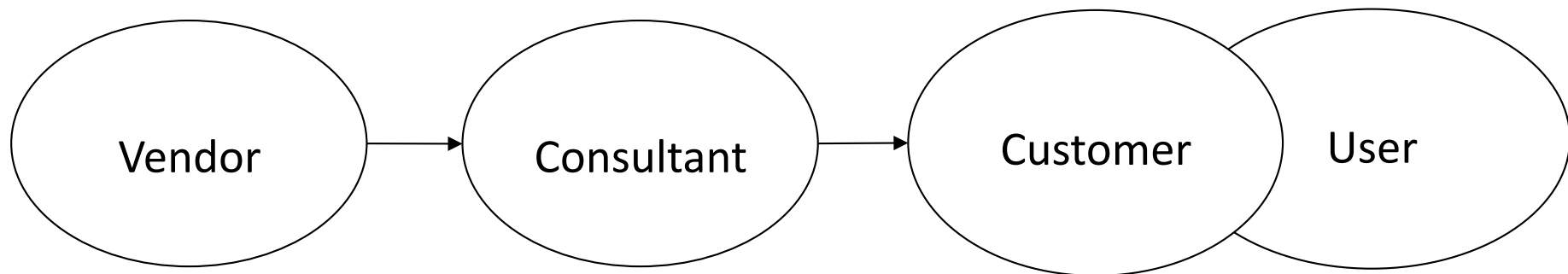# Complementary perspectives in the value chain of ERP systems implementation

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Research area

- Standard ERP systems implementation in SMEs
- How is the implementation process viewed by the different links in the value chain?

Vendor → Consultant → Customer   User

Research design

- Qualitative interviews

- Coding through sense making

- Grouping by category

- Analysis on perspectives

Example of citations

"We can get you up and running in four days. A standard product – bam! And then we take it from there and find out afterwards, what else you would like alongside"

(Consultant)

"It is really, really, really over sold".

(Customer)

"So we don't have any control [over the consultants] at the moment. And we see a lot of "interesting" solutions"

(Vendor)

Example of citations

"We had five companies in the bidding and there were none of them who couldn't do everything. They could do it all"
(Customer)

"One [user]wants something and another wants something else. An annoyance really, that you have to make up your mind about unimportant details over and over, because we have the broad perspective."
(Consultant)

"... many of the things and features... I can't use them. I sort of skip them... that is very unsatisfying ".
(User)

Findings

- The bidding phase – trust and safety vs. budget insight

- Requirements specification – getting the right information

- Implementation process – declining interest and ongoing requirements

- Usability – unfamiliar terms and feature vs. no upgrades

- Unified customer model – control for the vendor and a tool for the consultants

Conclusion and further studies

- There seems to be complimentary perspectives in the value chain

- Is this generally the case? If so, what are the implications?