

ERP: Making It Happen The Implementers Guide To Success With Enterprise Resource Planning

Factors influencing ERP projects success in the vendor selection process

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ABSTRACT

Successful implementation of an ERP system is the result of knowledgeable and dedicated people working together. It entails company-wide commitment, openness to change, good planning and experienced guidance.

These primary criteria determine the probability of gaining significant return on investment (ROI) from an ERP system. Using these criteria as guidelines during the system selection process and subsequent implementation can ensure that the chosen system will support and enable the business improvements envisioned.

Among the numerous critical success factors (CSFs) in the implementation of ERP systems, identified and demonstrated by practitioners and academic researchers in the last few years, we will synthesize and analyze the vendor selection issues, in connection to the implementation aspects, as we consider implementation the essential "ingredient" of the ERP success.

KEYWORDS:

ERP implementation, ERP vendor selection process, critical success factors, ROI, ERP success

I. INTRODUCTION

Choosing an ERP system without paying careful attention to the implementation strategy and methodology is somewhat similar to choosing a hospital for cardiac surgery based on its architecture, but ignoring the surgeon's experience. No one selects surgery based only on the hospital, but most Romanian companies choose an ERP system based exclusively on architecture and functionality. The results are predictable. The new ERP system is installed, orders get placed, product is shipped, and invoices get paid. Yet no one is really happy with the results. Customer satisfaction is unchanged and profits don't increase. Ironically, quality of life at work declines while employees climb the learning curve. Finally, the company continues to struggle against competition.

What happened? Which are the causes? The most frequent situation is when the ERP vendor's selection criteria are based mostly on the product features, covering less or not at all the implementation. For some managers installation

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