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Investigating CSFs for the Life Cycle of ERP System from the Perspective of IT Governance
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Abstract

In response to the trend in technology, critical success factors (CSFs) in current research projects are ranked differently from those in prior ones. This study investigates possible CSFs for the life cycle of an ERP system. This study also analyzes the effects of CSFs from the perspective of Information Technology Governance (ITG). Thirty-five CSFs were identified from articles published in top journals. These CSFs are then classified into five life-cycle phases of an ERP system. This study also explores whether the outcomes or performances of ITG are driven by CSFs for ERP. Entrepreneurs and managers should adopt an ITG perspective to manage CSFs for the life cycle of their ERP system. This approach will not only enforce and drive ITG but will also mitigate IT risks in ERP systems. Entrepreneurs and managers should also establish a performance measurement index for ERP systems to deliver value within organizations.

Keywords: CSFs, ITG, ERP life-cycle span

Introduction

Given the emergence of a globalized and integrated world economy, the internal and external environments of industries around the world encounter continuous massive changes. According to Rimini Street (2009), finance executives react to rising annual maintenance fees under tight Information Technology (IT) budgets. Nearly half (45%) of the current ERP systems in the market replaced outdated ERP software (Panorama Consulting Solutions, 2013). Wailgum’s (2009) study in Forrester Research reveals that only 1% of the respondents in their survey plan to decrease their ERP investment in a global recession. Maintenance costs continue to rise as businesses evolve even after the implementation of ERP systems. This situation requires an ERP system that will evolve continuously to keep pace with economic changes. ERP systems support the improvement of business efficiencies; hence, they are considered must-have solutions for large and modern organizations (Garner, 2013). The advances and trends in technology enabled ERP systems to develop into indispensable tools for information integration of enterprises. Given the large expenditures on ERP systems and the significant risks of failure, managers should ensure the success of their ERP investments. Major IT investments, such as ERP systems, take five to seven years to deliver substantial returns (Brynjolfsson & Saunders, 2009). ERP investments are a double-edged sword that could increase value or cause loss within organizations.

The pervasive use of technology increased IT dependency, a situation that calls for specific
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