	N	50	50	50	50	50	50	50
WAR	Pearson Correlation	.417**	.356*	.416**	.588**	.506**	1	.643**
	Sig. (2-tailed)	.003	.011	.003	<.001	<.001		<.001
	Sum of Squares and Cross-products	20.737	25.153	28.640	45.430	40.087	78.305	39.457
	Covariance	.423	.513	.584	.927	.818	1.598	.805
	N	50	50	50	50	50	50	50
WLB	Pearson Correlation	.491**	.409**	.547**	.545**	.372**	.643**	1
	Sig. (2-tailed)	<.001	.003	<.001	<.001	.008	<.001	
	Sum of Squares and Cross-products	19.127	22.627	29.476	32.984	23.093	39.457	48.064
	Covariance	.390	.462	.602	.673	.471	.805	.981
	N	50	50	50	50	50	50	50
**. Correlation is significant at the 0.01 level (2-tailed).								
*. Correlation is significant at the 0.05 level (2-tailed).								

Table 4. 6 Frequence Distribution

Source: Survey Data

The Pearson correlation values between each variable range from 0.222 to 0.786, as Table 4.7 demonstrates. Furthermore, each and every value is significant. Consequently, the conclusion follows that the validity of the measures would not be in question. The table displays the strongest positive significant correlations between all important criteria and the performance of consultants.

Statistics								
		TRN	WAR	MC	INFRA	CULT	INCENTIVE	WLB
N	Valid	50	50	50	50	50	50	50
	Missing	0	0	0	0	0	0	0
Mean		6.0867	5.2533	5.5067	5.2467	5.1867	5.3300	5.0733

Std. Deviation	.80195	1.14000	1.11115	1.24687	1.27981	1.26414	.99041
Skewness	-.850	-1.005	-.628	-.672	-.800	-.760	.079
Std. Error of Skewness	.337	.337	.337	.337	.337	.337	.337
Kurtosis	-.114	1.279	-.408	-.247	.228	-.023	-.427
Std. Error of Kurtosis	.662	.662	.662	.662	.662	.662	.662
Minimum	4.00	2.00	3.00	2.00	1.67	2.00	3.00
Maximum	7.00	7.00	7.00	7.00	7.00	7.00	7.00

Table 4. 7 Correlation Analysis

Source: Survey Data

Table 5.9 indicates that the mean values for all seven independent variables fall within the range of 1 (0.00) and 3.79 (±.898), indicating minimal variability and closely grouped data points around the mean. ensure there is no deviation in the responses from the mean values. The study's data set is regularly distributed.

4.6.2 Regression Analysis

Regression analysis is a versatile and essential tool in data analysis and statistical modeling in academic research, business, healthcare, or public policy. Its significance stems from its ability to predict outcomes, understand relationships, identify key factors, and support data-driven decision-making. This provides a foundation for extracting meaningful insights about the dependability of the dependent variables on the independent variables. The table 4.8 shows the R Square value of the current research.

Model Summary									
					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.605[a]	0.366	0.261	2.86221	0.366	3.469	7	42	0.005
a. Predictors: (Constant), WLB, CULT, TRN, MC, INCENTIVE, INFRA, WAR									

Table 4. 8 Model Summary

Source: Survey Data

According to the above Table 5.10 the model summary shows that R square value as 0.366 & it is saying 37% of variation in consultant's job performance(dependent

variable) is described by the fixed regression model. However, as the R^2 value is between 0(Zero) and 1(one), the model explains the part of the variability. Adjusted R Square value is 0.261. It shows that 26%

4.6.3 ANOVA Test

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	198.907	7	28.415	3.469	.005[b]
	Residual	344.073	42	8.192		
	Total	542.980	49			
a. Dependent Variable: PERFORMANCE						
b. Predictors: (Constant), WLB, CULT, TRN, MC, INCENTIVE, INFRA, WAR						

Table 4. 9 ANOVA Table

Source: Survey Data

The model's overall significance is displayed in the ANOVA table. The measurement used to accept the overall significance of the model is called the P value. If the significant value of the ANOVA table is less than 0.05 the overall model can be accepted. As per the Table 4.9, F value is 3.469 and P value is .005. This indicates that the differences in offshore consultant's performance among the considered key variables are statistically significant, and it can be confidently rejected the null hypothesis, concluding that at least one variable leads to different performance levels compared to the others.

4.6.4 Coefficients Table

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	0.743	3.375		0.220	0.827	-6.069	7.555
	TRN	-0.735	0.656	-0.177	-1.119	0.269	-2.060	0.590
	WAR	1.470	0.478	0.558	3.072	0.004	0.504	2.436
	MC	-0.318	0.496	-0.106	-0.640	0.525	-1.319	0.684
	INFRA	-0.425	0.510	-0.159	-0.834	0.409	-1.454	0.603

	CULT	-0.833	0.621	-0.320	-1.341	0.187	-2.086	0.421
	INCENTIVE	0.866	0.615	0.297	1.408	0.167	-0.375	2.107
	WLB	0.912	0.634	0.271	1.437	0.158	-0.369	2.192

Table 4. 10 Coefficient Table

Source: Survey Data

The coefficient table is essential for understanding the relationships between predictors and the dependent variable, assessing the significance of these relationships, and determining the strength and direction of the effects. The constant value of the model explains the level of consultants performance when all the independent variables are at zero. As per the coefficient table, the regression coefficients of training, Onsite working Arrangement are statistically significant and other variables are statistically insignificant. Using the beta values at the significant level the researcher is able to build up a regression equation of the effects towards offshore consultant's performance.

$$Y = 0.743 + 1.470\ WAR + ei$$

Where,

Y = Offshore Consultants Performance
WAR = Work Arrangement

4.7 Hypothesis Testing

Multiple regression analysis was employed in this study to assess the hypothesis. When the significance value is less than 0.05, the null hypothesis can be rejected. Based on the coefficient table, the hypothesis test results are shown in table 4.11 below.

Hypothesis		Status	
H_1	There is a significant positive impact of the Training provided to the offshore consultant's performance	Rejected	Not Significant
H_0	There is NO significant positive impact of the Training provided to the offshore consultant's performance	Accepted	
H_1	There is a significant positive impact of the Work Arrangement to the offshore consultant's performance	Accepted	Significant at 0.01

H_0	There is NO significant positive impact of the Work Arrangement to the offshore consultant's performance	Rejected	
H_1	There is a significant positive impact of the Managerial level commitment to the offshore consultant's performance	Rejected	Not Significant
H_0	There is NO significant positive impact of the Managerial level commitment to the offshore consultant's performance	Accepted	
H_1	There is a significant positive impact of the Working Infrastructure to the offshore consultant's performance	Rejected	Not Significant
H_0	There is NO significant positive impact of the Working Infrastructure to the offshore consultant's performance	Accepted	
H_1	There is a significant positive impact from the cultural Sensitivity to the offshore consultant's performance	Rejected	Not Significant
H_0	There is NO significant positive impact from the cultural Sensitivity to the offshore consultant's performance	Accepted	
H_1	There is a significant positive impact from the Incentive given to the offshore consultant's performance	Rejected	Not Significant
H_0	There is NO significant positive impact from the Incentive given to the offshore consultant's performance	Accepted	
H_1	There is a significant positive impact from the work life balance to the offshore consultant's performance	Rejected	Not Significant
H_0	There is NO significant positive impact from the work life balance to the offshore consultant's performance	Accepted	

Table 4. 11 Hypothesis Testing

Source: Survey Data

4.8 Discussion on Research Objectives

- To determine the key factors that influence the performance levels of offshore ERP consultants.

With respect to the data collected and the analysis performed on it, the study discovered that there is a single primary factor that directly affects the performance of offshore SAP consultants. That is the consultants' work arrangement. For example, if the consultants' work arrangement is enhanced by one unit, their performance will increase by 1.470 units. Based on the researcher's Pearson's Correlation analysis, it is clear that the performance of consultants is significantly positively correlated with training, incentives, management commitment, cultural sensitivity, and work-life

balance. The work arrangement is the most significant of the chosen elements, according to the analysis conducted by the researcher. The term "work arrangement" refers to the opportunities provided to offshore consultants to work on-site, within the constraints of their base calendar and with a limitation on the hours of operation that correspond to their residence time zone.

4.9 Summary

SPSS software has been used to evaluate the data collected. In this chapter, where feasible, the descriptive statistical data presentation was used. Prior to moving further with additional data analysis, the validity and reliability of the data were assessed. The connection between the variables influencing the performance of the offshore consultant was demonstrated through the use of correlation analysis. In the end, it has been found that the consultant's work arrangement has a major influence on the consultant's performance.

5 CHAPTER

RESEARCH LIMITATION, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

The chapter concludes and discusses the study's final findings, emphasizing the research study's conclusions and suggestions. The researcher outlines the research purpose, findings related to hypotheses, and demographic variables within the discussion section. The primary goal of the study was to determine how important factors affected the performance of the offshore SAP consultants at ABC Company. Based on the research's findings, strategies were recommended to improve the performance of the offshore consultants.

5.2 Conclusion of the Study

The deliverability of the offshore SAP consultant has been a source of concern for the ABC Company over an extended period of time. The performance of the offshore consultants can be directly impacted by seven major aspects that the researcher has found. The training, work arrangement, management commitment, incentive package, infrastructure, work-life balance, and cultural impact are the seven factors. The results showed that one crucial component was found. That is the work arrangement. Three factors—the chance to work on-site, the effect of the time zone in which the offshore consultants are working, and the relevant holiday calendar—describe the variable.

5.3 Recommendations

As per the findings, it can be recommended to increase the number of opportunities given to the offshore consultants to work onsite that has been proved statistically through this research work. Opportunity to works on diverse projects with the hands on experience with the onsite team. Though the null hypothesis of the other key variables are accepted statistically, there is positive relationship between the variables and the performance. Therefore, following recommendations are put forward.

- **Encourage the continuous training:**

One of the main issues that ABC Company faces at the movement is, they would take considerable time to deploy the consultant into a project that is unknown to the consultants. Therefore, the company's initiative to hire the graduate trainees as the associate consultants and should be strengthened. That encourages the associate consultants to staying updated with latest technologies and industry best practices which is required to perform best during the ERP implementations.

- **Implement continuous monitoring system:** T

he monitoring of offshore project teams could cause difficulties because of differences in time zones, geography, and culture. On the contrary, it is feasible to guarantee that offshore teams continue to be productive, coordinated, and on schedule by putting in place efficient techniques and technologies. Here's an organized method for effectively keeping an eye on offshore project teams.

  - Establish clear communication Channels with daily, weekly or bi-weekly with the offshore teams to discuss the progress, challenges and goals of the project.
  - Unified Communication Platforms: Use tools like Microsoft Teams, or Zoom to maintain seamless communication. Ensure that everyone is using the same platform for consistency and ease of access. Also, it is recommended to make mandatory for all the offshore team members to stay the video open during the meeting.
  - Set, Specific, Measurable, Achievable, Relevant and Time-bound goals (SMART). The clear deliverables help prevent misunderstanding. (Erlings S Andersen, Kristofer V Grude, Tor Haung, 2009)

- **Maintain Centralized Project Documentation**:

Organize all project-related data, updates, and papers onto a single, readily navigable platform, such as Google Drive, SharePoint, or Confluence. By doing this, it is ensured that everyone is using the same set of data.

- **Implement Employee engagement and Motivational Program:**

Teams working offshore can sometimes feel separated off from the core project. Frequent feedback sessions keep people interested, and incentive comes from recognizing their contributions**.** Some of the program that would be applied for this purpose are given below

  - Job rotating program: This means to provide the temporary opportunity for the best performance to work with the onsite project team during the different stages on the project implementation
  - Virtual Team building games
  - Provide modern tech gadgets – noise cancelling headphones, ergonomic peripherals (Keyboards, mouse, mic...etc)
  - Health and wellness Packages – meditation apps, virtual fitness classes
  - Recognition and Awards – create a virtual "Half of Fame" or recognition platform to showcase outstanding contributions followed by certificates or trophies sent to their locations

- **Implement Risk management techniques:**

Additional risks associated with offshore projects could include communication breakdowns, technology constraints, or instability in the surrounding area. Maintain continuous monitoring of these risks and put backup procedures in place. For Instance, provide UPS to mitigate the risk with power failure, provide internet connections with unlimited data

- **Apply ethical and industry acceptable tools for monitoring offshore team:**
  - Time tracking software like Hubstaff or Time Doctor to track working hours and ensure time is being used productively.
  - Apply screen monitoring tools to monitor the real time activity of the offshore team members time to time without breaching the trust.
- Soft skill development: Communication skill and problem-solving skill will help the consultants understand the cultural aspects of each team

- **Establish strong Liaisons office**:

Appointment of a person or team to act as the bridge between onshore and offshore teams. This person can be responsible for communicating project updates and addressing any concerns on a daily.

- **Encouraging a good work life balance to discourage the burnout:**

That could be achieved with flexible work schedules and resources to support their physical and emotional health. The weekly report should be submitted by offshore team to monitor the following,

  - Task completion rates.
  - Adherence to deadlines.
  - Quality of deliverables (e.g., number of defects, customer feedback).
  - Time taken to resolve issues.

- **Maintain Performance Matrix and KPIs :**

The performance matrix and the KPI may vary according to the level of the consultants (Senior, Consultant or associate consultants)

The aforementioned recommendations are ranked in order of the importance in the table below for the ABC Company to follow.

Recommendations	Criticality		
	High	Medium	Low
Encourage the continuous training	√		
Implement continuous monitoring system	√		
Maintain Centralized Project Documentation	√		
Engagement and Motivational Program		√	
Implement Risk management techniques			√
Apply ethical and industry acceptable tools for monitoring offshore team			√
Establish a Liaisons office		√	
Encouraging a good work life balance	√		

Table 5. 1 Recommendation Priority

Source: Author

5.4 Limitation

The research has not involved any third-party counter parts. E.g. the technical consultants who provides the system integration platforms. Also, though it was expected to receive at least 90% response rate, the researcher was not able to meet the target. If it was possible to receive, more accurate conclusion would have been drawn.

In additions, following limitations are with this research paper.

- Limitation with the data availability and accessibility
    - The company was not willing to share their actual data in term of issues handling and complains received for the offshore consultants. That is because of the confidentiality agreements that the company has with its employees. That has been a key limitation for depth of the data analysis.
    - As the offshore consulting model is a newly implemented system in the said company, there is no much secondary data for the analysis. That has also impacted to have a narrow study.
- Subjectivity and Bias
    - There might have bias response received from the participants due to the fact that consultants may overstate their effectiveness, or clients might downplay challenges to avoid appearing unprofessional.
- Time and Resource constraints
    - Amidst the busiest work schedules, the time available to collect and analyze the data would have been insufficient for capturing long terms trends or conducting a thorough follow up with the participants.
- Client specific customization.
    - The company has a strong client base. The consulting service for those clients are vary from one to another. That is designed in a way to meet the client's expectations. Therefore, researcher has found some difficulty when generalizing the findings.

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Annexture

Questionnaire

Survey on ERP Consultant

Contact Information

1. Name

_____

2. Email

_____

3. Gender

Mark only one oval.

- ◯ Male
- ◯ Female

4. Roll of the project

Mark only one oval.

- ◯ Consultant
- ◯ Project Manager
- ◯ Account Manager
- ◯ Super User
- ◯ End User
- ◯ Project Sponsor
- ◯ Freelanser

5. Work Experience

Mark only one oval.

- ◯ 0 - 5
- ◯ 5 - 10
- ◯ 10 - 15
- ◯ > 15

Training Feedback

6. Do the Knowledge Transfer given by the onshore consultants comprehensive enough to perform your duty

Mark only one oval.

- ◯ Strongly Disagree
- ◯ Disagree
- ◯ Neutral
- ◯ Agree
- ◯ Strongly Agree

7. How do you like to get the training

Mark only one oval.

- ◯ On the Job
- ◯ Off the Job
- ◯ Anything above

8. The training program has been designed in a way to provide the overall objectives of the project

Mark only one oval.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Impact of the flexibility work arrangements

9. Time zone differences influence the availability of offshore ERP consultants.

Mark only one oval.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

10. Consultants perform well in Onsite working arrangements

Mark only one oval.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

11. Offshore consultant's country's holiday Calander makes adverse impact on project deliverables

Mark only one oval.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Leadership Impact

12. The module lead in onshore provides guidelines to the team as needed.

Mark only one oval.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

13. The Module leader is reachable at any time.

Mark only one oval.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

14. The module leader gives continuous feedback.

Mark only one oval.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Impact of the infrastructure

15. How strong are you with the remote connectivity tools provided by the company?

Mark only one oval.

- Strongly not Happy
- Not Happy
- Nuetral
- Happy
- Strongly Happy

16. Have you encountered problems in connecting with the project team owing to connectivity issues?

Mark only one oval.

- Yes Always
- Yes sometimes
- No
- Not all

17. The support given by the IT team to fix the connectivity issue is remarkable

Mark only one oval.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Cultural sensitivity

18. How would you rate the cultural sensitivity to perform your job?

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Highly Important

19. Do you think that you would understand the customer culture more effectively as an onshore consultant than offshore one

Mark only one oval.

- Yes
- No
- Maybe

Performance Incentives

20. What kind of performance incentives would you like to get as an offshore consultant?

Mark only one oval.

- ◯ Onsite opportunity
- ◯ Red eye allowance for night work
- ◯ Offshore work allowance

21. In terms of incentives, onshore consultants differ from offshore consultants.

Mark only one oval.

- ◯ Strongly disagree
- ◯ Disagree
- ◯ Neutral
- ◯ Agree
- ◯ Strongly agree

22. You are motivated to work as a offshore consultant based on the introduced incentive scheme

Mark only one oval.

- ◯ Yes
- ◯ No
- ◯ Maybe

Work Life Balance

23. Project management take relevant decision to have Work Life Balance

Mark only one oval.

	1	2	3	4	5	
Not	◯	◯	◯	◯	◯	Highly Supportive

24. Do you think that offshore consultant are having good work life balance than the onsite consultants

Mark only one oval.

- ◯ Yes
- ◯ No
- ◯ Maybe

25. Are you satisfied with the tools provided to engage in teamwork?

Mark only one oval.

- ◯ Strongly not Satisfied
- ◯ Not satisfied
- ◯ Nuetral
- ◯ Satisfied
- ◯ Strongly Satisfied