



## **Chapter X**

# **Toward a Model of Organizational Prerequisites for ERP: Reintroducing the Concept of Data Warehousing**

David Sammon  
University College Cork, Ireland

Frédéric Adam  
University College Cork, Ireland

### **ABSTRACT**

*Data Warehousing was the 'hot topic' of the early-to-mid 1990's but it became unfashionable through the mid-to-late 1990s with the widespread implementation of ERP systems. However, in recent times, the re-emergence of Data Warehousing, to address the limitations of ERP systems, provides researchers with a new challenge and the ability to test the validity of old notions in solving new problems. This chapter lays the foundation for a model of organizational prerequisites for ERP project implementation. The model is aimed at the 'Intelligence' phase of managerial decision making for ERP projects. It draws on the increasing*

*volume of organizational ERP literature now being published and past research into Data Warehousing project implementations is introduced in an attempt to highlight the re-emerging need for the concept of organizational prerequisites. The chapter documents the early stages of a larger research study, which is currently in progress. The main objective of the chapter is to present a literature-based model, the need for which emerges from a number of 'issues of concern' around the implementation of ERP, which integrally covers the phases which organizations go through when purchasing ERP packages.*

## INTRODUCTION

To date, researchers looked at the ERP market as the place where organizational needs, in terms of integrated enterprise-wide systems, were met by the packages proposed by ERP vendors. However, current research in ERP (e.g., Hossain & Shakir, 2000; Wood & Caldas, 2001; Sammon & Adam, 2002) found that the ERP market is characterized by a strong vendor and consultant push, whereby organizations appear to have little choice but to *jump on the bandwagon* (as described for activity-based costing by Jones & Dugdale, 2002; and IT outsourcing by Michell & Fitzgerald, 1997; and to some extent for e-commerce development by Howcroft, 2001). Reflecting on the current sales bias in the ERP market, Esteves and Pastor (2001) indicated that "Research on ERP systems has been treated as a 'secondary' and its importance has been neglected by the IS community" (p. 3).

Furthermore, they called for future research and investigation on the role of each party (vendor, customer, and consultant) and their influence in ERP selection. A number of researchers backed up this call, such as Hossain and Shakir (2000), Wood and Caldas (2001), and Sammon and Adam (2002).

"*Ignore history — condemned to repeat it*" (Judge, 1997; Webster, 2000) seems to be an adequate statement when it comes to describing the mixed fortunes of organizations deploying IS and researchers' approaches to studying these IS evolutions. This may be due to the fragmentation of research in IS as described by Blanville and Landry (1989) and Adam and Fitzgerald (2000). Lucas (1991) suggested that, as a field, we need to think about interesting problems and look for underlying issues rather than focus on today's hot topic to keep up with the latest IS fashion. Therefore, addressing the suggestions of Kraemer and Dutton (1991) and Land (1995), the objective of this chapter is to build upon existing research carried out in the areas of data

17 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: [www.igi-global.com/chapter/toward-model-organizational-prerequisites-erp/30334](http://www.igi-global.com/chapter/toward-model-organizational-prerequisites-erp/30334)

## Related Content

---

### Strategic Ethnography and the Biography of Artefacts

Neil Pollock and Robin Williams (2013). *Enterprise Resource Planning: Concepts, Methodologies, Tools, and Applications* (pp. 347-376).

[www.irma-international.org/chapter/strategic-ethnography-biography-artefacts/77228](http://www.irma-international.org/chapter/strategic-ethnography-biography-artefacts/77228)

### Structuring Knowledge for Enterprise Resource Planning Implementation through an Ontology

Hamid Nach (2013). *Enterprise Resource Planning: Concepts, Methodologies, Tools, and Applications* (pp. 433-449).

[www.irma-international.org/chapter/structuring-knowledge-enterprise-resource-planning/77231](http://www.irma-international.org/chapter/structuring-knowledge-enterprise-resource-planning/77231)

### The Role of Emerging Technologies in Developing and Sustaining Diverse Suppliers in Competitive Markets

Alvin J. Williams (2013). *Enterprise Resource Planning: Concepts, Methodologies, Tools, and Applications* (pp. 1550-1560).

[www.irma-international.org/chapter/role-emerging-technologies-developing-sustaining/77289](http://www.irma-international.org/chapter/role-emerging-technologies-developing-sustaining/77289)

### Enterprise Resource Planning Systems in Higher Education

Melissa J. Haab and Sharon F. Cramer (2013). *Enterprise Resource Planning: Concepts, Methodologies, Tools, and Applications* (pp. 182-197).

[www.irma-international.org/chapter/enterprise-resource-planning-systems-higher/77218](http://www.irma-international.org/chapter/enterprise-resource-planning-systems-higher/77218)

### Exploding Web 3.0 and Web 2.0 for Sales Processes Definition

José Luis López-Cuadrado, Israel González-Carrasco, Ángel García-Crespo and Belén Ruiz-Mezcua (2013). *Enterprise Resource Planning: Concepts, Methodologies, Tools, and Applications* (pp. 940-958).

[www.irma-international.org/chapter/exploding-web-web-sales-processes/77262](http://www.irma-international.org/chapter/exploding-web-web-sales-processes/77262)