

# Proceedings of

2018 International Conference on  
Information Management and Technology  
(ICIMTech)

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## Table of Contents

Title	Page Range
Knowledge Management Study in Data Warehouse	1-5
The Influence of the Application of Knowledge Management System on the Increase in the Performance of Employees of SDM Pro Global	6-10
User Satisfaction Factors on Learning Management Systems Usage	11-14
Data Governance Maturity Assessment at PT. XYZ. Case Study: Data Management Division	15-20
The Use of ISO/IEC 27001: 2009 to analyze the Risk and Security of Information System Assets: case study in XYZ, Ltd	21-26
Designing Knowledge Management System on Seller Education Tokopedia	27-32
Evaluation of Budgeting Management Information System at DKI Jakarta Forestry Service	33-37
Information Systems Risk Analysis using Octave Allegro Method Based at Deutsche Bank	38-42
Smart City Implementation Modelling in Indonesia with Integration Platform Approach	43-48
Information System Development on Web-Based in Integrated Management System through Improving Knowledge Management to Increase Organization Performance of Construction Company (A Conceptual Framework)	49-54
Data Center-Disaster Recovery Center (DC-DRC) For High Availability IT Service	55-60
Analysis Students' Graduation Eligibility Using Data Warehouse	61-64
The Application of AGNES Algorithm to Optimize Knowledge Base for Tourism Chatbot	65-68
Classification of Land Cover from Sentinel-2 Imagery Using Supervised Classification Technique (Preliminary Study)	69-74
Analyzing The Benefit of ERP Implementation in Developing Country: A State Owned Company Case Study	75-80
Evaluation of IT Project Management Governance Using Cobit 5 Framework In Financing Company	81-85
Business Process Management (BPM) in Operational Binus Online Learning	86-91
Factors Influencing Continuance Usage of Mobile Wallets in Indonesia	92-97
Design and Evaluation of Efficient Bandwidth Management for a Corporate Network	98-102
Sales Distribution Activity Tracking System Using Mobile Location Based Services	103-108
The Influence of IT Service Management Performance Measurement to Customer Satisfaction	109-113
User Behavior Adopt Utilizing FinTech Services on Online Transportation in Indonesia (Scale Validation and Developed Instrument)	114-118
Evaluate Implementation of Enterprise Resource Planning (ERP) System	119-124
OLAP Analysis of Water Formation Data	125-130
Knowledge Mapping System Implementation in Knowledge Management: A Systematic Literature Review	131-136
Evaluation of Information Technology Governance in STMIK Mikroskil Using COBIT 5 Framework	137-142
Business Intelligence Design of Rural Bank Performance Assessment Using Financial Ratio Analysis	143-148
Technology Risk in Financial Technology at Online Transportation Systems	149-154

# 2018 International Conference on Information Management and Technology (ICIMTech)

ISBN: 978-1-5386-5821-5 IEEE Catalog Number: CFP18H83-ART

## Table of Contents

Title	Page Range
Using Goal Programming Method for Optimization of Production Planning	155-159
Master Data Management Planning: (Case Study of Personnel Information System at XYZ)	160-165
Web-Based Evaluation System using Kirkpatrick Model for High School Education (A Case Study for Vocational High School in Jakarta)	166-171
Evaluation of Policy Processing System Using Extended UTAUT Method at General Insurance Company	172-177
The Effect of Dimension of Supply Chain Integration on Schedule Attainment and Competitive Performance (Case Study in PT "X")	178-183
Big Data Implementation Using Machine Learning on Question and Answer Platform (Case Study Ngepo.com)	184-188
Village Business Intelligence (BI) Design to Support Social Welfare Intervention Programs by Using GIS Approach	189-194
Important Clauses Construct The Integration Process of Quality, Safety, Occupational Health, and Environment Management Systems	195-199
Impact of the Entrepreneur Course and Technology for University Students	200-204
Towards Enhancing Citizens Participation: A Review of Parliamentary Websites in the 36 State Houses of Assembly in Nigeria	205-210
Reducing the Timeslot Used in Examination Timetable Problem	211-216
Vessel Monitoring Systems Based on Aerial Images in Sea Environment	217-222
Information Technology Service Performance Management Using COBIT and ITIL Frameworks: A Case Study	223-228
Evaluation Of Use Agent Proposal System Using Unified Theory Of Acceptance and User Technology (UTAUT) Model	229-234
Instant Messaging as Information Goldmines to Digital Forensic: A Systematic Review	235-240
Hybrid Cryptography on Wireless Sensor Network: A Systematic Literature Review	241-245
Five Stages of Database Forensic Analysis: A Systematic Literature Review	246-250
Questions Classification in Online Discussion toward Smart Learning Management System	251-255
Hybrid Database System of MySQL and MongoDB in Web Application Development	256-260
Information System Audit Using Framework Cobit 4.1 on PT Klikfix Asia International	261-266
Impact Analysis of Computer Assisted Audit Techniques Utilization on Internal Auditor Performance	267-271
Fuzzy Decision Support Model for Human Resources Performance Appraisal	272-276
Web-Based Application Development For False Images Detection For Multi Images Through Demosaicing Detection	277-280
Defect Classification using Decision Tree	281-285
What Indonesia's Museum Visitor Needs in Digital Era?	286-290
Generalized Space Time Autoregressive of Chili Prices	291-296
Enterprise Resource Planning Post-implementation: Human Resource Management Module – Hiring and Assessment (A Preliminary Study)	297-302
Designing the Knowledge Management System in an IT Consulting Company	303-308

# 2018 International Conference on Information Management and Technology (ICIMTech)

ISBN: 978-1-5386-5821-5 IEEE Catalog Number: CFP18H83-ART

## Table of Contents

Title	Page Range
Green Information Technology Policy in Indonesia	309-314
Agricultural Expert System Design based on Bayes Theorem	315-320
Designing an Institutional Research Management System Framework for Higher Education	321-326
Evaluation of Knowledge Management System for Disaster Management using Factor Analysis	327-332
The "Voice of Customer" Web Application at State-Owned Telecommunication Company	333-338
The Comparison of MOOC (Massive Open Online Course) Platforms of edX and Coursera (Study Case: Student of Programming Courses)	339-344
Fuzzy ecoDSS Development for Road Traffic Engineering	345-349
Factors Influencing Intention to Use Cloud Storage Services Amongst Postgraduate Students in Malaysian Technical Universities	350-355
A KMS Architecture: Push New Content from Cloud Storage	356-360
Text Classification Services using Naïve Bayes for Bahasa Indonesia	361-366
Business Process Management System Implementation Model for Improving Employees Performance	367-372
Factors Influencing Mobile Payment Adoption in Indonesia	373-377
An Intelligent Model Development for Determining a Friendly Match Sparring-Partner in Football Game	378-381
Impact of Intention to Use to a Document Management System (Case Study Approach)	382-387
Using Enterprise Architecture with The Open Group Architecture Forum to Design Information Technology Plan Gap Analysis at BANK PERKREDITAN RAKYAT (BPR)	388-393
Decision Support Model for Supplier Selection Using Fuzzy Logic Concept	394-399
Development of a Web Based Corruption Case Mapping using Machine Learning with Artificial Neural Network	400-405
Evaluation Implementation of E-Learning in Teaching and Learning Activities using SPSS (Case Study Bina Nusantara University)	406-411
Customer Segmentation in XYZ Bank using K-Means and K-Medoids Clustering	412-416
Evaluation Blended Learning Model in Higher Education	417-422
Key Successful Factors of Executive Information System Implementation in Higher Education: A Systematic Literature Review	423-427
Big Data Security Approach in Cloud: Review	428-431
Design of Student's Learning Outcomes Measurement System in BINUS Online Learning	432-437
Health Assistant Wearable-Based Data Science System Model: A Pilot Study	438-442
The Key Success Factors In E-Marketplace Implementation: A Systematic Literature Review	443-448
Design System Analysis of Water Quality Survey using Macro Benthos Indicator with Biotic Family Index Approach	449-453
Analysis of Determinant Factors of User Acceptance of Mobile Payment System in Indonesia (A Case Study of GO-Pay Mobile Payment)	454-459
Building a Data Warehouse to Support Active Student Management: Analysis and Design	460-465
A Three Phase Heuristic for Examination Timetabling Problem	466-471

# 2018 International Conference on Information Management and Technology (ICIMTech)

ISBN: 978-1-5386-5821-5 IEEE Catalog Number: CFP18H83-ART

## Table of Contents

Title	Page Range
Face Detection and Recognition Based E-Learning for Students Authentication: Study Literature Review	472-476
Legislation Information System	477-482
Development of Data Warehouse to Improve Services in IT Services Company	483-488
Best Practices of Agricultural Information System in the Context of Knowledge and Innovation	489-494
The Development of Anti Bribery Management System: A Preliminary Study	495-500
The Trigger Factors and Constraints on e-Supply Chain Processes: A Systematic Literature Review	501-505
The Affecting Factors of Blockchain Technology Adoption of Payments Systems in Indonesia Banking Industry	506-510
The Evaluation of Education ERP System Implementation in University Using CSF and TAM	511-516
Artificial Intelligent Models for Breast Cancer Early Detection	517-521
Modeling of Information System for Licensing and Extension of Special Hajj Pilgrimage Organizer	522-527
Mobile-Based Prototype Design Model for Rescuing, Protecting and Consulting of Violence Victims on Women	528-533
Potential Impact of Social Media to Support Government Services in Jakarta Smart City	534-538
Greediness Characterization of Genetic Algorithms	539-543
Learning Simulation Design Using Social Media Facebook	544-549
The Impact of e-CRM Implementation to Bank Performance Through e-Service Quality	550-553
The Influence of Knowledge Management Capabilities on Hospital Services Performance	554-559
Development Model Availability of Rice in Indonesia Using System Dynamics Approach	560-564
Should I Use Laptop or Smartphone? A Usability Study on an Online Learning Application	565-570
Agile Methods for ERP Implementation: A Systematic Literature Review	571-576

# Agile Methods for ERP Implementation: A Systematic Literature Review

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**Abstract** – Since ERP solution facilitates has changed in business environment and also has helped in supporting managerial level to make decision. Therefore, ERP system is important strategy for organization’s survival. One of the critical issues that affect a successful ERP implementation is the implementation method. In previous research, it showed that many organizations had faced complexity when they were implementing ERP in order to meet their requirements. In other cases, the ERP systems are unable to provide solution which is a simplicity of the necessary business processes. The ERP implementation complexity is one of the factors that lead the failures. Thus, here, we intend to propose an agile approach to reduce complexity and eventually our intention is to improve ERP implementing to become more successful. In this study, we are employing a systematic literature review (SLR) approach to identify the principles factors of the agile methods for ERP implementation. In result of employing this SLR method, we found that agile values and principles are correlated in ERP implementation complexity.

**Keywords**–Complexity, Agile methods, ERP implementation, Systematic literature review

## I. INTRODUCTION

Lately in recent decades, the purpose of ERP investment has showed as an important strategy of the organizations for ensure reaching competitive advantage and enhancing the performance of the organizations. ERP system has proved to be the best solution to help the managerial level to decision-making, but a costly mistake for many others [3]. Information systems are important tools for improving productivity. Therefore, management of organizations has commitment and

support for the investment of ERP projects. In reality, many organizations have encountered the complexity and they even have failed to implement ERP. It is important for management of organizations to know the main issues of the complexity of ERP implementation. The main issues are the critical factors that affect the success rate of the ERP implementation. Therefore, the organizations are finding the complexity in ERP implementation. It is found that the effects of such complexities are more than 90% over budgets and 72% ERP implementation can’t fulfill the time constraint. The result of ERP implementation success is below 30%, and approximately 20% ERP implementation is the failure [19]. The ERP implementation is venturous, complicated and timeframes. The customizing is considered one of the most precarious matters when ERP implementation is done [14]. The ERP implementation failure has an urge for the new method of facing the misalignment problem [8]. Project management factors become one of the main problems and contribute to failure or success in implementing ERP [10]. The customization issues affect the increase the risk of ERP implementation complexity. Additionally, the methodology of implementation is the important tool that must be considered for reducing the complexity of ERP implementation. An agile development has contributed to describe the decision process in customizing in ERP development in the organizations environment [1].

The purposes of this research were to serve three goals. First, was to identify the main issues of the ERP implementation complexity. Second, the research would propose the main issues of agile method and the ERP implementation complexity. Third, the research would propose the correlate agile methods and the

ERP implementation complexity. The research questions that were explained in the review are:

1. What are the main issues that affect the ERP implementation complexity?
2. Are the agile methods and the ERP implementation complexity concerned with the same issues?
3. How do we determine the correlation between the agile values and principles and the issues found in ERP implementation complexity?

## II. LITERATURE SEARCH

### A. ERP implementation approach

ERP implementation projects are complex, risky and expensive. Accordingly, it is quite precarious of failure [34]. Many ERP implementation projects still depend on the using of traditional waterfall methodologies. ERP implementation success depends on choosing the implementation approach by the organization [14]. The common implementation approaches are traditional waterfall approach and an agile approach. In a waterfall approach, the process of implementation is not effective: on the other hand, in agile approach, the process implementation is incremental or phased way and iterative, focusing on time delivery, simplicity, and fast response. The traditional method requires a long time in project planning [32]. ERP implementation phase is a complex process that potentially results in serious failures [2]. ERP implementation will describe business processes, and use a prototype-iterative approach that was based on the agile approach [35].

### B. ERP implementation complexity

The complexity is a significant concern and can increasingly undermine the performance of operational, but with the improvement of technology, complexity is associated with the resources to develop the quality of products [17]. The ERP implementation complexity does not face technological issues only but also face in the organizational factors and other factors. [40]. The ERP implementation project is critical and complex [16]. The ERP projects are complex projects that consist of multiple sub-projects, such as mapping of business processes requirements, development of infrastructure technology, business processes change [14]. The ERP implementation success depends on the integration with applications that affect the organizations. The ERP systems have characterized a high rate of the business process complexity, data integrate, and functionality that affects the increase of the business processes complexity [37]. The ERP system is a complex application and that is due to depending on the business process, and it is known as best practices and the main reasons ERP project failures are project management issue, business process change during the project implementing, and management support issue [5]. The complexity of ERP implementation is the task and system complexity. Task complexity is known as the uncertainty that defines the best practice in business. Besides that, System

complexity is known as the uncertainty that defines the best practice in systems development [40]. The ERP systems have the risk of failure because of the increasing complexity of organization's business processes and scale of operations [35]. Additionally, the organizations need the ERP implementation because of some factors such as company growth, information need, new functionality, reorganization, updating project reporting, and business process integration for support management. The complexity is not only in specialized publications but also in methodologies used to manage ERP projects [15]. The ERP projects are a complex system in project development which 35% of ERP implementations cancel, 70% of ERP implementations fail, 178% over budget and only 30% of ERP implementations delivered [2]. The complexity has affected the behavior and performance of the key users, so to reduce the complexity, needed other method approach to solve these gaps [36].

TABLE I. COMPLEXITY OF ERP IMPLEMENTATION [25]

Complexity Type	Difficult to use	Difficult to understand	Difficult to manage	Difficult to implement	Potential to increase	Frequency
Lack of change management		√				1
Internal resource unavailability				√		1
Lack of business sponsorship				√		1
Process duplication			√		√	2
Poor integration			√	√		2
Resistance to change			√	√		2
Problematic implementation sequence	√		√	√		3
Poor training	√	√	√			3
Poor business process understanding	√	√		√		3
Substantial customization	√		√	√	√	4
Poor process standardization	√	√	√	√		4
Poor business process integration	√		√	√	√	4
Poor end to end process design	√	√	√	√	√	5
Poor understanding of ERP solution	√	√	√	√	√	5
Poor data quality	√	√	√	√	√	5

Table 1. indicates that the main issues of the ERP implementation complexity need to focus seriously on process design, understanding of ERP solutions, data quality, customization, process standardization, and business process integration because these factors have critical factors in reducing the complexity of ERP implementation.

### C. Agile methods of literature review

Another factor to consider in ensuring reduce the ERP implementation complexity is methodology. The methodology is to reduce information system complexity [15]. The agile approach is one of methodology that is considered for reducing the ERP implementation complexity. The Agile method started to appear in 2001 to develop incremental, iterative development and methods principles [34]. Agile methods were designed to manage change more efficient [12]. The component of the agile approach shown in table 2.



TABLE II. AGILE APPROACH - ADOPTED FROM [12]

Components	Factors
Quality assurance challenges	Accommodating non-functional testing Lack of automated testing Requirements ambiguity affects quality assurance
Integrating non development functions	Other functions unwilling to change Challenges in adjusting to incremental delivery pace Bewarding model not teamwork centric Challenges in adjusting product launch activities
Management Support	Ensure management support Educate management on agile Make management support visible
Commitment to change	Communicate that change is non negotiable Show strong commitment
Leadership	Recognize the importance of change leaders Engage change leaders without baggage of the past
Choosing and customizing	Customize the agile approach carefully Conform the a single approach Map to old way of working to ease adaptation, Keep it simple
Piloting	Start with a pilot to gain acceptance Gathering insights from a pilot
Training & coaching	Coach teams as they learn by doing Provide training on agile method
Engaging people	Engage everyone in the organization Start with agile supporters Include persons with previous agile experience
Communication & transparency	Create & communicate Communicate the change intensively, Make change transparent
Mindset & alignment	Align the organization Concentrate on agile values Arrange social events, Cherish agile commities
Team autonomy	Allow teams to self organize Allow grass roots level empowerment
Requirements management	Recognize the importance of the product owner role Invest in learning to refine the requirements

D. Agile methods and ERP implementation

Agile methodologies are the focus in incremental and iterative that effect in order to divide the function into smaller ones, so the development cycle becomes shorter while traditional waterfall methodologies focus on trick change management [34]. The agile methods in the ERP implementation will build on the premises which more the focus to achieve communication efficient [8]. The benefits of the agile method for ERP implementation have a significant impact to enhance the ERP implementation success [34]. Therefore, implementing ERP with the agile approach can break projects into limited iterations and time-boxed to quick monitoring. ERP systems are integrated with the business process into one single system. So ERP implementation can increase the resistance to change. Therefore, ERP implementation should have a systematic approach to manage the complexity of ERP implementation [14]. The agile approach can reduce the failure of ERP implementation [35]. It can be concluded that agile methods and ERP implementation have a correlation because both methods can achieve their goals in improving quality of the projects.

III. RESEARCH METHOD

In this section, the research methodology used for conducting the literature review is presented. This research employs the SLR on the parameters defined by [21].

A. Search terms

The keyword used to search terms for papers, we determined the search string are as follows:

- a. (“complexity“ ) AND (“ERP” OR “implementation”)
- b. (“agile“ ) AND (“methods” )
- c. (“agile“) AND (“framework” OR “ERP” OR “implementation”)

The complete string used in the search was: 1 AND 2 AND 3

B. Search process

The search process was presented by online databases which included references for papers of conference proceedings and journals between the year 2002 and 2018. The search process was used online database for finding the papers related.

C. Study selection

We determined a set of selection inclusion criteria exclusion criteria to select the appropriate papers for the answer to research questions. The inclusion criteria used on the literature are listed below:

- a) The criteria of studies are the agile ERP topic.
- b) The papers published between the year 2002 and year 2018.
- c) The conference and journals only.
- d) The collection of data from the general online database sources.
- e) The papers that based on qualitative analysis or quantitative analysis or a mix both.

The exclusion criteria used to explain based on the literature are as follows:

- a) The title is not related to this study.
- b) The papers are publication before the year 2002.
- c) The papers have a weak analysis such as papers redundancy, editorial paper, master thesis, unpublished paper, opinion, panel discussion, technical reports, etc.
- d) The paper is non-academic databases or is a book.
- e) The paper is not written in English.

D. Data collection

The data collection is done by title, keywords, abstracts, and full-text analysis for determining design forms that the finding information of the papers selected. The search result was processed by using the following processes as follows:

- a. Papers found: Papers were found based on predetermined keywords related to this research.
- b. Candidate papers: Paper is made by review the title, keywords, and abstract.
- c. Select papers: Paper is made by review the full text of the papers.

TABLE III. THE SOURCE OF STUDIES SELECTED

Source	Papers Found	Candidate Papers	Select Papers
ACM digital library	797	18	4
Elsevier	1,325	58	6
Emerald Insight	529	27	4
IEEE Digital Library	16	19	4
Scopus	37	16	-
Springer Link	734	12	3
Taylor & Francis Online	801	18	3
Wiley Online Library	170	8	1
Other	95	95	11
	4,504	271	36

After process studies selected, we have selected papers from 36 papers that will be the primary paper of this research, that the categories papers are 18 papers selected from the journal and 18 papers selected from conference proceeding. The primary

papers were processed for the mapping answer the research questions. The summary of data extraction shown in table 3.

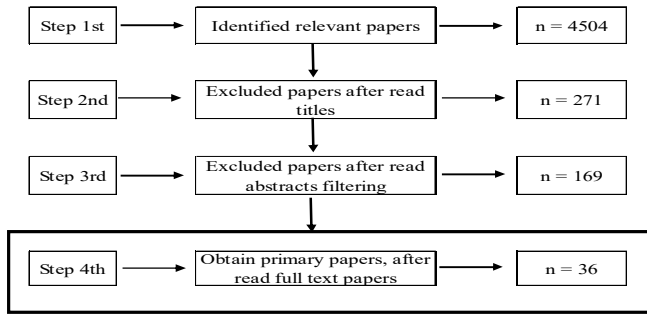


Fig. 1. Study step of process

On figure 1, we have reviewed all papers by keyword, title, and abstract that is the mapping for suit by the inclusion criteria. Step1, from 4504 papers recognize relevant were selected papers for review with detail. Step2, we have selected 271papers as candidate papers. Step3, based on the review of abstract, we have selected 169 papers for review with detail. Step4, Based on full-text papers, we have found 36papers as primary papers for the processing data to mapping and answer the research questions.

#### E. Empirical studies and data analysis

Based on the primary papers, the researcher determined papers as empirical research by analyzed papers. The result empirical research shown in table 4.

TABLE IV. EMPIRICAL RESEARCH BY ANALYZED PAPERS

No of papers	Descriptions	%
25	Case Study	69%
5	Systematic Literature Review	14%
3	Survey	8%
3	Experiment	8%
36		100%

Table 4 indicates that the results process shows that the main papers have categorized in the case study (69% or 25papers). It will make data analysis results to be close the real case study on the business for the answer to research questions.

#### IV. RESULT

In this section, the researchers have examined for the mapping activity for the answer of research questions.

##### A. Search results

We have processed 36 papers as primary paper. The result of the process based on the literature systematic review, such as id paper, authors, focus research, paper publication date is shown in table 5.

TABLE V. SYSTEMATIC REVIEW STUDIES

Id Paper	AUTHORS	PAPERS PUBLICATION DATE																		
		Agile Method	ERP implement	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
id01	Alleman, 2002	✓																		
id02	Amid et al., 2012	✓																		
id03	Banc et al., 2017	✓																		
id04	Bansal & Neza, 2008	✓																		
id05	Baramichai et al., 2007	✓																		
id06	Cannanelli et al., 2015	✓																		
id07	Carvallo et al., 2009	✓																		
id08	Chauz, 2010	✓																		
id09	Chen et al., 2009	✓																		
id10	Conbov & Fitzerald, 2004	✓																		
id11	Dikert et al., 2016	✓																		
id12	Fetouh et al., 2011	✓																		
id13	Ghosh & Sikharawski, 2010	✓																		
id14	Holub, 2016	✓																		
id15	Hussain et al., 2018	✓																		
id16	Jacobs, 2013	✓																		
id17	Jovkic et al., 2012	✓																		
id18	Kauschik et al., 2015	✓																		
id19	Khatri et al., 2018	✓																		
id20	Laurie et al., 2017	✓																		
id21	Mishra, 2011	✓																		
id22	Moon et al., 2017	✓																		
id23	Nerur et al., 2005	✓																		
id24	Patil, 2015	✓																		
id25	Peci & Vazan, 2014	✓																		
id26	Ribbers & Schoo, 2002	✓																		
id27	Saeed et al., 2017	✓																		
id28	Sabedor et al., 2014	✓																		
id29	Shaydulil & Svbrandt, 2017	✓																		
id30	Suomalainen et al., 2015	✓																		
id31	Tarcu, 2016	✓																		
id32	Trilika & Soja, 2014	✓																		
id33	Tripto & Armstrong, 2018	✓																		
id34	Ullacker & Busse, 2007	✓																		
id35	Uppstrom et al., 2015	✓																		
id36	Valdeza et al., 2015	✓																		
Total		20	16	2	0	1	1	1	0	2	1	2	2	2	1	3	6	3	5	3

Table 5 shows which the number of papers with the focus on studying agile methods are 20 papers, and focus the complexity of ERP implementation are 16 papers.

#### B. Main issues of the agile methods found through the literature review

The result investigation of the primary papers indicates that the main issues of agile methods are strategies (22%), agile project management (20%), systems (10%), process (10%), management/leadership (9%), methodology (9%), technologies (7%), people (8%), organization (5%). The listed below on table 6 shown with sub-factors of agile methods identified through literature review.

TABLE VI. AGILE METHODS IDENTIFIED THROUGH LITERATURE REVIEW

The main issues	No	Factors of agile methods	Total
1	Virtual enterprise		1
2	Supply chain		1
3	Concurrent engineering		1
4	Flexibility & adaptability to changing environment	✓	6
5	Iterative & Incremental phased	✓	3
6	Improve business value		1
7	Reduce complexity		4
8	Focus on customer needs		1
9	Focus on delivery functional		1
10	Project management & project planning	✓	7
11	Project champions	✓	4
12	Rapid product development	✓	2
13	Reduce development time	✓	1
14	Reduce project schedule	✓	1
15	Reduce testing time	✓	1
16	Best practices		1
17	Design systems		1
18	Production planning & control systems		1
19	Minimal customization		1
20	Improve the quality of systems	✓	6
21	Business Process Reengineering		5
22	Reduction in waste/excess activities		4
23	Change management plan	✓	2
24	Simplicity, Fast, Deliver operating	✓	3
25	Communication & fast response to changes	✓	3
26	Develop methods (team, environment, objective)	✓	7
27	Agile methods for Software development	✓	1
28	Hardware tools and equipment IT	✓	1
29	Changing technologies & Enterprise integration	✓	4
30	IT & Communication		1
31	Top management support & employee	✓	2
32	Knowledge workers	✓	1
33	Use of consultants & vendor's	✓	1
34	Training and Coaching	✓	3
35	Organizational change, structural & cultural	✓	4
Total			8 4 1 3 3 3 3 3 4 4 9 2 5 8 10 3 2 3 3 14

Table 6 indicates that the component factors agile methods are strategies, project management, systems, process, management, methodology, technologies, people, and organization.

C. The main issues of the ERP implementation complexity found through the literature review

Based on the result analysis identified through the literature review, we show that the main issues of the complexity of ERP implementation are project management, management/leadership, technology, organization, process, people, technical, external, and methodology. These factors have the significant impact to reduce the ERP implementation complexity.

TABLE VII. THE MAIN ISSUES OF THE ERP IMPLEMENTATION COMPLEXITY IDENTIFIED THROUGH LITERATURE REVIEW

The main issues	No	Factors	[total]	[Bansal & Negi, 2008]	[Fareq, 2006]	[Ghosh & Schriewski, 2010]	[Amid et al., 2012]	[Lippstrom et al., 2015]	[Cheriet et al., 2009]	[Saeed et al., 2017]	[Belli, 2015]	[Lamiet al., 2017]	[Per & Vizan, 2014]	[Hobab, 2016]	[Valdeza et al., 2015]	[Ullhaker & Busse, 2007]	[Jacobs, 2013]	[Ritbers & Sobbe, 2002]	[Hassane et al., 2018]
Project Management	1	Project management & project planning	9	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	2	Too tight project schedule	3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	3	Risk management	1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Management /Leadership	4	Top management support	8	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	5	Adequate change management	2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Systems	6	Funds	1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	8	More customization	4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	9	Data fill-in (Inaccurate data)	2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	10	Adequate selection of application	2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Organization	11	Performance measurement system	1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	7	Organizational Change	6	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Process	12	Business Process Reengineering	6	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	13	Right people on the team	3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
People	14	Adequate education and training	2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	15	Effective external consultant	3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Technology	16	Innovatif technology	2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	17	Framework for ERP implementation	2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Total			57	3	6	7	9	3	3	4	4	3	6	1	1	2	1	2	2

V. DISCUSSION

In this section, the researchers have shown the result of mapping for the answer of research questions.

A. What are the main issues that affect the ERP implementation complexity?

The result investigation of the primary papers indicate that the main issues of the complexity of ERP implementation are project management (23%), management/leadership (19%), systems (16%), organization 11%), process (11%), people (9%), external (5%), technology (4%) and methodology (4%). The summary main issues of the complexity of ERP implementation.

B. Are the agile methods and the ERP implementation complexity concerned with the same issues?

Based on the result analysis, we show that the main issues of the agile methods are strategies, agile project management, systems, process, management/leadership, methodology, technologies, people, and organization. These factors have the significant impact to ensure information system project success. The main issues detail of the agile methods shown in table 8.

TABLE VIII. THE SUMMARY MAIN ISSUES OF THE AGILE METHODS FOUND THROUGH LITERATURE REVIEW

The main issues	# Papers	%
Strategies	19	22%
Agile Project Manager	17	20%
Systems	9	10%
Process	9	10%
Management /Leadership	8	9%
Methodology	8	9%
Technologies	6	7%
People	7	8%
Organization	4	5%
		100%

The comparison of main issues between the ERP implementation complexity and the agile methods that indicate the main issues are the same with the focus of achieving information system project success. It can be concluded that the agile methods have the significant impact to reduce the complexity of ERP implementation.

C. How do we determine the correlation between the agile values and principles and the issues found in ERP implementation complexity?

Based on the result analysis, we show that the same main issues between the ERP implementation complexity and the agile methods are project management, process, management/leadership, methodology, technologies, people, and organization. These factors have the significant impact to ensure information system project success. The project management is the key factors that significantly effect to achieve the project's success. The comparison between agile methods and ERP implementation complexity shown in table 9.

TABLE IX. COMPARISON AGILE METHODS VS ERP IMPLEMENTATION COMPLEXITY OF

The main issues	Agile methods		ERP implementation complexity	
	# of papers	%	# of papers	%
Strategies	19	22%	-	0%
Project Management	17	20%	13	23%
Systems	9	10%	9	16%
Process	9	10%	6	11%
Management /Leadership	8	9%	11	19%
Methodology	8	9%	2	4%
Technologies	6	7%	2	4%
People	7	8%	5	9%
Organization	4	5%	6	11%
External	0	0%	3	5%
		100%		100%

D. The limitations and future research

This research identifies the main issues of ERP implementation complexity and agile methods based on SLR approach for general organizations, and the limitation on the industry sample. Therefore, the researchers have understood that this research has a limitation and need to be improve the future research to proving with the real case in business by focusing on case studies and conducting survey of many different industries as the objects for developing of the agile framework for ERP implementation.

VI. CONCLUSION

The resulting analysis indicates that the implication for the organizations is more understandable and about the main issues of the agile methods and the ERP implementation complexity become an important strategy to consider in helping the managerial level of organizations before they make the decision to implement the projects. The research has given the contribution that is to find potential which the agile methods as approach methods and can be considered as the solutions to reduce the ERP implementation complexity. The main issues of the agile methods are strategies that give contribution and

support in reducing the ERP implementation complexity. The strategies factors of agile methods are as follows: virtual enterprise, supply chain, concurrent engineering, flexibility and adaptability of changing the environment, iterative and incremental phased, improve business value, and reduce complexity, customer needs, and delivery functions. These factors have the significant strategy to reduce the ERP implementation complexity.

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