A taxonomy of players and activities across the ERP project life cycle

Toni M. Somers a, Klara G. Nelson b

Abstract

An important problem in probabilistic description is to understand who are the key players, which activities associated with enterprise system implementations are important, and when their effect is most prevalent across the IT development stages. Using an information theory approach, we analyze the fit between their importance, as noted in the current literature, and the experiences reported by a cross-section of 116 organizations that completed an enterprise system implementation experience. Our results suggest that the early literature- and case-based research on enterprise systems does not take into account the importance of several key variables. These findings provide guidance to managers on how best to utilize their limited resources by employing such factors at the stage in the project’s life cycle when they will have the greatest impact.
Keywords
Systems implementation; Enterprise resource planning; Packaged software; Implementation of IT innovations; Critical success factors; Change management

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Klara G. Nelson is an associate professor in the Department of Information and Technology Management, John H. Sykes College of Business at the University of Tampa. She received her MBA and PhD from the Florida State University. She has published articles in the Journal of Global Information Management and European
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