UNIVERSITI TEKNOLOGI MARA

CUSTOMIZATION ISSUES IN ENTERPRISE SYSTEM IMPLEMENTATION PROJECT: A CASE STUDY IN BANKING INDUSTRY

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ABSTRACT

Enterprise system is widely adopted in most small and large organizations today. In implementing enterprise system in an organization, customization has been considered one of the major factors which have a significant impact on the project. The problem relating to customization can lead to project cost and schedule overrun, and even cause project failure in many cases. The purpose of this research is to explore various issues pertaining to customizations aspect in enterprise system project and derived a framework to present the issues and reasons. The research covers the scope of customization for changes needed to be performed on the standard system. Qualitative approach is used to gather data based on a case study for an enterprise system project implemented in a local bank. Data collected from a series of interviews conducted with the project managers involved in the project were analysed. The findings show customization work involve at various project stages, and the main issues are related to project team commitment and competencies at the requirement gathering stage. Some issues pertaining to inaccurate, incomplete and complexity of the requirements also incurs during the customization work along the project development including at testing and data migration stages. Issues highlighted from past researchers and findings from this research were organized and presented in a framework which commonly impact the project schedule and cost. The findings may provide some key considerations for further research in the future and organization in managing customization issues and challenges to at least minimize any relevant potential risk and ensure a successful enterprise system project.

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