

# THE IMPLEMENTATION OF ENTERPRISE RESOURCE PLANNING (ERP) IN THE UNITED ARAB EMIRATES: A CASE OF MUSANADA CORPORATION

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## ABSTRACT

This study aims to examine the most significant factors that contributed to the system's success (ERP), how to implement it in the Musanada Corporation in the United Arab Emirates, and also the resistance of certain employees to this system. This study follows the qualitative methodology and data collection from company members (stakeholders in the company). A complete analysis of the study and submitted proposals to develop the system. This paper presents the study on the field so far and the results reached by the group's members and through data collection from stakeholders for the organization, providing the field study within analysis steps of implementation and application of the system in the institutions of the United Arab Emirates. It summarizes the advantages of the ERP system and the ability of companies in its implement it. Furthermore, it facilitates the external and internal processes (business processes and operations) and the internal development of the network in the company. ERP is significant in facilitating the task and reaching the desired goal (for the company's benefit). New technology has helped develop traditional systems and the presence of more security, ease of access to the desired goal, and the company's success to pass several actions in a short time.

**Keywords**—*Enterprise resource planning (ERP), Success factors, system implementation, cloud Enterprise resource planning, Mobile ERP.*

## 1. INTRODUCTION



Understanding the complexity of enterprise resource planning (herein denoted as ERP) is a vital framework that can enable both general initial framework that can enable both general and project managers in their daily endeavors. ERP is made about software developed by a business that facilitates the organization in automation as well as integration of a number of the business processes and typically enables the users to share common data as well as practices all across the enterprise hence production and accessibility of vital information throughout the

enterprise in a defined timeline [1]. The program enables accurate information is to be entered only once in a given system and becomes accessible to the users. Among the components that constitute the program are the software, the process flow, change management, and customer mindset [2]. Also, considering the elements of the program, the software is the most visible part of the program, and it is comprised of sub-elements such as finance, human resource, supply chain management, customer relationship management as well as business intelligence [3]. On the other hand, the process flow is concerned with the circulation of information amongst the different modules within the system [4].

Another component of the scheme, customer mindset, deals with how the information developed by the program is perceived or received by some people. This level consists of three tiers; user influence, team control as well as corporate power. The final component of the program is entailed a successful implementation of the whole system [5]. Change management, the last element, is managed at several stages, including user attitude, project changes, business changes, and user attitude, project changes, business changes, and user attitude, project changes, business changes, and business process changes. Initiation of the system in an organization follows various steps to ensure a smooth transition and hence adoption and further implementation of the program's purpose in a given business [6]. Therefore, the different stages followed include the following phases; pre-implementation, analysis, design, construction, and implementation. Therefore, the program's development sequence is vital since one step automatically leads to the next phase [7]. In the future works to be developed with regards to the system, there needs to be a focus on making a link to the program to the strategies of the organization as well as devising a framework that will enable the implementation of the system with the use of both portfolios as well as program management [8]. One major shortcoming of the scheme is that it entirely relies on the software [9][10].

In contrast, several components therein can be perfectly utilized to ensure the proper functionality of the program [11]. Overreliance on the software can be minimized through advocating for increased use of other components in the program. On the contrary, the program is beneficial since it ensures a requisite relay of information throughout the entire system in the shortest time possible, enabling easier accessibility to a broader population [12]. Similarly, the program allows easier management of changes in the course of the business institution, which are essential in adapting to newer changes in society and the requirements of the particular clients of the organization [13]. The journal is not requisite in how it handles the entire idea since its approach is wholesome. There is a limited step-by-step approach used in explaining the program; hence, the adoption of the people and the management becomes constrained in a way [14]. Future development on the same subject can, therefore, aim at developing a step-by-step scheme that provides requisite information and hence enables easier accessibility of the program and enhanced adoption and usage [15]. The goal of the research is to find the most significant factors that contributed to the system's success (ERP), how to implement it in the organizations of the United Arab Emirates, and how to resist certain employees and companies for this system. Plus, it is an opportunity for us to learn information and experience the system. This research focuses on the crucial elements, including the ERP system, implementation, and the main factors that helped change from the previous system to the new one [16]. Besides highlighting the successes factors and providing a study on the system used in the enterprise and comparing them with several studies of individuals who cared for this system because it is their view about the system's success and facilitate business processes and operations [15].

## 2. THEORETICAL BACKGROUND

ERP stands for *enterprise resource planning*, which is software used to manage the business process and enable an organization to use integrated applications to manage the business and computerize many back-office functions related to services, technology, and human resources [17]. ERP software combines the facets of an operation (product planning, manufacturing, development, marketing, and sales) in the application, database, and user interface. Considering the elements of the program, the software is the most visible part of the program [18]. It comprises sub-elements such as finance, human resource, supply chain management, customer relationship management, and business intelligence [3]. On the other hand, the process flow is concerned with the circulation of information amongst the



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ERP software usually consists of multiple enterprise software modules, and software modules are purchased individually, depending on the organization's technical capabilities and what best meets and fits the specific needs [22]. Each module of ERP software modules is focused only on one area of business processes, such as product development, planning, sales, or marketing [23]. A business can use ERP software to manage the activities of the back-office and tasks that include: supply chain management, Distribution process management, services knowledge base, prices, configuration, facilitate better project planning, improve the accuracy of financial data, automate employee life-cycle, accounting, and financial applications, standardize critical business procedures, reduce redundant tasks, assess business needs, lower purchasing costs, manage human resources and payroll [23].

The most common ERP modules include product planning, inventory control, material purchasing, accounting, distribution, marketing, finance, and HR. As ERP methodology has become more prevalent, software applications have emerged and are used to help business managers implement ERP into other business activities and may merge modules for business intelligence and CRM, displaying it as a single unified package [22]. Initiation of the system in an organization follows various steps to ensure a smooth transition and hence adoption and further implementation of the program's purpose in a given business. Therefore, the different

stages followed include the following phases; pre-implementation, analysis, design, construction, and implementation [24]. Therefore, the program's development sequence is vital since one step automatically leads to the next phase. In the future works to be developed with regards to the system, there needs to be a focus on making a link to the program to the strategies of the organization as well as devising a framework that will enable the implementation of the system with the use of both portfolios as well as program management [25]. One major shortcoming of the scheme is that it entirely relies on the software. In contrast, several components therein can be perfectly utilized to ensure the proper functionality of the program [11].

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### **3. LITERATURE REVIEW**

#### *3.1 Top 4 ERP Trends*

The last couple of years has released forces that are shifting the entire area. Four continuing and new trends have affected the enterprise ERP software: mobile ERP, cloud ERP, social ERP, and two-tier ERP [22]. Mobile ERP, employees, and administrators want real-time access to information regardless of where they are. Businesses are expected to adopt mobile ERP for the dashboards and reports and to conduct key business processes. Cloud ERP, although the cloud has been advancing steadily in the enterprise for some time, many ERP users have been unwilling to place data cloud [29].

Those reservations have been little by little disappearing as the benefit of the cloud become more visible. There was much hype about social media and how it is essential to add to ERP systems. Vendors have been adding social media packages to their ERP systems with much fanfare [30]. However, some are amazing if there is much gain to integrating ERP with social media. Two-tier ERP, Enterprises take care of every aspect of organizational systems once they attempt to build an all-encompassing ERP system. Adopting two tiers of ERP is brought by a change in strategy because of some expensive failures [22].

#### *3.2 What is Cloud ERP?*

Cloud computing or on-demand computing is one of the leading technology topics in the modern world. Cloud is the use of the internet to store records and documents and to provide shared computing resources. The cloud term covers anything shared on a commercial service such as Google to hosting the whole computing infrastructure of a global corporation from

remote data centers [31][32][33]. For more understanding, the National Institute of Standards (NIST) provides a formal US government computing. The cloud is mainly valuable for medium-sized and small businesses (SMBs) since it provides access to applications for full function at a reasonable price, without massive operating expenditure for software and hardware [34]. The company can quickly scale as its business grows or a new company is added if used by the correct cloud provider. Clouds ERP empowers the company's accounting, operations management, and reporting to run in the cloud. As one would expect, the vendors of Cloud ERP differ significantly in their service, technology, and functionality [5]. After researching the vendors of ERP cloud, it becomes clear that vendors have few everyday things beyond hosting an employment and application the internet to offer connectivity (ibid.) [35].

### 3.3 Brief history of ERP

In the 1960s, the designed and implemented enterprise information system (EIS) was a centralized computing system that automates inventory control systems using inventory control packages (IC) [36]. In the 1970s, material requiring planning (MRP) was developed. MRP involved the parts required for the production and planning of the product. In the 1980s, they introduce (MRPII) with a focus on improving the processes [37].

Manufacturing by synchronizing the materials with production requirements. ERP surfaced in the late 1980s and the beginning of the 1990s and targeted big complex companies (Revolv, n.d.) [38]. Companies were forced to arrange. Their business again to adapt the logic of the new software. In the 1990s, Gartner Group used ERP for the first time because ERP was seen or expected to extend the capabilities of material requirements planning (MRP), computer integrated manufacturing, and manufacturing resource planning (MRP). Previously, a vendor of ERP assembles separate packages for human resources, accounting maintenance, and others (you can add whatever module you want) [39]. However, in the mid of the 1990s, the ERP systems included all core enterprise functions, and governmental organizations started to use this system. In 2000, a problem with the euro disrupted the old systems, which gave the companies chances to install ERP systems instead. In consequence, ERP systems rapidly grew Throughout the 1990s [40].

The focus of the ERP system in the 1990s was on the functions of automating back-office that did not directly affect the public and customers. The Front office function that affects customers were integrated later, such as supplier relationship management (SRM), customer relationship management (CRM), e-business systems like e-government, e-commerce, e-telecom, etc [41].

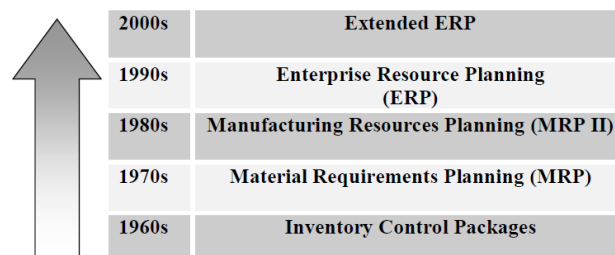
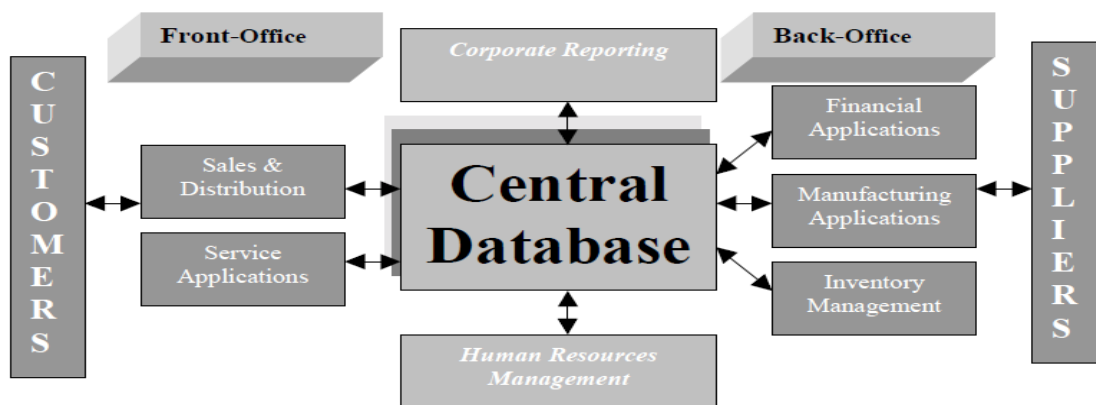


Exhibit 1-1 The evolution of ERP

### 3.4 Studies of ERP

There are continuous studies in the field of enterprise resource planning, and one of the newest studies was titled (A study of enterprise resource planning (ERP) system performance measurement using the quantitative balanced scorecard approach) that written by Yung-Chi Shena and Pih-Show Chenab (Department of Bio Business Management, National Chiayi University, No. 580, Simin Road, Chiayi 600, Taiwan, ROC), Chun-Hsien Wang (department of Business Administration, National Chiayi University, No. 580, Simin Road, Chiayi 600, Taiwan, ROC) [42]. The main topics are discussed under this title are a review of the relevant ERP and performance literature and how ERP is implemented and the benefits of this system, the Derivation of a balanced scorecard for ERP performance measurement, methodology, and finally, an empirical study: post-implementation ERP performance measurement [43].



*Rashid, M. A., Hossain, L., & Patrick, J. D. (2002). The evolution of ERP systems: A historical perspective.*

On the other hand, project disappointment could, in a risky case, cause an organization to go out of business. Planned in contrast to the existing literature on ERP critical success features, this paper studies environmental factors that affect the adoption of ERP by The Oman Telecommunication Company (Omantel) [44]. This paper highlights the specific issues of large organizations that work with disparate legacy systems. National differences and ERP implementation: issues and challenges by Chwen Sheu, Bongsug Chae (Department of Management, College of Business Administration, Kansas State University, Manhattan, KS 66506, USA), and Chen-Lung Yang (Department of Industrial Management, Comprehensive Research Center, Chung-Hua University, Taiwan) [45]. Multinational ERP implementation presents another measurement of difficulty—national differences—in the already complex nature of ERP operation in global information management. This study revised some issues critical to the success of international ERP implementation. Using two case research and secondary data, they examined ERP implementation at some multinational companies in the US, Taiwan, Europe, and China [46].

## 4. RESEARCH METHODOLOGY:

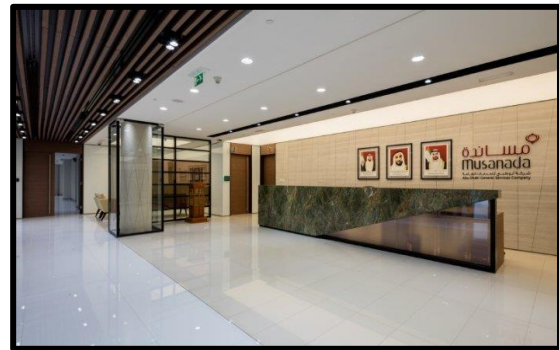
The approach used in the research writing is the qualitative approach by using studies information and analysis through discussion among the group members in the case study. The



collection of information was through the managers of the enterprise, such as the quality manager, IT department employee, and an employee of the Department of Human Resources, through the interview and emails. I started to search for information about the company, including using the enterprise resource planning system. I then were studied the steps of the application and implementation of the system in the enterprise and the factors that helped to change, and the elements of success in the company and also made suggestions from members of the group about the development of the enterprise resource planning to cloud enterprise resource planning. After considerable diligence, the group members have found ten recent studies about the system and compared them with our company study.

#### 4.1 Case Description

Musanada enterprise started in December 2007; it is a government body that provides services to the government to improve the quality of services and save public money [47]. It plays an essential role in the vision of the Abu Dhabi Government to become one of the top governments in the world by supporting the public sector. Musanada provides many services, including buildings, technology, and business support (Musanada, n.d) [48].



#### 4.2 Musanada ERP System development

Before the company used ERP systems, Musanada Company did not use any systems or accounting software. All Accounts were calculated on paper and then put in the archive section. All financial tables and accounts were recorded in the papers [49]. I take each entry in the statement for the income statement, see how much they cost, and then record it. For example, if the company bought from a particular shop, the shop gives them the bill, and the company collects bills in files. From the invoices, they record all expenses; then, they collect them under the appropriate entry [50]. The process consumes considerable time and effort. Then they apply the ERP system. This facilitates a lot for them. An Enterprise Resource Planning (ERP) system is a highly combined enterprise information system that achieves all aspects of an enterprise's business processes, including production planning, purchasing, engineering design, manufacturing, marketing, distribution, accounting, and customer service. ERP has been positively presented to Musanada Company [51].

Over the years, ERP systems have grown and are progressive since the emergence of material requirements planning (MRP) and manufacturing resource planning (MRPII) systems [52]. The primary difference between an ERP system and its predecessors is that ERP distances the whole organization and business job processes, not only the production linked to operations [53]. ERP systems can be found back in the early accounting and inventory systems in the 1960s. The last systems have evolved during the 1970s into material requirements planning (MRP) systems. MRP systems have been intensely used within manufacturing companies in order to handle production and inventory planning processes [54]. During the 1980s, manufacturing resource planning systems (MRPII) came into the frontlines. MRPII is a stretched and more

comprehensive version of MRP, covering manufacturing companies' other jobs and business processes [55].

Further manufacturing planning handled financial, order handling, inventory management, distribution, and procurement processes [56]. MRPII can also handle business processes within and between several entities within large companies, like plants, warehouses, and distribution centers [57]. Although MRP implementations were nontrivial, MRPII consumed more time and resources and significantly impacted business processes and people. In the 1990s, ERP systems were introduced as an extension to their predecessors, MRPs. ERP systems span the whole organization but concentrate on required business function methods, not only the production-related operations [58]. Furthermore, ERP systems deliver central data storage and mixing center between the different subdivisions within organizations( Netsuite.,n.d) [59].

#### 4.3 Accounting systems used by Musanada

**Just in time (JIT)** An inventory accounting system is a management system, in this methodology for managing inventory has become increasingly popular in the early 21st century as suppliers and retailers cooperate to control inventory costs while still meeting customer demands [60]. The Purpose of Just in time inventory is planned to avoid situations in which inventory exceeds demand, and places increased weight on the business to manage the additional inventory. Producers using JIT processes want to use materials for production at levels that meet distributor or retailer demand but not in extra. Retailers only want to acquire and transfer inventory that meets direct customer demand [61]. Excess inventory requires storage and management costs.( chron.,n.d) [62].



**Gnu cash accounting system** A system records all company financial transactions and daily operations, such as recording expenses and various expenses and record revenues [63]. The company used this system for a certain period and was a free program [64]. Easy to use and provides all the accounting features they need, such as the ability to retail transactions, the possibility of referring the deal placed so that it was agreed upon or canceled, the ability to view multiple accounts in a single log window, view a summary of the bar for the account all the basic account information, such as account status shows is it owes or creditor, the program also includes the ability to customize the style and appearance of the display in the program [65]. This system allows scheduling financial transactions and creates reminders within the program, such as paying a financial boost to the creditors or catching a financial boost from debtors [66]. GnuCash program provides reports and detailed graphs of private accounts: such as pie charts, statistical terraces, curves, and the ability to customize various forms of graphs as well. This program provides them with the reports of accounting basics, such as the budget, profit and loss account, assessment investment portfolio and inventory, and other essential accounting reports, and they can customize the reports to their desired program being prepared [67].

Recording mode payments in the accounts, such as bank checks and the registration numbers of these checks or notes receivable and the date of receipt and numbers, help match accounts with creditors and debtors [68]. The possibility of creating lists of income also the possibility of creating bills. Simplify business management by establishing accounts for employees and jobs



and record every respect of the funds owed to them or deducted from their salaries [69]. Management of different budgets in the company. It gives them the possibility of using multiple currencies in the accounts and automatic conversion between the currency rates of exchange approved and the ability to print invoices and accounts, and the allocation of print and pattern printing manner desired by the user (Musanada,n.d) [70].

**Phenix accounting system** A Comprehensive and integrated accounting system Used by *Musanada* company is specially designed to facilitate the accounting work for companies, and its large number of features and a set of tools to understand and manage the financial aspect for companies in all sectors, making it the best accounting and warehouses versatile program in the Arab world [71]. It is an integrated billing system to generate, manage and send custom invoices with the possibility to attach all types of files [72]. It provides The Company with comprehensive reports. Create multiple dynamic quality reports., easy to use and effective to help their growth, compatible with Windows & a comprehensive accounting program multilanguage. They manage financial and administrative work in Arabic and English simultaneously [73]. It provides copies to reserves and Also performs backup operations manually or automatically to provide maximum information security. The company does not use the cloud [74]. They do not apply it because of Cloud Disadvantages. In addition, the Abu Dhabi government prevents companies from using the cloud. There is control on this system .also, most cloud programs are challenging to use, and they cost high (*Phenixuae,n.d*) [75].

## 5. CASE ANALYSIS

### 5.1 Musanada Enterprise & ERP



Exhibit 2-1, Steps to implement the ERP

The Musanada Enterprise supports administrative innovation such as ERP implementation after intensifying the competition in the marketplace to improve profitability and customer satisfaction. It implements the enormous software and consolidated database by unusual operations to coordinate and integrate all the information, recourses, and activities to complete each process in all departments [76]. Before three years, the Musanada Enterprise transformed the software application into large-scale applications like an ERP system [77]. Then it is taken care of all the components of the business because the alteration will cover overall and challenging function (Quietly Manager, Musanada Company) [78]. There are many comprehensive plans and methodologies must the enterprise keep track of them when changing the system. The Musanada Enterprise follows the six approaches to implementing the system: planning, design, configuration & development, training, go-live, and evolution (Nuvision Technology Solutions, n.d) [79]. The primary step is strategy planning by setting the subjective and the methodology of the change. Also, must understand the business operations for each employee will be done before and after implementing the new system and depend on the time of strategy planning and identify the resources and the scope and the results

will be attained after changing the system and using the ERP System and forecast the risks [63] [80].

Moreover, the planning step chose the team for the change project to new programs, so the Musanada Enterprise chose the scientists group from the United Arab Emerita and abroad to prepare the study and strategy about how can enter the system in a professional way without less negative impact (Quietly Manager, Musanada Company) [81]. After that, the second step is designed. The enterprise must understand the business requirements and processes and explain what it will achieve after applying the new software. Also, choose the employees team from Musanada Company to analyze the current operations to help the scientists and produce a more robust strategy for the new software [82]. In this step, the management structure would do several meetings with the staff in different departments to provide information about what is the project strictly and how can deal with the enormous change, so the Musanada Enterprise takes care of this part and provides the information and future strategy such as future changes, how can deal with new business operation and processes, the time for change and how can use the ERP System [83]. In the meeting, the Musanada management gives the unique opportunity for the employees to share their ideas and suggestions because the employee is a significant segment of the company's structure and clean data is a critical element in the implementation. After providing information and details of the strategy so will start with configuration and development like adoption and specification. The studies and analysis of each one then choose the best one to help the enterprise achieve the objectives (Nuvision Technology Solutions, n.d) [84].

The proper training is vital key to succeed the highest rate of productivity and efficiency in the company. The Musanada Company always provides the proper training for all the users, which all the users [85]. This is vital for anyone joining all the users, which is vital for anyone joining the company. The training helps the employees advance their skills and capacity to use the system correctly (Human Resources Manager, Musanada Company). After ending the training, the company transferal to the next stage, like going live. This stage will test the planning and the project to know if the organization will adopt the new system [86]. The last stage is to evaluate the implementation of the ERP system or if the change project has any problems that must solve by a technical approach. Moreover, the enterprise adjusts the precise roles and responsibilities of all the departments defined within the processes of the company (Nuvision Technology Solutions, n.d) [87].

At the same time, the Musanada Enterprise builds a strong team of functional, technical consultants and administrators. They have to be experts in the solution being implemented. Moreover, the group always controls and monitors all operations of the ERP system weekly and reports all the weekly operations [88]. For example, each week, control the work time of the employment. If some employer always comes late and he entered by footprint, the data like time camping register on the ERP system so the manager can control the labors. Also, the footprint connects with the ERP System to save the information of timework for the employers. The human resource department can control the employers and transform the finance department to deduct some amount due to non-attendance on time. Now all the operations of the company are more accessible with an ERP system. The Musanada Enterprise prepares the strategy for the future, not just the current, so evaluation of the business operations and processes after implementing the ERP System and the strategy include solving a problem such as some time the

system has some problem so the strategy has explained how can solve and choose the best alternatives to achieve a better result [89]. Also, give the training for the employees about the solving problem to keep the business operation on better way (Human Resources Manager, Musanada Company).

In addition, the ERP System is the more robust tread to support the principal segment in the company, as employees. The ERP System helps the employee achieve the task quickly and spend time in the correct way. For example, the employee used papers and printers before the system, so the task took more time. Likewise, the system develops and improves the skills and capabilities of the employees like now they have a large amount of knowledge of the technology. Also, the work movements begin faster and more effectively because the information flow in all departments and has used the same database around the company. Moreover, after implementing the system, the employers follow the roles and work with ethical strategies like integrity and honesty with ERP System (Quietly Manager, Musanada Company).

## **6. DISCUSSION**

### *6.1 Factors and reasons for the change*

Change in the systems used to help achieve the gains and profits for the company, so many years later, we see some significant changes in the regulations for companies to facilitate the performance of tasks and maintain a competitive advantage. Choosing the new system is a significant interest of the company, but we will also find some of the problems that confront us in the change. One factor that helped to look for change is the lack of efficiency of 100%, so the company relied on manual methods such as files in the archive repository. Furthermore, the fear of the loss of files and taking longer to search for dates prior or previous documents that contracted with the company because wasting time leads to losses for the company and the difficulty of business operations and the lack of data collection in a perfect way. Moreover, the lack of Integrated Information and data is distributed randomly in several sections, such as the engineers' department, human resources, etc. Each section can also maintain the data and particular department. Also, difficulty in reporting leads to delays in the completion of the reports. The difficulty of the reports leads to the non-easy solution to the complex issues and always resort to the IT Department, leading to pressure and not to accomplish tasks with high efficiency. The difficulty of customer service quickly, the completion of service of medium quality, and the lack of flexibility in the interaction between the employee and the customer. And security is an essential factor in the company because when you lose security in the company is equivalent to lose. The competitive advantage of local markets or the global information and lack of accuracy and high quality led the company to select a new system to maintain the information in a fixed place with historical dates. Wasting time leads to increased operational processes. For example, engineers at the company care about the specific dates of the projects when the delay of one month over an operating process of the employee causes a delay in another project and causes legal demands such as monthly profit losses (Quietly Manager, Musanada Company).

### *6.2 Resistance to Change*

No matter the new system for the company, the fear, and uncertainty among the staff and the company to be its presence in the new change, though there are several other relationships

wholly linked to the issue of resistance to change as some employees fear losing their jobs and not being able to interact with the new system, fear of Lack of control over business operations and Lack of clarity in the system in detail with the staff, and the lack of the skills they have and also not to the company's ability to meet the demands of the ERP system (Human Resources Manager, Musanada Company). Moreover, resistance to change is based on the fear of the lack of positive results because when resistance to change has to be having some difficulties and challenges faced by the company, and also the difficulties, they are based on the employees and the company to use the new system, such as the non-acceptance of staff with less new system experience because they keep the information. The new system will be information available to all [90].

### *6.3 Factors helped implement the system.*

Factors for success are the groups of essential ideas or facts required to accomplish or achieve in a particular period to continue with this approach to succeed and get a competitive advantage between local and international companies. Moreover, the achievement of the company members' main and desired goal (Quietly Manager, Musanada Company). The 'organization's dependence on the various factors that have helped to reach success, and the most important of these factors are executive sponsorship and discipline, training and knowledge transfer, and having clear expectations of the outcome of the implementation and the reporting requirements (Employee Department of IT, Musanada Company).

Firstly, training and knowledge transfer Staff training on the new system helps facilitate the transfer of information in an expeditious manner between the institution branches. Staff is also trained through the establishment of courses to make them aware of using the system because it reduces the costs and expenses of the institution and offers high-quality work. The organization relied on the acceptance of staff with experience in the system; therefore, we find an essential factor in the project's success in the organization. Secondly, the clarity and accuracy of the information were some of the reasons for the success of the enterprise resource planning. Clarity of information is helpful for employees to take advantage of the time and not indulge more time to review the data. Also, staff and employees know about the system in a Precise and accurate ways. Thirdly, Executive sponsorship and discipline care about 'the organization's strategies and procedures that build on projects and cannot be determined financial commitments by functional leads alone. It is the responsibility of the individual and the group. For example, it will approve the financial expenses of equipment and software and the division of tasks to employees, and discipline in delivering projects on specific dates.

Must be disciplined in the use of the system correctly and use it effectively like the Musanada organization has committed to deliver projects on time, and after the end of each step of the project, the employee can be placed at the site, then the administration can find out what is new in the completion of The project helps get information quickly in a short time, and the director can monitor the work and write some suggestions. Moreover, encourage the administration to use the new system and use the skills of staff. They have clear expectations of the outcome of the implementation and the reporting requirements. Expectations proper budget and enterprise resource costs through the use of the system in the budget account and changes indirect costs and indirect measures or costs. Reporting faster and transmitted between relevant officials and reviewed in a short time. Fifth, having a solid team of functional, technical

consultants and administrators Teams of engineers are interested in infrastructures such as schools, hospitals, and buildings. For example, Al Ain Hospital developed a good team for the changes and infrastructure for electricity and water in order not to be interrupted. The establishment of a new team of the company's partnership with the Abu Dhabi Education Council in educational projects. Also, robust project and change management processes are the company's successful management helped to facilitate smooth project management. Other contributing factors to the system's success include understanding business processes and industry best practices and OEM Support and having expert partners onboard (Employee Department of IT, Musanada Compay).

#### *6.4 How they improved from the old system*

The change from the old system to the modern system is considered the jump profitable for the company, but if used correctly. The company's beginning used traditional methods but did not last long because it is of considerable corporations in infrastructure for the state. I started to use the system (ERP). Executive management decided to write new strategies with experts and consultants group. Furthermore, it began training employees on the new system and their knowledge of it, so there was no strong resistance from employees. With an internal network and has data retention in a secure manner, get rid of complex reports and link all activities with a single system to facilitate task completion. The system depends on all activities on a consistent system, such as procurement, finance, and sales. So are the simplification of business processes and the ability to real-time consumption and find out what is happening in the company, such as construction works on several projects. Also, now the company can focus on opportunities for new business, such as major projects. These projects support infrastructure, and through the system, reduced costs and profits began to increase from year to year. Work efficiency has become a high quality, increased customer satisfaction and delivery of engineering projects on time, and the lack of mistakes in the delivery and invoicing (Quietly Manager, Musanada Company).

From the point of the group members, the company can change the system to a new system called Cloud ERP because the company is one of the major companies interested in infrastructure projects. In addition, there have a lot of activities and departments and administrative functions, and business operations. The system will be low-cost, but earnings will be good when you use this system, and we can use the information in any place and expeditiously transfer information. However, we must not forget the security property because there might not be some privacy if it was hacked software. In addition, it takes a long time in the implementation process, but this depends on the ' 'company's ability to identify needs and demands. This software will help facilitate commercial transactions between companies and global institutions [91].

In conclusion, the application software is not complex. However, some challenges are facing the company. The company began building strategies and positive outcomes to achieve the desired and the target, then succeeded in the application software, resulting in increased effectiveness and efficiency in the performance of tasks in a short time. In addition to the presence of some difficulties and challenges such as the resistance to change in the company and employees. The biggest challenge is to accept the staff of the new system and knowledge of the company to meet the demands and needs. Several factors or elements have helped in the success

of the application software, such as staff training, executive sponsorship, discipline care, and having a solid team of functional, technical consultants, and administrators teams. The change from the old system to the new is a successful step in the company's vision because 'it has helped reduce costs and facilitate operations and activities. The company may choose another system called (Cloud ERP), but it is challenging to accept this system because the Abu Dhabi government rejects this system for the lack of security.

### *6.5 Comparison of scientific studies and our case study*

Most of the enterprises beforehand implement a new software system like Musanada Enterprise did many of the research using previous studies. However, not all of the studies can fit with the nature of the work in companies, and the significant point when preparing the research should choose the perfect study to help in the implementation process. This study fits with Musanada Enterprise strategy because the study discussed the methodology and approach of ERP implementation. The Musanade Company applies the same six steps of ERP implementation methodologies.

Moreover, the study describes the benefits of ERP, and the Musanada Company takes advantage of these benefits, such as the ERP System controlling the time with little cost. Also, it organizes the business operations and achieves a high level of communication between the departments in the company, so the similar of this study will assist the Musanada Enterprise in the future. Feng Tian wrote another study that explains the effects and risks of ERP implementation. This study will be more beneficial for the company because it will support the managers to know how to measure the effects and how to solve them. At the same time, the study described how the company could exceed all risks by the most vigorous plan, so the Musanade Enterprise also put a risks plan to deal with any risks in the company, and the plan constantly changes each year. Adel M. Aladwani wrote the third study about the management's change to achieve the main goal, such as a successful system, using the ERP and described the resistance to change between the old and new system. The study is not very useful and 'does not fit with the Musanade company; for example, the study said the employees are will be lousy effect in the resistance to change and maybe the resistance to change, fail before the end it but the Musanade company takes care of the all part for the resistance to change because they always think the employee's requirement the training and support to achieve the goals of the company.

Moreover, before providing any training, the company knows about the level of each employee, so provide the employee the best training to improve the level and start on resistance to change step so the Musanade can skip any crashes by employees. However, the study was written by H. Chang, M. K., Cheung, W, Cheng, C. H, & Yeung, J [92], so the study provides that social factor is crucial to implementing the system. The Musanade Enterprise also focuses on the social factor. It is always keen to provide a comfortable working environment and solve any employee problem to skip any enmity.

They have the study fit closely with the strategy of Musanade Enterprise. The study (Centralization and ERP implementation success) was written by Madhavi Latha Nandi & Ajith Kumar [93]. There are many points in this study that fit with the enterprise, for example, the distribution of the decision on the different authorities to succeed when implementing the system. There are other studies in the corporate environment, such as the study about the ERP in Omantel. Omantel is the first wireless communications company in Oman, so maybe this study does not fit with the ERP system in Musanade Company because the two companies are working in different areas. However, the study can be helpful to know the main effect of ERP on employees.



On the other hand, the study written by Chwen Shea, Bongsug Chaea& Chen-Lung Yangb about the issues and challenges in National differences and ERP implementation. The study provides the essential issues and challenges. However, in different national, for example, the companies in different countries deal with ERP systems in the same way. If they make any contract between them, they can skip any issues, but each emirates differently in the ERP System in the UAE. Musanade

The company follows the ERP System of Abu Dhabi, so if the contract with another emirate can pound a small problem but they can solve by easy way. The other study, " Extending the ERP system: considering the business relationship portfolio, is a study that could benefit Musanada to develop The ERP system and Expand it in the company to expand its functions to include customers and suppliers to reach their full potential. Also, it can help Musanada to puts forth business relationship portfolios as an important factor to consider when extending the ERP system functionality in the supply chain and toward customers. Another study was titled "The effects of transformational leadership and ERP system self-efficacy on ERP system usage." This study's purpose is to identify the external factors that affect the acceptance of the ERP system, users, and the company. In our opinion, the company will not need this study because they have accepted the study and are using it now. Musanada sees that self-efficacy is the most important factor in the acceptance of ERP systems. "Factors affecting ERP system implementation effectiveness" is a study that aims to is Enhance productivity and quality of work by providing integration, standardization, and simplification of multiple business transactions. The study fits the company because it aims to reach an effective ERP system through effective communication, conflict resolution, and knowledge transfer.

## 7. CONCLUSIONS

The study concludes that different lessons learned about the ERP system and Musanada Company. Firstly, ' we have learned that the ERP System helps the employee achieve the task in a short time and spend time in the correct way, and all the operations of the company are easier with an ERP system. The study concludes that the ERP history that started in the 1960s when most organizations implemented enterprise information systems (EIS). However, this system was developed over the years to end up with the extended ERP nowadays. Secondly, we realized how Musanada ERP System development makes their business much more accessible. This is because an ERP system is a highly combined enterprise information system that achieves all aspects of an enterprise's business processes, including production planning, purchasing, engineering design, manufacturing, marketing, distribution, accounting, and customer service. ERP has been positively presented to Musanada Company. The most important and exciting thing that we have learned is how the company implements an ERP system. The study found the answer after analyzing an ERP of Musanada Company. The implementation process consists of six steps starting from planning and ending with evaluation. We can summarize these steps in the following:

- **Planning:** set the subjective and the methodology of the change and choose the team for the change project to new programs.
- **Design:** understand the business requirements by holding several meetings with the staff in different departments.
- **Configuration and development:** Adopting and specification of the studies and analyzing each one, then choosing the best one.

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- **Training:** advance the skill and capacity to use the system accurately and solve problems.
  - **Go live:** test the planning and the project.
  - **Evaluation:** if the change project has any problem must solving with a technical approach.

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