ISSN(O): 2320-5407 | ISSN(P): 3107-4928

ISSN NO. 2320-5407

International Journal of Advanced Research

Publisher's Name: Jana Publication and Research LLP

www.journalijar.com

REVIEWER'S REPORT

Manuscript No.: IJAR-59654

Title: Evaluating the Impact of Cloud-Based ERP Migration on Business Process Efficiency and Data-Driven Decision-Making in Saudi Industrial Enterprises

Recommendation:

Accept as it is .....

Accept after minor revision.....

Accept after major revision .....yes.....

Do not accept (*Reasons below*) .....

Rating	Excel.	Good	Fair	Poor
Originality			Y	
Techn. Quality			Y	
Clarity			Y	
Significance			y	

Reviewer's ID: JPR-Dr.shaweta sachdeva

Detailed Reviewer's Report

1. The manuscript presents a structured integrative review; however, the authors should explain more clearly how the proposed framework advances existing research on cloud-based ERP migration and organisational performance.
2. The methodology section should provide greater detail about the literature identification and selection process, including the scholarly databases or search platforms consulted, search strings, and criteria used to assess the relevance and quality of the selected studies.
3. The authors have included 30 academic publications in the review. A detailed evidence-selection flow diagram or summary table would improve transparency and help readers understand the screening and selection process.
4. The manuscript relies on evidence from different geographical regions and industrial contexts. The authors should strengthen the justification for applying findings from non-Saudi studies to Saudi industrial enterprises.
5. The proposed migration-to-value framework is an important contribution. However, the authors should explain more explicitly how its components are interconnected and how the proposed relationships can be operationalised in an actual industrial environment.
6. The manuscript includes several numerical scenarios and illustrative performance metrics. Although the authors clearly identify these as constructed examples, they should explain the assumptions behind the selected values and provide a stronger justification for the baseline and post-migration figures.
7. The discussion of business process efficiency would benefit from a more detailed comparison of how cloud ERP migration may affect procurement, inventory management, manufacturing operations, and financial reporting.
8. The authors should provide a clearer distinction between the benefits resulting directly from cloud migration and those resulting from associated process redesign, employee training, and organisational transformation.

ISSN(O): 2320-5407 | ISSN(P): 3107-4928
International Journal of Advanced Research
Publisher's Name: Jana Publication and Research LLP
www.journalijar.com

REVIEWER'S REPORT

9. The discussion of data-driven decision-making is relevant, but the authors should elaborate on how data accuracy, analytical capabilities, dashboard utilisation, and managerial competencies can be measured in practice.
10. The manuscript should provide a more comprehensive discussion of cybersecurity, data privacy, regulatory compliance, vendor dependency, and data sovereignty challenges associated with cloud-based ERP adoption in Saudi Arabia.
11. The authors should discuss the potential limitations of cloud ERP in manufacturing environments where uninterrupted production operations, low-latency processing, and reliable connectivity are essential.
12. The proposed propositions are conceptually relevant. However, their theoretical justification should be strengthened, and the authors should explain how each proposition could be tested through future empirical investigations.
13. Figures 1–4 should be reviewed to ensure that all components, relationships, and process flows are clearly labelled and adequately explained in the main text. The figures should also be sufficiently legible and consistent in presentation.
14. The cost-sensitivity analysis in Table 3 is useful, but the authors should clarify the assumptions behind annual operating costs, migration expenditure, and technology refresh costs. The limitations of using an undiscounted five-year comparison should also be acknowledged in the interpretation.
15. The limitations section should discuss more explicitly how the purposive selection of literature, absence of primary data, and limited Saudi-specific empirical evidence affect the generalisability of the proposed framework.
16. The conclusion should more clearly highlight the manuscript's principal theoretical and practical contributions, particularly its relevance to industrial managers and policymakers in Saudi Arabia.
17. The reference list should be carefully checked for completeness, consistency of formatting, DOI accuracy, and correspondence between in-text citations and listed references.
Overall recommendation: Major Revision.
The manuscript addresses a significant and timely research area and offers a potentially useful framework for evaluating cloud ERP migration. However, improvements in methodological transparency, theoretical justification, contextual relevance, and validation of the proposed framework are necessary to strengthen its academic contribution.