Factors Affecting the Success of Enterprise Resource Planning Systems in Thailand

Graham Kenneth Winley* and Supavadee Nontakao

Faculty of Science and Technology, Assumption University, Thailand
*Corresponding author. Email address: gkwinley@scitech.au.edu

Received June 6, 2014; Accepted October 22, 2014

Abstract
This exploratory study compares factors which according to previous studies affect the success of the development, implementation, adoption, and use of Enterprise Resource Planning systems (ERP) in organizations. Six factors organized in two categories (Characteristics of Users and the System and Organizational Issues and System Development Approaches) were decomposed into 73 associated indicators. Data related to the indicators was collected by questionnaire from a sample of 211 stakeholders with experience with ERP used in organizations in Thailand. Although the results confirmed many findings reported in previous studies important differences were found between male and female stakeholders as well as between those working in IT and non IT positions. In addition, compared to previous studies less emphasis than expected was given to the importance of characteristics of the organization, characteristics of users, change management activities, and aspects of system development and implementation. The findings are of particular importance to ERP project leaders/members, users, and vendors in Thailand.

Key Words: Characteristics of organizations, the system, and users, usage; Change management; Systems development and implementation

Introduction
This study examined factors which affect the success of the development, implementation, adoption, and use of ERP in organizations. ERP address structured problems with benefits derived mainly from their integration and tracking of transactions and activities across the organization’s supply chain involving processes used to manage the supply of materials/services and the production and distribution of products and services typically involving the management of orders, inventory, finances, and human resources (Avison and Fitzgerald, 2003; Leon, 2010). While ERP systems provide integrated data and data analysis tools to support operational level decision making organizations have had less success in using them for decision making involving unstructured problems (White, 1999; Roberts-Witt; 1999; Adam, 2001; McAfee, 2003).

Eierman et al. (1995) proposed three categories of factors for studying the success of ERP and similar to the study by Ittiphaisitpan (2011) two of these were used in this study: Characteristics of Users and the System; and Organizational Issues and System Development Approaches. The third category used by Eierman et al. (1995) was Technical Issues concerned with the construction of the software such as: mathematical modeling; data analysis techniques; computer algorithms; software building and testing; and data access and storage technologies. Factors in this category were not examined because, as noted in several studies, they are not the main concerns in determining the success of the development, implementation, adoption, and