

Chapter 6

Exploring Key Success Factors for ERP Systems in Schools

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ABSTRACT

Most sectors use ERP systems to automate business processes, improving the overall efficiency and effectiveness of the organizations. Notwithstanding the benefits, they are highly complex systems requiring careful planning for successful implementation. The education sector has adopted ERP to improve administrative operations and academic performance. This chapter explores the key success factors of ERP in schools. Drawing more insights from the adjacent literature on higher education institutes and small and medium-sized enterprises, important factors aligning with ERP in schools are top management support, training, customization, business process reengineering, change management strategy, module business fit, etc. This chapter ends with a suggested future direction for ERP implementation research in schools.

INTRODUCTION

The demand for digitization in different sectors continues to rise alongside technological advancements, highlighting the significance of digital technologies in organizational growth. The ongoing period of disruption results from the

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widespread use of digital technology in several industries. To remain competitive, organizations focus on improving the quality of their management by relying more on digital tools to streamline operations, enhance data-based decision-making, and cater to personalized service demands (Chawla et al., 2023b, 2023a). This global digitization trend strongly influences the education sector, which invests more in innovative solutions to improve the performance of the institutions (Shishakly, 2013). Educational organizations such as universities and schools increasingly incorporate digital technologies in classrooms, teaching methodologies, and various managerial activities to build smart education systems (Stamenkov & Zhaku-Hani, 2021).

Nowadays, most organisations use Enterprise Resource Planning (ERP) systems to digitize their business processes and improve overall effectiveness and efficiency (Mohamed & Noorliza, 2021; Saxena & Verma, 2023). An ERP system consolidates business activities, enables seamless communication across different departments, and provides instant access to real-time information (Boonstra, 2006; Davenport, 1998). To fulfil today's competition and requirements, education institutes have started implementing ERP, noticing its benefits in different sectors. ERP systems must undergo modification to accommodate the unique processes of the education sector to support smart education systems (Dabholkar & Date, 2021).

In the education sector, ERP helps manage administrative functions and track student performance outcome. However, there is a significant difference between the needs and challenges faced by business industries and educational institutes in ERP utilization. Owing to their resources, higher education institutes benefit from ERP implementation, which is seen as costly for schools. The administration and governance of educational institutions have become progressively intricate responsibilities. The management of schools is likewise a complicated process due to many different activities (monitoring, planning, organizing, executing, and others) controlled by a relatively small number of employees. Schools are also susceptible to policy and administrative changes; even minor modifications can significantly affect students learning and growth. In light of the challenges posed by escalating expenses and limited financial means, school administrators are perpetually exploring strategies to sustain school operations in alignment with established objectives and fiscal constraints (Muriithi & Masinde, 2016).

In the present era, due to the progress of cloud technologies, ERP systems are now accessible at a relatively low annual or monthly cost. From the industry reports, the Learning Management Systems (LMS) market was valued at USD 17.36 Billion in 2022 and projected to reach USD 69.69 Billion by 2030 (*Report Inside*, 2023); ERP systems for schools is projected to expand from USD 15.08 billion in 2023 to USD 29.54 billion by 2028 (*Mordor Intelligence*, 2023).

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