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## Panel 3 Acquiring and Implementing ERP: The View from Business and Academia

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## PANEL 3

### ACQUIRING AN IMPLEMENTING ERP: THE VIEW FROM BUSINESS AND ACADEMIA

**Chair:** **Ton Veth**, *BaaN* Institute, The Netherlands

**Panelists:** **M. Lynne Markus**, Claremont Graduate School, U.S.A.  
**A. W. Scheer**, Universitat des Saarlands, IDS Prof. Scheer GmbH, Germany  
**Kuldeep Kumar**, Erasmus University, The Netherlands  
**Hans Wortmann**, Technical University Eindhoven, *BaaN* Institute,  
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Since the early days of computing, organizations have aspired to integrated, enterprise-wide information systems architectures. Through the years, these aspirations have been reflected in the quest for integrated MIS, enterprise-wide data models, and integrated databases. In recent years, with the increasing demand for process integration both within and across organizational and industry boundaries, this quest has gained further momentum. Enterprise resource planning (ERP) systems, such as SAP, *BaaN*, Peoplesoft, and Oracle, are a recent business response to this quest. By providing integrated packaged solutions, not only do they provide an integrated system architecture for the organizations' information processing needs, they also claim to provide ready-made "best-of-the-breed" solutions for particular lines of businesses. Furthermore, given their enterprise-wide scope and extensive impact on organizational and interorganizational business practices, the acquisition and implementation of these systems substantially affects both the organization and the nature of corporate IS practices and the responsibilities of corporate IS departments. While a number of high profile organizations such as Boeing, Mercedes-Benz, ABB, and Levi have recently adopted ERP as an integrated replacement for their enterprise-wide information infrastructure, recent press reports outline a number of issues with the adoption and implementation of ERP systems. Moreover, the adoption of so-called "best-of-breed" applications raises a number of questions about the appropriateness and value of cookie-cutter solutions to diverse organizational requirements.

This panel provides both industry and academic perspectives on the current and future role of ERP systems in organizations, their implications for the organization and the corporate IS function, and the issues surrounding their adoption and implementation.

**Ton Veth** is the Chief Scientific Officer for the *BaaN* Institute. He is also a Professor at the Technical University Eindhoven. He manages the research programs at the *BaaN* Institute.

**M. Lynne Markus** is a Professor of Information Systems at The Claremont Graduate School. She is currently heading up a research team working on ERP implementation. Professor Markus will examine the substantial risks involved in the implementation of ERP systems in organizations and the strategies and tactics for minimizing these risks.

**August-Wilhelm Scheer** is a Professor at the Institute für Wirtschaftsinformatik at the Universitat des Saarlandes, in Saarbrücken, Germany. Professor Scheer is also the founding chairman of the software company IDS Prof. Scheer GmbH—the developer of ARIS the Toolset. The ARIS Toolset is the SAP designated front-end for SAP requirements definition. Professor Scheer will examine the issues of requirements analysis and specification for ERP systems and automated tools for supporting the requirements specification process.

**Kuldeep Kumar** is a Professor of Information Systems at Erasmus University. He is currently conducting research in the ERP investment and acquisition decision. He is also working with The *Baan* Institute, Erasmus Executive Development Programs, Origin, CAP Gemini, and other ERP implementation organizations in developing a course on ERP concepts. He will discuss the issues associated with the ERP acquisition decision, alignment of ERP solutions with the corporate and ICT strategies, and value propositions associated with ERP.

**Hans Wortmann** is a Professor at the School of Management, Technical University Eindhoven. For the past decade, he has been a consultant to *Baan* Company and is currently the Chief Scientist for the *Baan* Institute. Professor Wortmann will examine the trends toward new, component-based architectures for ERP and their implications for ERP acquisition and implementation decisions.