Dear Shamshul Bahri,

Congratulations. Your paper titled as Against All Odds: How A Government's Open Source Software (OSS) Implementation Survived with number 330 has been accepted at ACIS2014. Please make sure you resubmit your paper in MSWord document, with any revisions and proper format, by 15 October. We look forward to seeing you in Auckland.

William Wang
David Pauleen
ACIS Program Co-Chair

----------------------- REVIEW 1 ---------------------
PAPER: 330
TITLE: Against All Odds: How A Government's Open Source Software (OSS) Implementation Survived
AUTHORS: Shamshul Bahri and Noor Ismawati Jaafar

OVERALL EVALUATION: 1 (weak accept)
Relevance to the conference theme and track topic: 4 (good)
Originality: 4 (good)
Theoretical/academic contribution: 3 (fair)
Appropriateness of the research/study method: 4 (good)
Relevance and clarity of content presentation: 4 (good)
Adequate review of previous literature: 4 (good)

----------- REVIEW -----------
This is an interesting study. The reviewer recommend to accept with revision. Please see the revision list below

- The authors need to strengthen the introduction part. For example,

"Despite the longevity of the OSS project, there were serious doubts at the initial stage of the implementation that it will survive this long. First, the biggest champion of the project, the Prime Minister of Malaysia (PM), Dr Mahathir, stepped down, less than two years since the project was initiated. His successor was less keen on the project, especially after the visit of Bill Gates, the then chief executive officer of Microsoft Corporation. The new PM interpreted the visit as a great honour because a giant in the IT world such as Bill Gates did not visit Malaysia when Dr Mahathir was in power. Second, there was strong pressure on the government from the companies that produce proprietary software to abandon the OSS project. Third, a large-scale implementation such as this OSS project often failed."

The above paragraph seem more like an opinion. The authors can improve it with some statistical number and explanation to improve it, so the reader will have a better understanding of the research intro.

- Again.. the introduction need to be strengthen. It's still a bit weak for this version

"Despite the odds that were stacked against the OSS project, it survived. However, there is a lack of study to explain why and how such implementation survived. We assert that the reason for its survival lies in the human and non-human actors that were involved in the project.

What does 'survive' mean? please further elaborate. Also, the author's assertion on such theory need to be explain and strengthen. For now, it seem like the authors 'think' that the theory is appropriate, but need to explain in more details in the final version.

- Research methodology part need to be drastically explain. Why choose case study? What are the criteria in choosing each interviewees? The authors also should be the sources into each of the quotation as well.. For example....

"MAMPU still do presentation using Microsoft Office. They should show more leadership (in this matter) … If a university, say University of Malaya can implement (OSS) hundred percent, then only will the top officers are willing (to follow suit)"  (Source, XXXX)

- why is Skali is consider a Human Actor when it is a private IT company?

One human actor that has played an important role in the implementation came from the private sector. The actor was Skali.

- Conclusion need to be strengthen and further explain why this study is important and relevance to the field of IS.

----------------------- REVIEW 2 ---------------------
PAPER: 330
TITLE: Against All Odds: How A Government’s Open Source Software (OSS) Implementation Survived
AUTHORS: Shamshul Bahri and Noor Ismawati Jaafar
In this paper the authors use the case of the implementation of open source software in Malaysian governmental organizations to derive and suggest factors that influence the success of such projects. As theoretical base the Actor-Network Theory is used to identify actors/factors influencing the survival of the project.

In a first step the motivation for using open source software especially in governmental settings as well as the project setting in Malaysia is described. In the line with the aim of the paper to identify influencing factors for open source projects especially the major actors are described. To provide a better understanding about the subject of the projects, I suggest providing some details about in which areas open source software was introduced and which kind of software (e.g., server software like application-, web-, workflow- or email server or business software like financial or HR systems or end user software like office suites). This way probably it becomes a little bit more comprehensible why factors are crucial and actors are vital for the project’s success.

To provide an overview about existing research on governmental open source projects an extensive literature review was conducted. When reading this review I was wondering in which aspects the implementation of open source in governmental organizations differs from similar projects in commercial enterprises. In other words: Why governmental open source projects have to be researched separately and cannot based on research results derived from open source research conducted in enterprises? I am not sure whether this question can be answered for short in this paper (e.g., by referring to existing research) or has to be researched separately. Notwithstanding the above, I suggest not only describing the existing research results and papers but more emphasizing the current research gaps and how these are addressed with the results presented in this paper.

As major findings three key success factors are derived from interviews and discussed in detail in a textual manner. To my opinion the audience would benefit more from a systematic overview of the different actors, their relationships, roles within the different projects or project phases as well as the importance or influences they have than from a screenshot of the competency centers website. This systematic overview probably can server as vehicle to structure the discussion of the findings and to derive more generalize results.

While discussing the current nature of open source and proprietary software the authors state that “[..] OSS still has followed proprietary software by making its user interface much friendlier than before. [..] As a result, it is much easier to persuade users who are used to the graphical user interface to switch from proprietary software to OSS [..]". In the same section, they refer to an interview statement, that “[..] users found them (Open Office Suite) hard to accept. They are used to MS Word [..]”. To my understanding, these two statements contradict each other. In the line with a former comment to provide more insights about which kind of open source software should be implemented I suppose that the success factors/actors will vary depending on depending of the type of the software and thus the group of users. Thus, I have to underline this former comment. Furthermore, the statement that OSS becomes more user-friendly should be retaliated to concrete cases or! substantiated with the help of references.