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A Thesis Submitted in Fulfillment of the Requirements  
for the Degree of Master of Management Science

## **Empirical Research on Influence Factors of ERP**

Submitted by

Name \*\*\*\*

Supervised by

Professor Name \*\*\*\*

Jiangsu University of Science and Technology

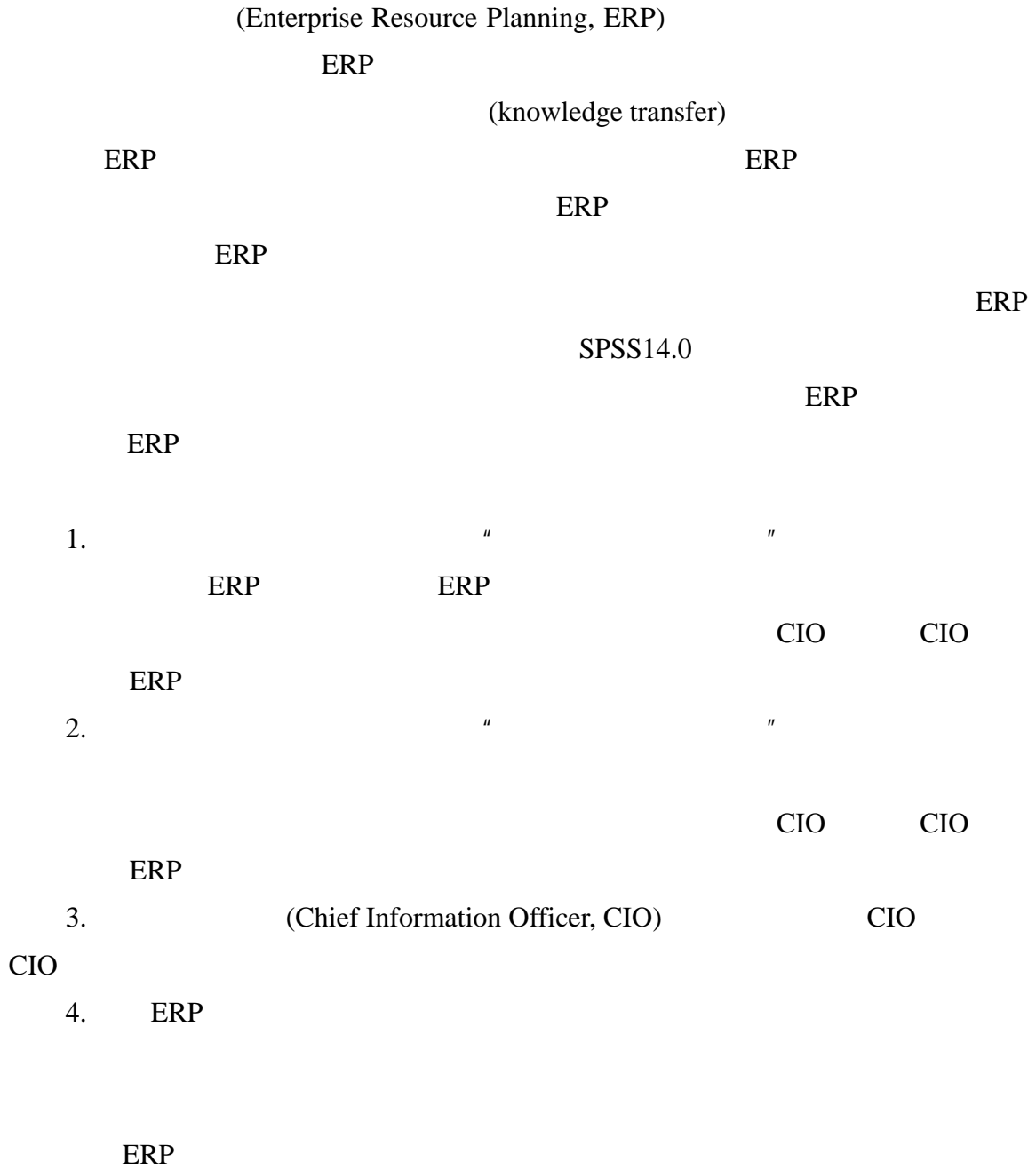
March, 2009



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## Abstract

ERP goes with the development current of management revolution and guides enterprises to the knowledge economy times. ERP implementation is a knowledge transfer process of actors. The knowledge asymmetry of actors results in the cooperation barriers. Knowledge transfer is a chief method for eliminating barriers and the key factor which decides the success or fail of ERP project. Implementation consultant and key user are the important actors in ERP implementation. An effective knowledge transfer of implementation consultant and key user will improve the success rate of ERP project.

According to the research model of knowledge transfer influence factor in ERP implementation, the research creates and edits the investigation questionnaires through literature research, interview, experts estimate and scientific research group discussion. The research collects questionnaires from the key users and implementation consultants who participate in manufacturing ERP project which has been completed. The research tests and preprocesses the questionnaires data with SPSS14.0. The research identifies and analyses the key influence factors of knowledge transfer of implementation consultant and key user. It will improve the knowledge transfer effect and the success rate of ERP project. The research has the specific direction value to enterprise informatization practice. The main research contents are as follows:

- 1.The paper researches on influence factor of knowledge transfer from implementation consultant to key user with key user questionnaires. The statistic test shows that the tacitness and causal ambiguity of ERP knowledge, the degree of leader recognition, learning culture, relationship, encoding communication capacity of consultant, decoding communication capacity of key user, CIO position, the satisfaction degree of CIO position have the significant effect on knowledge transfer in ERP implementation.

- 2.The paper researches on influence factor of knowledge transfer from key user to implementation consultant with implementation consultant questionnaires. The statistic test shows that the causal ambiguity of enterprise business process knowledge, the degree of leader recognition, relationship, encoding communication capacity of key user, acquirement willingness and decoding communication capacity of consultant, CIO position, the satisfaction degree of CIO position have the significant effect on knowledge transfer in ERP implementation.

- 3.According to CIO questionnaires investigation, the research analyses CIO status quo

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and CIO system.

4. According to the research results of influence factor of knowledge transfer in ERP implementation, the research analyses management strategy and helps the enterprise informatization practice.

**Keywords** ERP implementation; knowledge transfer; influence factor; empirical research



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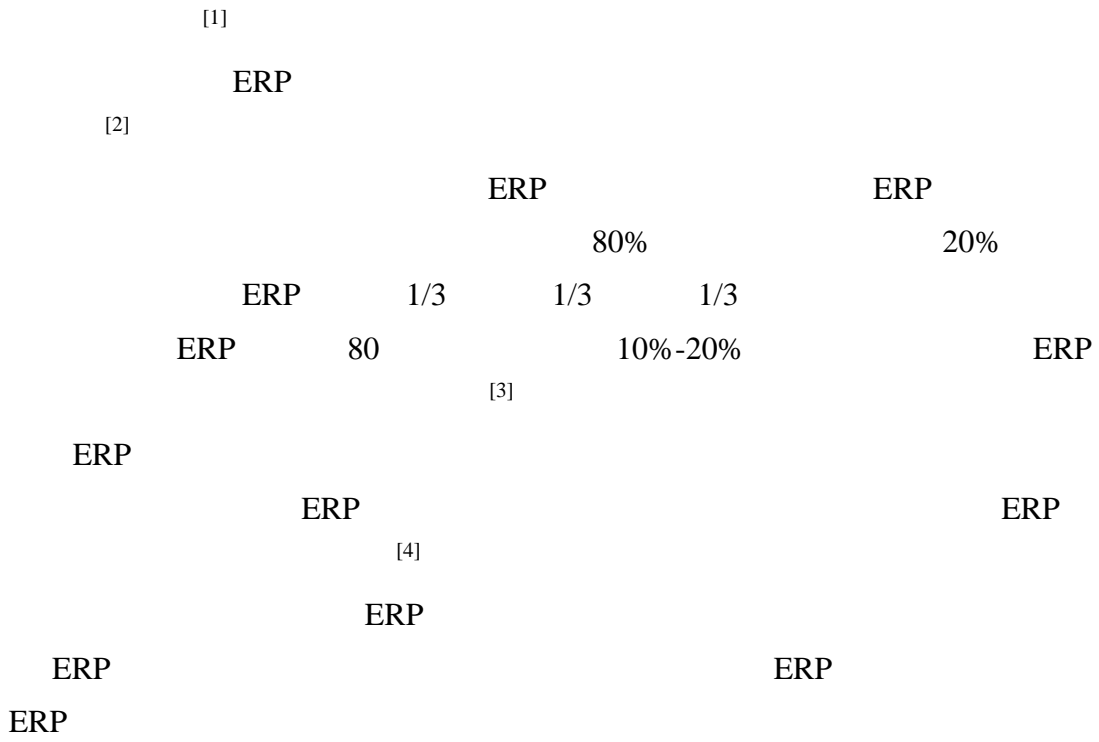
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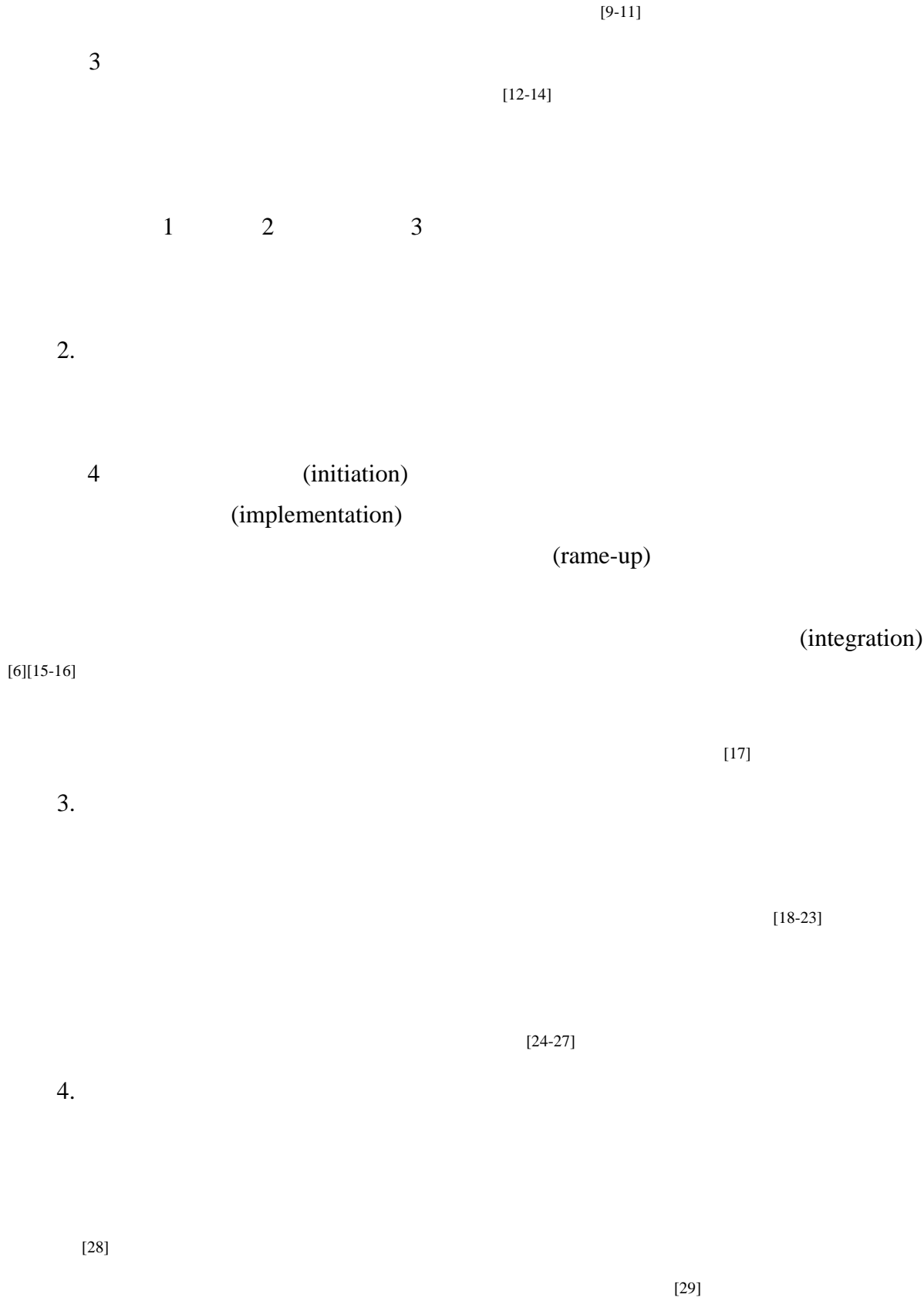
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Tab.1.1 The review of research fruit of knowledge transfer influence factors in ERP implementation

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Timbrell	
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Dong-Gil			
ERP	Timbrell	Szulanski	
SAP R/3		(best practice)	Szulanski
			Dong-Gil



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SAP R/3

Dong-Gil

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Oracle

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SAP

Oracle

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3. Dong-Gil

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4. Timbrell

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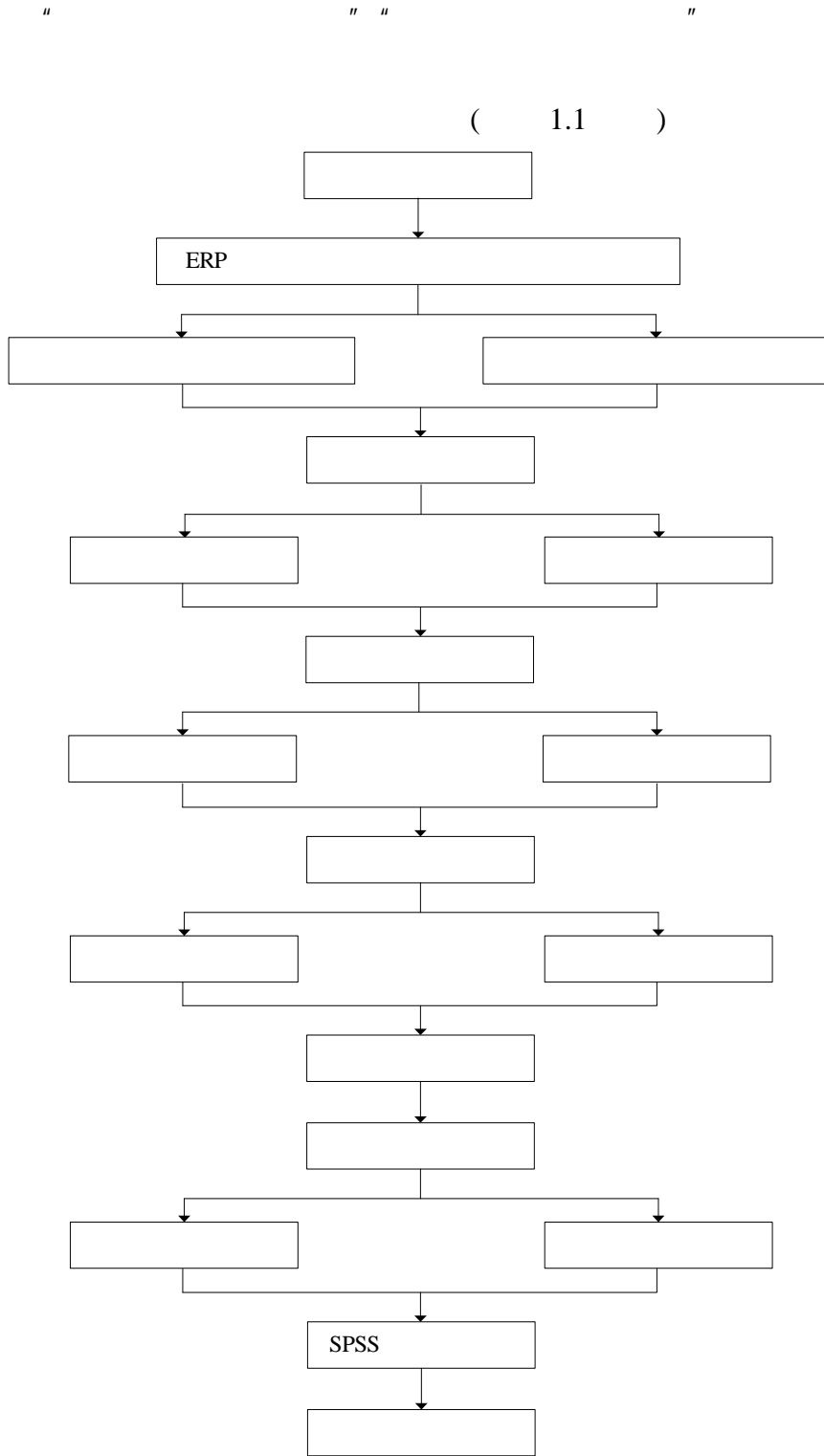
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Fig.1.1 The research content and research method

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### 2.1 ERP

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1	世帛汇	国有企业	300-2000人	中软	41-60人	2006	已实施	已实施	已实施	已实施	已实施	已实施	已实施	已实施
2	佳通科技	外资企业	2000人以上	金蝶	41-60人	2007	已实施	已实施	已实施	已实施	未实施	已实施	已实施	已实施
3	四川明星电缆	私营企业	300-2000人	金思维	20-40人	2007	已实施	已实施	已实施	已实施	已实施	已实施	已实施	已实施
4	河南省中原内配	私营企业	2000人以上	金思维	41-60人	2007	已实施	已实施	已实施	已实施	已实施	已实施	已实施	已实施
5	青岛汉缆	私营企业	2000人以上	金思维	20-40人	2006	已实施	已实施	已实施	已实施	已实施	已实施	已实施	已实施
6	大理三德水泥	中外合资	300-2000人	金思维	20-40人	2008	已实施	已实施	已实施	已实施	已实施	已实施	已实施	已实施
7	苏州通润驱动设备	私营企业	300-2000人	金思维	20-40人	2005	未实施	未实施	已实施	已实施	未实施	未实施	未实施	已实施
8	东启汽车零部件	私营企业	300-2000人	金思维	20-40人	2007	已实施	未实施	已实施	已实施	已实施	已实施	已实施	已实施
9	黑龙江农垦博兴	国有企业	300-2000人	金思维	20-40人	2008	已实施	未实施	已实施	已实施	已实施	已实施	已实施	已实施
10	比亚迪	私营企业	2000人以上	用友	61-80人	2004年之前	已实施	已实施	已实施	已实施	未实施	已实施	已实施	已实施
11	爱林旅游用品	私营企业	300人以下	友方	20人以下	2007	已实施	未实施	已实施	已实施	未实施	已实施	已实施	已实施
12	江铃集团	国有企业	300-2000人	江西理工	20人以下	2007	已实施	已实施	已实施	未实施	已实施	未实施	未实施	已实施
13	凯尼电器	私营企业	300人以下	金蝶	20人以下	2005	已实施	已实施	已实施	已实施	未实施	未实施	未实施	已实施
14	宝柏包装	外资企业	300人以下	金蝶	20人以下	2004年之前	已实施	已实施	已实施	已实施	已实施	已实施	已实施	已实施
15	华龙橡胶	外资企业	300人以下	金蝶	20人以下	2008	未实施	未实施	已实施	已实施	未实施	未实施	未实施	已实施
16	黑猫集团	私营企业	300-2000人	金蝶	20人以下	2005	已实施	已实施	已实施	已实施	未实施	未实施	未实施	已实施
17	阿佩克斯科技	外资企业	300人以下	金蝶	20人以下	2007	已实施	已实施	已实施	已实施	未实施	未实施	未实施	已实施
18	希尔精密塑料	外资企业	300人以下	金蝶	20人以下	2007	已实施	已实施	已实施	已实施	已实施	已实施	已实施	已实施
19	达方电子	外资企业	300人以下	金蝶	20人以下	2008	已实施	未实施	已实施	已实施	已实施	未实施	未实施	已实施
20	西风空气轴承	外资企业	300-2000人	金蝶	20-40人	2007	已实施	已实施	已实施	已实施	已实施	已实施	未实施	已实施
21	立邦涂料	外资企业	300人以下	达策	20人以下	2007	已实施	已实施	已实施	已实施	未实施	未实施	未实施	已实施
24	詹阳机械	中外合资	300-2000人	英弗普尔	20-40人	2005	已实施	已实施	已实施	已实施	已实施	已实施	已实施	已实施
25	花园机电设备	私营企业	300人以下	金舟	20人以下	2008	已实施	已实施	已实施	未实施	已实施	已实施	未实施	已实施
26	黄埔造船	国有企业	2000人以上	金舟	20人以下	2007	未实施	未实施	已实施	未实施	未实施	已实施	已实施	已实施
27	张家港锦丰轧花	集体企业	300-2000人	金舟	20-40人	2006	已实施	未实施	已实施	已实施	已实施	已实施	已实施	已实施
28	江淮重工	国有企业	300-2000人	金舟	20人以下	2004	未实施	未实施	未实施	未实施	未实施	未实施	未实施	已实施
29	宜昌船舶柴油机	国有企业	2000人以上	金舟	20-40人	2007	已实施	已实施	已实施	已实施	已实施	已实施	已实施	已实施
30	文冲造船	国有企业	2000人以上	金舟	20人以下	2008	已实施	未实施	已实施	未实施	未实施	未实施	未实施	已实施
31	中船设备	国有企业	300-2000人	金舟	20人以下	2008	未实施	已实施	已实施	未实施	已实施	未实施	未实施	已实施
32	东风仪表	国有企业	300-2000人	金舟	20人以下	2006	未实施	未实施	未实施	未实施	未实施	未实施	未实施	已实施

4.4

SPSS

Fig.4.4 The data view of implementation consultant questionnaire program sample in SPSS

4.7

Tab.4.7 The program character of implementation consultant questionnaire

	21	39.6
	14	26.4
	1	1.9
	13	24.5
/	4	7.5
	53	100

	300	15	28.3
	300-2000	24	45.3
	2000	14	26.4
		53	100
ERP	20	23	43.4
	20-40	24	45.3
	41-60	4	7.5
	61-80	2	3.8
		53	100
ERP		0	0
	2008	10	18.9
	2007	21	39.6
	2006	10	18.9
	2005	6	11.3
	2004	1	1.9
	2004	5	9.4
	53	100	
ERP		53	100
		51	96.2
		45	84.9
		43	81.8
		36	67.9
		33	62.3
		29	54.7
		28	52.8
ERP	8	17	32.1
	7	8	15.1
	6	7	13.2
	5	10	18.9
	4	5	9.4
	3	4	7.5
	1	2	3.8
	53	100	

100

70%

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ERP

CITC                      0.5   Cronbach alpha                      0.911   KMO                      0.866

0.5                                      74.683%

4.6

ERP

SPSS14.0

CIO



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	ERP	"		" "		"
				SPSS14.0		ERP
			3			
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	"				ERP	ERP
	CIO	CIO			ERP	ERP
2.	18	53	ERP	129		"
	"					
	CIO	CIO		ERP		ERP
				"		"
3.	CIO	CIO		CIO		
1.		Dong-Gil	Timbrell			
ERP		"		" "		"
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5.	CIO			CIO		CIO
6.	SPSS14.0					
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Dong-Gil   Timbrell

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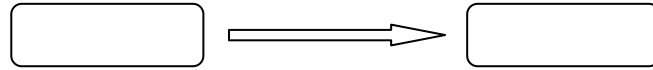
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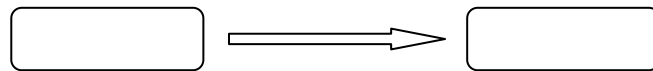
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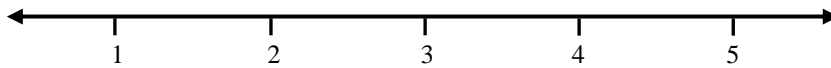
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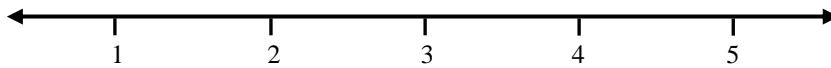
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