

DELIVERING BUSINESS VALUE THROUGH THE IMPLEMENTATION OF ENTERPRISE MOBILITY – THE CASE OF ESKOM

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ABSTRACT

Information Technology (IT) systems have generally disappointed customers. This is mainly due to project implementations that have deviated from the clients' expectations. Frequently, traditional financial measures are used to decide if the project will be accepted and implemented and thereafter, pure project management measures are used to measure the success of these projects. This will be shown to be the incorrect approach. If solutions are not implemented correctly, not adopted or used to realise the benefits and therefore the value sold upfront, the project will be a failure. Enterprise Mobility (EM), as a subset of IT, is defined as enabling the field workers and other employees of a mobile enterprise to work wherever and whenever with the correct information to optimally perform their assigned work. Despite various challenges, EM can still deliver business value and indeed exceed traditional enterprise systems' value. Throughout the study, aspects that are required to realise the benefits EM projects can deliver are identified. A conceptual model is introduced with the aim of measuring the contribution of the identified aspects, derived from the main research objective; which aspects contributed the most to delivering business value and which did not. The inputs of the conceptual model includes technology, change management, training, technical support, business ownership and management support. The output of the conceptual model is the business value delivered from the implementation of an EM project – in this case, the Mobility project. A non-experimental, mainly quantitative, descriptive study was performed. This was achieved by distributing one questionnaire to all the groups involved during the Mobility project. The questionnaire was sent to the technician's supervisors to obtain the opinion from the field. In addition, the questionnaire was also sent to the champions that were closely involved during the project and would therefore be able to comment on management's involvement and the users in their regions. Fascinating findings are uncovered from this successful project implementation to aid in replication of its achieved results. In light of delivering business value, it is found that if costs need to be saved, there are certain aspects permitting these actions whilst preferably, costs should not be spared on others. The other finding is that in terms of the need for and importance of these same aspects, the same respondents however rank them differently. In terms of delivering business value, the aspects within projects are prioritised. Although there are significant differences between EM and traditional IT systems, the aspects identified are believed to apply to delivering business value in the wider IT project arena as well. The business value that can be delivered only results from the use of IT that occurs when the system is adopted.

Key words: Enterprise Mobility; Business value; Mobile Workforce Management; Business benefits.

INTRODUCTION

Information Technology (IT) projects seldom deliver the business value promised during the project procurement cycle and in some cases do not deliver at all. There are many reasons and factors that could be identified in an attempt to understand the cause of these failures. Many companies furthermore hand over deliverables to a customer with no or insignificant value being added. This often leaves the customer with deliverables that fall short of expected outcomes, inhibiting the effective use thereof.

Enterprise Mobility (EM) is a relatively new area in South Africa. The concept of EM refers to the mobilisation of an enterprise and its workers. The main aim of EM is to enable the company's employees to perform their tasks independently at any time and at any location they find themselves. Gartner (2013:4) states that most Chief Information Officers (CIOs) interviewed, rated mobile technologies in their top 3 list of technology priorities for 2013. Therefore, every company needs a mobile strategy. Thereafter it is paramount that delivering business value should be the main goal when these EM projects are initiated, to ensure that the company does not end up with yet another failed IT project.

One project that had delivering of business value as goal was implemented at Eskom and is investigated here. In 2010, Eskom Distribution had approximately 5000 field workers that needed to be mobilised and due to the large investment, it was essential that the project delivered the business value promised in the business case.

The Eskom Distribution Mobile Computing Design and Assign project, or better known as Eskom Mobility project, was initiated in 2010. During September 2011, Eskom Distribution embarked on a journey to roll out 5000 mobile devices to all of their field workers that required this technology. These mobile devices are known as Enterprise Digital Assistants (EDAs) and are the enterprise versions of Person Digital Assistants (PDAs). Apart from the mobile hardware, the Mobility solution further comprised of Mobile Workforce Management (MWFM), mobile Geographical Information System (GIS), navigation and Mobile Device Management (MDM). All these building blocks and functionalities were integrated and offered as a solution on rugged EDAs. This new solution would therefore not only replace the outdated Mobile Device Terminal (MDT), but also expand on its functionality with the addition of new features.

The project included interfacing the new solution with Eskom's existing work order management system. The mobile user was issued with a Windows Mobile based ruggedised EDA device. The new EDA device is equipped with Global System for Mobile communications (GSM), Global Positioning System (GPS), barcode scanner and a qwerty keyboard. Previously, work orders generated via the work order system was transmitted through the MDT system. Those same work orders, originating from the same work order system is now dispatched via the EDA.

In addition, navigation was catered for using a combination of a mobile GIS- and navigation system. The mobile GIS offers an extraction from the existing Eskom Network Inventory and GIS database that provide the mobile user with a map containing all Eskom Distribution's electrical information installed on the device. The navigation system provides voice and text based navigation to direct the technician to the relevant electrical equipment.

The mobile device is managed by MDM software. This enables Eskom to roll out software fixes remotely, provide remote assistance to the users in the field, support the devices more effectively and keep the devices synchronised with the relevant backend systems.

The main Key Performance Indicators (KPIs) for the project included:

- i. 70% of all work orders need to be dispatched via the EDA.
- ii. 70% of all dispatched work orders to EDAs need to be acknowledged by the field worker using an EDA.
- iii. 70% of all the work orders acknowledged need to be completed on the EDA (also referred to as the usage trend by Eskom).
- iv. 30% reduction in travel time.
- v. 76% of all work orders need to be completed within 7.5 hours from the time the work orders are dispatched.

The Mobility project aimed to empower the field worker by providing access to the correct information by means of expanded work order details, navigation and electrical network details on their devices. This would enable the field worker to perform the assigned work correctly the first time, but more importantly, to improve the work order restoration time. The work order restoration times impact key metrics such as System Average Interruption Duration Index (SAIDI) and System Average Interruption Frequency Index (SAIFI).

The project was seen as a Turnkey project since the entire Mobility project was outsourced to the selected System Integrator (SI). The scope of the Mobility project included the procurement of the required hardware and software, communications infrastructure design and implementation, mobilisation, design and development, integration, change management, training, logistics and rollout of 5000 devices to 263 locations country wide, call centre management and lastly providing first-, second- and third line support.

Research problem statement

According to Krigsman (2011), more than a third of IT projects experience serious problems or ultimately fail. The most important goal of project implementations is to deliver and extract business value for the customer. It is therefore vital that successful project implementations are analysed to determine why they succeeded to enable replication.

Obtaining customer sign-off is not enough. A system or project may deliver the scope, on time and within budget, but still fail if it is not adopted by the business (users of the system). It is therefore crucial, especially during difficult economic periods, to ensure that the business value is delivered. The problem statement leads to research questions which determine whether technology, change management, training, technical support, business ownership and management support add to delivering business value.

Research objectives

The main objective is to determine why the Eskom Mobility project succeeded in delivering the business value promised. Apart from being given freedom to implement the solution and having the

trust of the client, it is important to investigate which other aspects contributed to the success and which did not really contribute to delivering business value.

The objective can be summarised in the answering of the research questions. In order to address the research questions, the relevance of the related research objectives need to be investigated and are summarised as determining whether technology, change management, training, technical support, business ownership and management support contribute to delivering business value.

METHODOLOGY

Conceptual model

A new conceptual model that aims to determine which inputs will have an effect on the output, being business value, or delivering business value is displayed below. The model is a combined adaptation of the Mobile Enterprise Adoption Framework and the Benefits of mobilising the enterprise categorisation which were proposed by Basole (2005:365-366).

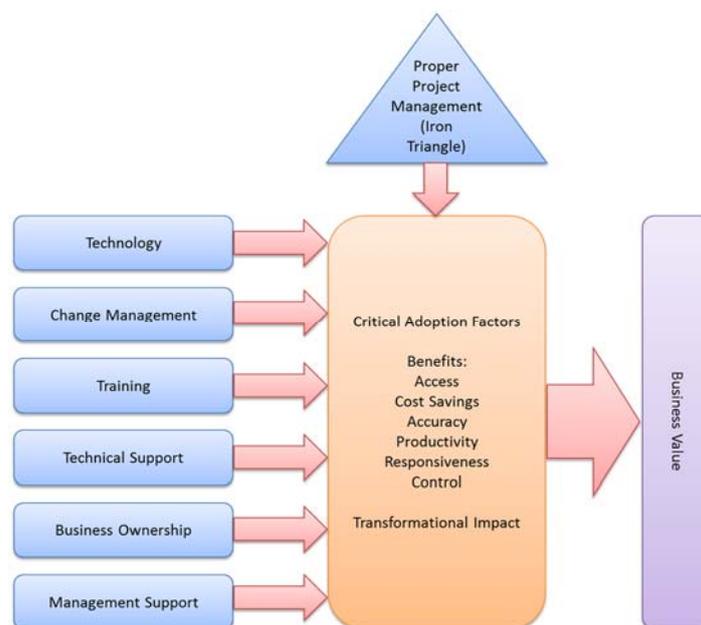


Figure 1: Conceptual Business Value Delivering Model

Inputs

From Figure 1 it can be seen that the inputs are coloured in blue and have transpired from the research objectives. Proper project management is a pre-requisite for a successful project but it does not automatically ensure the success of a project. In its absence however, the chances are slim of delivering the business value. Shifting the focus from project management to the inputs on the left, it becomes important to identify if they contribute to the output of the model.

Bain (1937:860) wrote "technology includes all tools, machines, utensils, weapons, instruments, housing, clothing, communicating and transporting devices and the skills by which we produce and use them". Change management can be defined as "the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers" (Moran & Brightman in By, 2005:369). Training is the activity of teaching

someone a specific skill or behaviour. In the IT environment, it includes the teaching of trainees on how to perform their daily tasks using the new or upgraded system implemented during the project.

In the IT domain, support is commonly referred to as technical- or tech support. Support includes a range of services by which enterprises provide assistance to users of technology products. It was noted that Bloch, Blumberg & Laartz (2012:2) believed that by involving business participation from the start to the completion of projects can help avoid misunderstandings whilst ensuring business ownership and a sense of responsibility. Business ownership involves the customer making time available and more often than not, taking on additional tasks in order to learn the systems, actively participate in the project and so become part of the solution. Lastly, Karlsen, Andersen, Birkely & Odegard in Balocco, Mogre & Toletti (2009:257) identified commitment of top management as a key success factor of IT projects.

Outputs

The aim of the study is to determine what contributes to delivering business value. According to Basole (2005:365) the business value can be seen as the combination of the adoption of the mobile solution, the benefits delivered and the transformation caused by the mobile solution. This has a close relationship with the KPIs listed in the introduction.

The required performance and benefits Eskom was pursuing are encompassed by KPI 4 and KPI 5. If these benefits were met or exceeded, Eskom would receive or exceed the business value they invested for in the project. It is therefore important to determine which of the inputs defined contributes to delivering business value.

Research methodology

Non-experimental research was selected since it does not directly measure the effects of inputs by manipulating controlled variables, but rather seeks causal relationships between uncontrolled variables. Although this research is predominantly people orientated, the measures or KPIs are all quantitative of nature. The effect of the proposed inputs of the conceptual model needs to be evaluated quantitatively and therefore a quantitative approach was followed. Qualitative inputs, where possible, were also gathered on a limited scale to enrich the data gathered.

The research type and its purpose are collectively defined as the research strategy (Page & Meyer, 2000:19). Various research strategies exist. From all the research strategies evaluated, Descriptive Study is ideally suited to the objective of this research, being to determine why the Eskom Distribution Mobility project was so successful in delivering the business value promised; which aspects contributed to the success and which aspects did not really add business value.

In Page & Meyer's (2000:41) opinion, research design is generally defined as comprising of translation of the research questions into research variables, deciding on the relevant sampling- and data collection methods, deciding on the relevant analysis method and deciding on a budget and time frame.

The research questions were translated into ordinal discrete variables. Ordinal data, which result from ordinal variables, can be ranked and tallied. These variables further allow for summation and limited statistical calculations, including ordinal correlation calculations.

The sampling method should ensure that the sample data efficiently and reliably represent the research population, whilst the data collection method should ensure that the data is collected efficiently and accurately to adequately address the research questions (Page & Meyer, 2000). For the sampling decision to be understood, the Eskom Distribution hierarchy needs to be understood. During the project, Eskom Distribution had seven regions. The location hierarchical structure was as follows:

- Region (x7)
 - Field Service Area (vary per region)
 - Technical Service Area (vary per Field Service Area; 263 in total)

The EDA champions were selected as the business representatives. Each Eskom region nominated at least one representative. The selected individual(s) would drive the project in his or her own region in order to increase the chances of success. These individuals were thoroughly trained on the system. More importantly, these individuals bought into the solution and wanted this project to succeed. Another key stakeholder, the Mobility stream lead, was included with the EDA champions. Each region also had a Field Service Manager (FSM), managers that reported to them and supervisors that managed the technical service areas to which the 5000 technicians, scattered throughout South Africa, are allocated. To obtain the best response possible, the sample consisted of the whole population of supervisors, all EDA champions and the stream lead. A non-interactive procedure seemed to be the more suitable option to use since the geographies and sheer volume of respondents would make interactive procedures impossible in the scope of this research project. An online questionnaire was used to represent a non-interactive data collection method as a subset of surveys.

Based on the decision to use a questionnaire as the data collection method, various scales needed to be evaluated to collect the data required for discrete variables. For analysis purposes, the scale implemented should correctly capture the correct data. Since the variables are ordinal discrete variables an ordinal scale needs to be used. A Likert scale is commonly used in questionnaires and probably the most widely used scale according to Statistics Café (2011). According to Boone & Boone (2012:1), the difficulty of measuring personality traits, character or attitudes lies in the procedure of conveying these values into quantitative measures for the purposes of data analysis. For this reason Rensis Likert developed the Likert scale in 1932. This scale would prove to be a method widely used for measuring attitudinal scales.

Boone & Boone (2012:3) and Statistics Café (2011) both define a single question as a Likert-type item and a combination of four or more Likert-type items as a Likert scale. Each Likert-type item can be analysed separately or they can be added together to create a score for a group or a Likert scale. Boone & Boone (2012:3) continue to say that “Numbers assigned to Likert-type items express a ‘greater than’ relationship; however, how much greater is not implied. Because of these conditions, Likert-type items fall into the ordinal measurement scale”. For a Likert scale, Boone & Boone (2012:3) believe that the composite score can be analysed at an interval measurement scale. California State University (2006) rates a Likert scale as an interval scale. Statistics Café (2011) states that whether a single Likert-type item can be considered as interval-level data, or as ordinal data is the subject of disagreement.

A Likert scale was used within the questionnaire. The Likert scale was predominantly implemented as an ordinal scale. In an attempt to reduce bias to positive answers, Strongly Disagree was listed first. The neutral value was also removed from the questionnaires.

One questionnaire was designed, developed, tested and distributed. The distribution took place through an online survey site (eSurveyCreator.com). During the testing phase, the questionnaire was sent to 20 respondents, which included representation from the supervisors, champions and the stream lead. Keeping the respondents understanding of the project in mind, the questions were developed. They know the Mobility project as the EDA project. The EDA project was therefore used as a synonym to Mobility project in the questionnaire. The participants of the questionnaire furthermore know the EDA device as the deliverable of the project and therefore, from their point of view, all benefits occurred due to the new EDA device they received. Any improvement in KPI is therefore seen as the business value received. The questions were developed to test what impact the input parameters listed in the conceptual model had on EDA usage and therefore the contribution to the business value delivered.

FINDINGS

Each objective will be analysed and discussed separately. The questionnaire comprised of three questions per objective. Each of the questions is analysed individually and then combined to arrive at a consolidated view per objective. From the 299 questionnaires distributed, 19 were undelivered whilst 64 responded. This translates into a 23% response rate. Due to the number of responses obtained, ordinal analysis techniques were used. This included frequency analysis per question and objective. Spearman's Rank Correlation analysis was also conducted to measure the correlation between the relevance of a particular objective and delivering business value as output.

Table 1: Summary results table

	Inputs						Output
	Technology	Change management	Training	Technical support	Business ownership	Management support	Business value
Combined							
% Positive	81%	89%	96%	86%	87%	78%	75%
% Negative	19%	11%	4%	14%	13%	22%	25%
Correlation with business value	0.79	0.37	0.37	0.55	0.49	0.54	1.00

Success response

Overall, 75% of respondents were more positive than negative about the project being successful and thus delivering business value. This is calculated by adding the Agree and Strongly Agree scale percentages. This scale relates to the output of the conceptual model. It is now important to analyse the results obtained for each of the inputs of the conceptual model.

Research objective 1: The technology contributes to the business value being delivered

From the table above, it is clear that the majority of respondents (81%) believe that the technology was very important and effective. Apart from this, the relation of technology to the business value

delivered is confirmed by the Spearman's rank correlation measuring the correlation between the success questions and the technology questions. The calculated ρ value of 0.79 indicates that there is a strong positive correlation between technology and the business value delivered. The technology supplied as part of the Mobility project therefore seems to have been the major reason for the business value delivered and success of the project.

Research objective 2: Change management contributes to the business value being delivered

Similarly, from Table 1, it is clear that the majority of respondents (89%) believe that the change management performed during the project was very important and effective. The relation of change management to the business value delivered is however not confirmed by the Spearman's rank correlation. The calculated ρ value of 0.37 indicates that there is no linear correlation between change management and the business value delivered. The change management performed as part of the Mobility project therefore seems to have had no real impact on the business value delivered and success of the project.

Research objective 3: Training contributes to the business value being delivered

It is clear from Table 1, that the majority of respondents (96%) believe that the training performed was very important and very effective. As in the case of change management, the relation of training to the business value delivered is not confirmed by the Spearman's rank correlation. The calculated ρ value of 0.37 indicates that there is no linear correlation between training performed and the business value delivered. The training performed as part of the Mobility project therefore also seems to have had no real effect on the business value delivered and success of the project.

Research objective 4: The way in which technical support was provided contributes to the business value being delivered

From Table 1 above, it is clear that the majority of respondents (86%) believe that the technical support provided during the project was very important and effective. The relation of technical support to the business value delivered is confirmed by the Spearman's rank correlation. The calculated ρ value of 0.55 indicates that there is positive correlation between technical support provided and the business value delivered. The technical support provided as part of the Mobility project therefore seems to have contributed to the business value delivered and success of the project.

Research objective 5: Business ownership contributes to the business value being delivered

As is clear from Table 1 above, the majority of respondents (87%) believe that the business ownership taken on by Eskom during the project was very important and effective. The relation of business ownership to the business value delivered is however not that clear from the Spearman's rank correlation. The calculated ρ value of 0.49 is so close to 0.5 that would indicate positive correlation, but technically fall in the no linear correlation segment. The business ownership taken on by Eskom as part of the Mobility project therefore seems to have had no real effect on the business value delivered and success of the project.

Research objective 6: The support of management contributes to the business value being delivered

From Table 1 above, it is apparent that the majority of respondents (78%) believe that the management support experienced during the project was important and effective. The relation of management support to the business value delivered is confirmed by the Spearman's rank correlation. The calculated ρ value of 0.54 indicates that there is positive correlation between management support experienced and the business value delivered. The management support experienced during the Mobility project therefore seems to have contributed to the business value delivered and success of the project.

Discussion

The previous section analysed the results obtained from the questionnaire distributed to the champions and supervisors that took part in the Mobility project. The results obtained from personnel of both groups, joining at various time periods of the project are summarised in Figure 2¹ below.

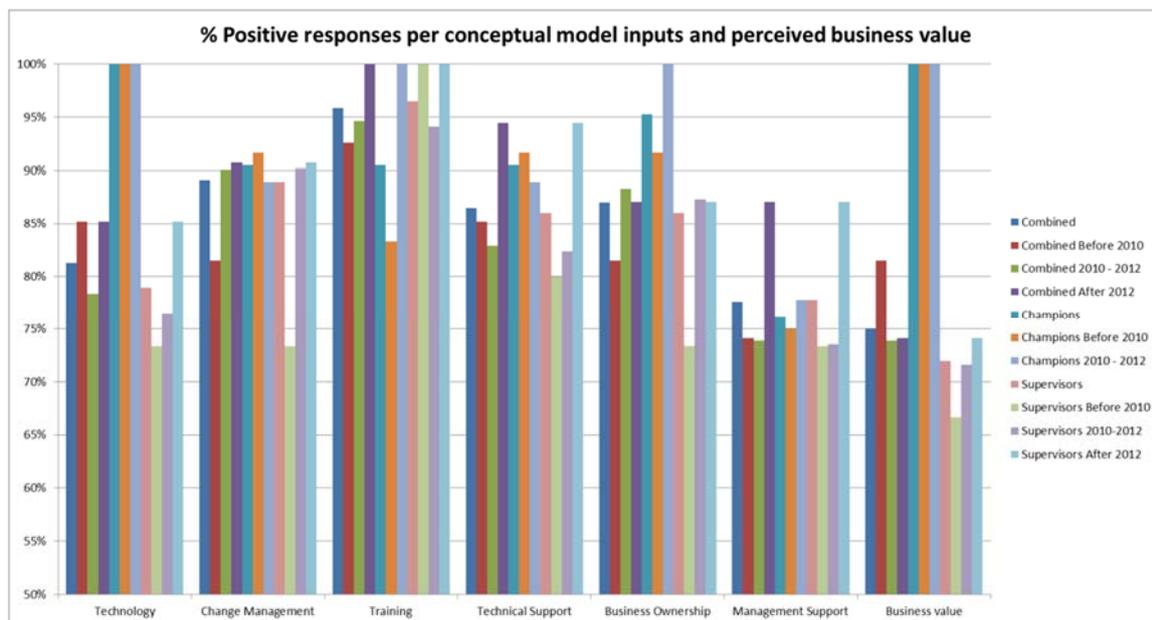


Figure 2: Summary of positive responses received

It is interesting to note that the champions agree fully (100%) that the Mobility project delivered the business value. The champions also seem to be slightly more positive than the supervisors as can be seen in Figure 3 below. Due to their involvement in the project and their commitment and efforts put in, this outcome is not surprising. By participating in the Mobility project, they had the opportunity to be part of a project that has made a difference; a difference recognised internally and externally. It is probably also due to their involvement that they would be inclined to agree that the project indeed succeeded. This is visible in them ranking business ownership higher than the other group.

¹ The Y-axis scale starts at 50% for better visualisation.

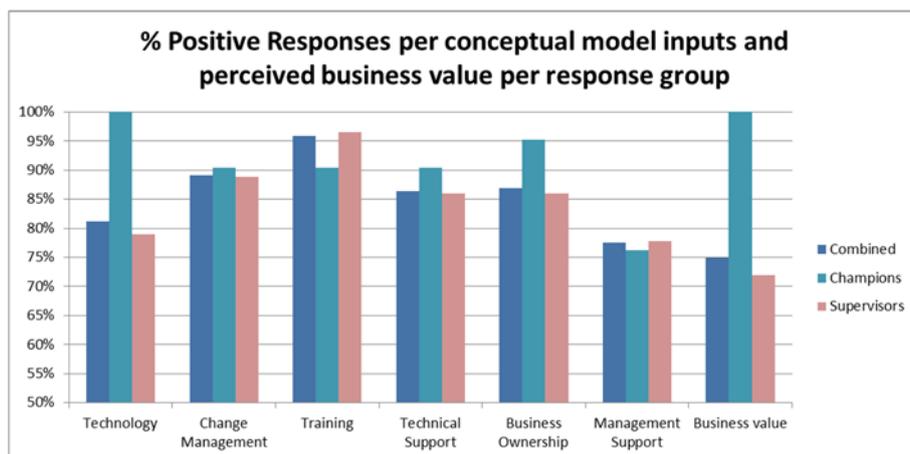


Figure 3: Summary of positive responses per response group

Furthermore it is important to note that both the champions and supervisors groups who joined the project after 2012 are more positive towards the project than the ones that were there from the start. Many of the champions became involved during the lead up to the start of the project. The rest joined during the project implementation. Although the first group of champions are only marginally less positive than the ones that joined later, this could be due to their frustration experienced with regards to the project taking many years to be approved and initiated. Both groups however had to endure the teething problems experienced during the project. Combining these two potential reasons, it is not surprising to see the results in the next graph.

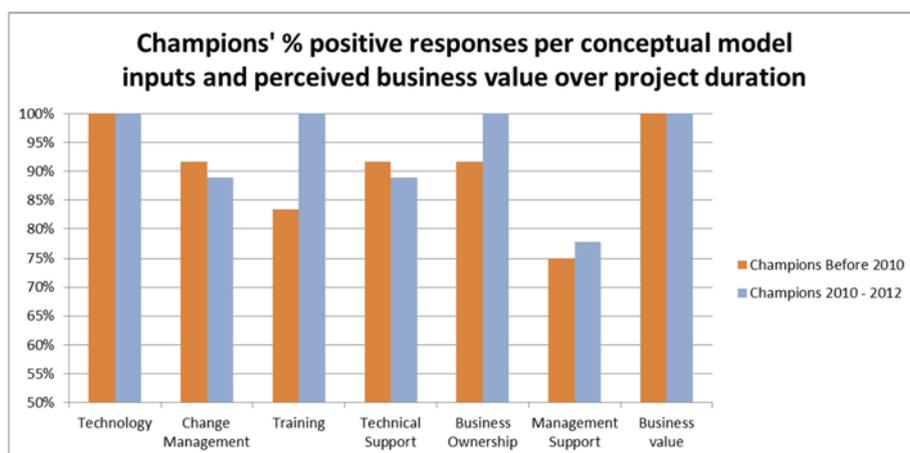


Figure 4: Positive responses from champions for project time periods

Focussing on the supervisors' responses, once again the trend is not surprising. They had to endure the teething problems more vividly since they were the closest of all participating groups to the initial problems experienced. It is therefore reasonable to assume that the supervisors who joined after 2012 would be more positive since all problems were resolved by then. This is reflected in Figure 5 below.

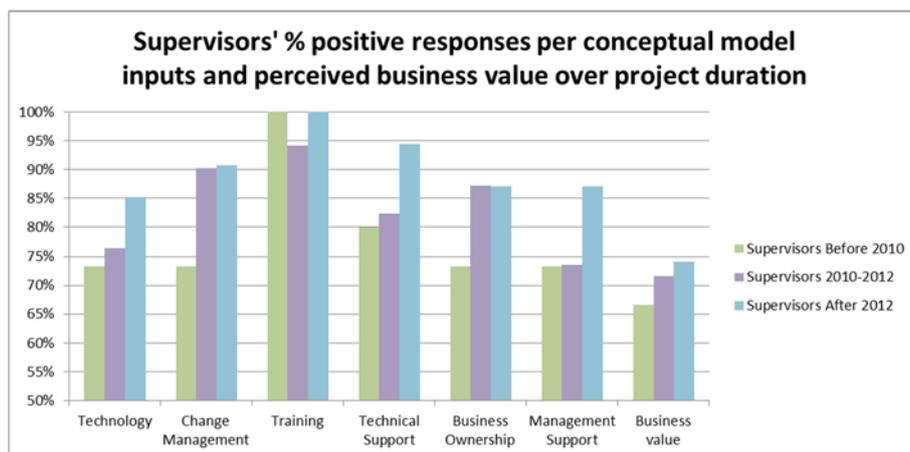


Figure 5: Positive responses from supervisors for project time periods

From Figure 6, it can be seen that in the respondents' view, only certain inputs contributed to the business value being delivered although it is apparent that all respondents agree that all of the inputs measured were required and important. This can be observed in Figure 7.

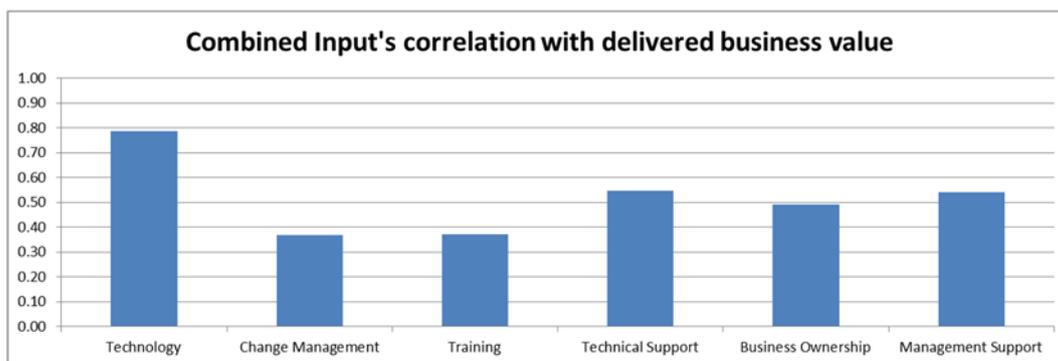


Figure 6: Conceptual model input's relation to business value being delivered

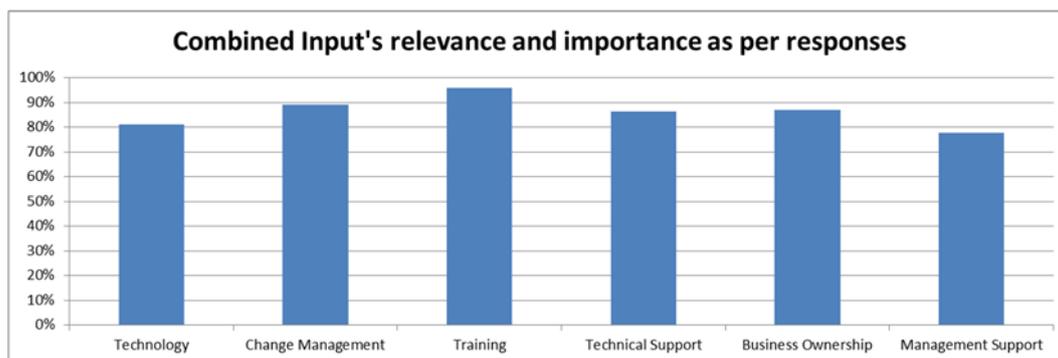


Figure 7: Conceptual model input's relevance and importance

As a by-product of this research it was found that the importance and relevance of an input does not seem to correlate with the contribution to the delivery of business value by the same aspect.

Following respondents' feedback, technology is believed to be the largest contributor to the business value delivered and it would therefore indicate that the output of the model will increase as a result of proper technology being deployed in a proper manner. In technology's case, although

it contributes the most to business value being delivered; according to the respondents, it is the second lowest relevant or important aspect. This seems to be a contradiction. One potential reason for ranking high in terms of business value may be that technology was the only tangible deliverable received by the majority of the respondents and therefore could be seen as the largest contributor to the business value. It may be argued that if no EDAs were received, no benefit would be realised. The relevance and importance rating could be due to the technology questions having been the first aspect to be covered in the questionnaire and that, in the respondents' opinion, their answers were good in their opinions at that point of completing the questionnaire.

According to the results, change management, training and business ownership surprisingly did not contribute to the business value delivered. Although these inputs are considered to be important and therefore not a waste of time and money, the respondents believe that these inputs were not the reason for the success. The preceding may be due to them believing that it is more important to receive training and change management in order to understand and use the provided technology correctly and effectively. They could therefore have deflected training and change management's influence on the delivered business value onto the technology. This may explain why training and change management scored highest in importance and relevance.

Business ownership did not score high in delivering business value and received a median score with regards to importance and relevance. Business ownership relates to the champions' involvement in the project. The above may be due to the fact that the majority of respondents, who are not champions, could be stating that the success was more as a result of their participation (the use of the system), than the champions' involvement. This could also explain the ambiguous ranking of business ownership in terms of importance or relevance.

Technical support and management support did contribute to the business value delivered, but not to the same extent as technology did. The technical support results come down to how the technicians experienced the service provided. They most probably believe that without technical support being provided to aid in the use of the technology, there would be no or little business value delivered. In terms of importance and relevance, it may be that, in their opinion, they did not receive the expected technical support during the implementation or even after the completion of the project and could therefore believe that they make it work. Management support is another interesting aspect. Respondents may believe that in terms of business value being delivered, the acceptable response is that management support contributed to the business value delivered, whilst they may actually believe that it was not as important as some of the other aspects.

CONCLUSION

The main objective of this study was to determine why the Eskom Mobility project was so successful in delivering the business value promised. Business value was defined as a combination of the adoption, the benefits delivered and the transformation caused by the mobile solution. It was therefore important to investigate what aspects, other than proper project management, contributed to the success and which did not really contribute to delivering business value.

The study undertaken has clearly indicated that the Conceptual Business Value Delivering Model applied in this case study, is appropriate. Although the case study investigated a Mobility project implemented in the electrical utility market, its applicability in other markets can be argued.

It is interesting to note that most challenges uncovered during the literature survey were addressed within the project. Certain of these challenges, for example communication network reliability and the maturity of technology, can however not be controlled within the implementation of a project. The other challenges were addressed by the aspects investigated within this study. It was also confirmed that one of the major challenges, Return on Investment (ROI), would be achieved.

This research introduces a prioritisation of aspects normally considered during any EM or IT system implementation project. All of the aspects considered during this study are important as identified in the literature survey performed, the research conducted and responses summarised. Per the user feedback received, it is interesting to note that, although all of the Conceptual Business Value Delivering Model's inputs appear to be important, required and even essential, it does however, not necessarily contribute to the business value delivered. Regarding the delivery of business value, it would therefore seem that if costs need to be saved, there are certain aspects that permit it, whilst costs should preferably not be spared on others. The prioritisation of these aspects within projects, in terms of delivering business value, would seem to rank as follows:

- i. Technology;
- ii. Technical support;
- iii. Management support;
- iv. Business ownership; and
- v. Training and change management.

Another finding is that in terms of the need for and importance of these same aspects (instead of delivering business value), the same respondents rank the aspects differently:

- i. Training;
- ii. Change management;
- iii. Business ownership;
- iv. Technical support;
- v. Technology; and
- vi. Management support.

The differences highlight the scope for further research. This finding does however not discredit any previous research done on the importance of the aspects investigated in this study, but merely highlights the aspects to focus on in the pursuit of delivering business value.

Since March 2013 (the completion date of the project this case study is based on), many of the supervisors have pursued other career opportunities. Most of the remaining supervisors are difficult to contact since they spend a large portion of their time working in the field. This posed a significant challenge in this study. It should however be noted that even in light of the conditions mentioned, the number of responses was satisfactory. This study can however be further improved on by extending it to include the technicians reporting to the supervisors. This would also provide an expanded research basis for analysis.

One of the biggest limitations of the study is that the case study is solely focused on Eskom Distribution. Although it is argued that the findings can be generalized, it is recommended that this study be extended to other domain verticals and IT system implementations. It is suggested that the conceptual model is applied to an EM project implemented at a telecommunications environment or even in the wider commercial sector. It would also be interesting and important to test whether the findings of the research model would be sustained in more traditional IT projects in similar environments.

More concrete reasons need to be found to explain why the importance and relevance of the aspects investigated do not correlate with their contribution to delivering business value. This could be achieved by sending a follow up questionnaire, or even conducting interviews with the same respondents to understand the different findings.

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