ABSTRACT

Implementing an Enterprise Resource Planning (ERP) system in a company can bring many benefits. However, ERP implementations have been high spending projects with low success rates. International ERP vendors are now trying to extend their market to companies in developing countries. However, little research has been conducted on ERP implementation in developing countries. So, understanding the critical success factors (CSFs) involved in ERP implementation would be of benefit to implementing companies and ERP software vendors. Thus, this research developed and empirically tested a model for ERP implementation success in the context of a developing country, namely Iran.

A survey questionnaire was employed to collect data for this research. The structural equation modeling (SEM) was utilized to test the relationships hypothesized. It was found that the relationships between enterprise-wide communication, project management, ERP team composition and competence, ERP system quality, and ERP vendor support and ERP implementation success were significantly positive. Furthermore, organizational culture indicated a moderating effect on the above mentioned relationships. However, the study did not find significant relationship between business process reengineering and ERP implementation success.

This study has contributed to academic research by creating the empirical evidence to support the theories of CSFs and ERP implementation success. In addition, the outcomes of this study are useful in making ERP vendors and consultants familiar with the difficulties of implementation in developing countries and preparing some strategies to overcome the barriers. The results also present the managers of adopting companies with the ability to classify strategies, evaluation guides, checkpoints, and measure requirements that offer them a far greater likelihood of ERP implementation success.

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2) Dezdar, S., & Sulaiman, A. (2010). Enterprise resource planning implementation in Iran: An empirical study. *Eleventh Global Information Technology Management Association (GITMA) World Conference*, Washington, DC, USA, June 20-22.

3) Dezdar, S., & Ainin, S. (2010). ERP implementation success in Iran: Examining the role of system environment factors. *International Conference on Business Information Systems (ICBIS2010)*, Paris, France, June 28-30 *(ISI-Indexed proceedings)*.

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5) Dezdar, S., & Ainin, S. (2010). ERP implementation success in Iran: Examining the role of system environment factors. *World Academy of Science, Engineering and Technology*, 66, 449-455 (*SCOPUS-Indexed Journal*).

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8) Dezdar, S., & Ainin, S. (2011). Examining ERP implementation success from a project environment perspective. *Business Process Management Journal (SCOPUS-Indexed Journal, under review)*.

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