

Enterprise resource planning (ERP) systems: a research agenda

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Keywords

Enterprise resource planning, Research, Change management

Abstract

The continuing development of enterprise resource planning (ERP) systems has been considered by many researchers and practitioners as one of the major IT innovations in this decade. ERP solutions seek to integrate and streamline business processes and their associated information and work flows. What makes this technology more appealing to organizations is its increasing capability to integrate with the most advanced electronic and wireless communication technologies. However, research in the ERP area is still lacking and the gap in the ERP research is huge. Attempts to fill this gap by providing a road map for ERP research, also presenting the current status with some future themes of ERP research leading to ERP adoption, technical aspects of ERP and ERP in its context. The discussion presented on these issues should be of value to researchers and practitioners. Future research work will continue to survey other major areas presented in the following framework.

Introduction

Enterprise resource planning (ERP) systems can be regarded as one of the most innovative developments in information technology (IT) of the 1990s. With the growing interest of many organizations in moving from functional to process-based IT infrastructures, ERP systems have become one of today's most widespread IT solutions. According to Mehl and Kelly (1995), it was projected that, in 2000, organizations' total spending on ERP applications would reach \$73.61 billion. What have motivated organizations to implement ERP systems are their integration and standardization capabilities, flexible client/server architecture, and their ability to drive effective business reengineering and management of core and support processes (ComputerWorld, 1999).

While ERP systems have traditionally been used by capital-intensive industries, such as manufacturing, construction, aerospace, and defense, they have recently been implemented in the financial, education, insurance, retail, and telecommunications sectors (Cheng and Snyder, 2000). ERP systems are now considered the standard technology on which many organizations are operating their business, and they are, therefore, known by the specific ERP standard they are adopting (Swart, 1999). From a historical point of view, the concept of ERP has advanced from the MRP systems in the 1970s and the MRPII systems in the 1980s. Currently, SAP, Oracle, PeopleSoft, Baan, and J.D. Edwards are considered the top ERP vendors. Despite the differences in the marketing policies of these vendors, these packages have similar offerings and shortcomings, and they still adopt the MRPII's model for the manufacturing planning components of their system.

products (Gier and Landfrieder, 1999). Overall, ERP systems are beneficial in providing support for all variations of best business practices, in enabling the implementation of these practices with a view towards enhancing productivity, and in empowering the customer to modify the implemented business processes to suit their needs (Rao, 2000).

As the widespread application of ERP systems continues, the need for a new research agenda to address various issues in this context has never been more urgent. ERP repeatedly topping the list of themes in major academic information systems (IS) conferences reflects the dire need for research in this rapidly emerging field. In one aspect, ERP combines both organizational business processes and total organizational IT into one integrated system (Cheng and Snyder, 2000). Both IT practitioners and researchers are still not able to determine the potential impact of ERP adoption on adopting organizations.

Based on a comprehensive review of much of what has been written so far about ERP, Figure 1 highlights the major streams of ERP research. This paper, by reviewing available studies and exploring future research avenues, aims to present a new agenda to further the research on the ERP phenomenon. In particular, the paper highlights several dimensions relating to ERP adoption, technical aspects of ERP, and ERP in information systems (IS) curricula. These are discussed in the following sections.

ERP adoption

Total quality management (TQM) and business process re-engineering (BPR) movements are believed to be among the contributing factors to the widespread



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