Examining ERP Implementation Success from a Project Environment Perspective

Document Information:

Title: Examining ERP Implementation Success from a Project Environment Perspective

Author(s): Shahin Dedzar, (Institute for International Energy Studies), Sulaiman Ainin


Article type: Research paper

Publisher: Emerald Group Publishing Limited

Abstract: 

Purpose - This study identifies factors that are crucial for the successful implementation of enterprise resource planning (ERP) systems. Although there are many factors that influence success, this study focuses on factors related to the ERP project environment, namely, Project Management, Team Composition and Competence, and Business Process Reengineering.

Design/methodology/approach - The study was conducted using a survey questionnaire. The questionnaires were distributed to ERP users in Iranian organizations. A total of 384 responses were collected and analyzed.

Findings - A significant relationship was found between project management, team composition and ERP implementation success. Better project management activities were associated with greater success in implementation. Similarly, the probability of successful implementation is higher when the ERP team is more experienced and better coordinated.

Practical implications - Organizations and managers that adopt ERP can gain an understanding of the complexities inherent in ERP installations to avoid barriers and increase the likelihood of achieving desired results. The outcomes of this study are also useful to ERP vendors and consultants who prepare strategies to overcome the misfit between their ERP products and ERP adopting organizations in developing countries.

Originality/value - This study is one of very few to examine the success of ERP implementation from the perspective of key stakeholders.
(operational/unit/functional managers). It contributes to academic research by producing empirical evidence to support the theories of critical success factors in ERP implementation success. The findings may be useful to ERP vendors and other organizations as they can be used as a guideline for future ERP adoption and implementation.