

Brief Summary, Article #3**Assimilation of Enterprise Systems: The Effect of Management**

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1. Main topic

As the information technologies develops, the ERP systems are widely adopted by various organizations including firms. However all adoption do not succeed. Roughly there are three steps considering the ERP system: adoption, implementation and post-implementation assimilation. In this article, the authors focused on the assimilation step, and the role of top management. Through the research, the authors classified institutional forces into three independent variables; mimetic, coercive and normative. Those forces affect top managements' beliefs and participation and finally assimilation of the ERP systems. In another side, the authors consider the effect of five control variables. However, according to the research, only absorptive capacity affects the assimilation and the others don't affect.

2. Why the article is important for the business

Langenwalter(2000) indicated *the percentage of ERP implementation that can be classified as "failures" range from 40% to 60%*. The adoption of the new ERP system means a lots of investments in terms of money, time and other resources including the change of the legacy business model in some cases. Therefore it should be successful to the organization, but the research shows that it is very risky. Usually, the success of implementation of the new system cause the assurance and carelessness. However this article mentions the importance of the post-implementation process, assimilation, and the importance of the top managements' role. The institutional forces can be strong or week according to the situation, but the role of top management can't be change, and it must be emphasized to achieve the full success of the ERP system.

3. What I learned from the article

As I mentioned in the previous answers, the most people as well as the organizations do not care the post-implementation process. For example, when the people buy a computer, they are very careful to select the hardware specification, but most of them do not attention to manage and use it. It is easy to think that the failures of the ERP system, and maybe the other IT system, is a result of errors in adoption or implementation. But the assimilation is also important process, and after the implementation, the role of top managements is very important. Managements should care the assimilation of the new system.