

THE ROLE AND IMPACT OF BUSINESS PROCESS MANAGEMENT IN ENTERPRISE SYSTEM IMPLEMENTATION

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ABSTRACT

To improve business efficiency and effectiveness, companies have high hopes for their enterprise systems (ESs), which are capable of integrating business activities across internal functions and external partners on a common information technology (IT) platform. However, being as complex as the enterprise software itself, the implementation of an ES is not a straightforward exercise and its success is not guaranteed. Besides the need for reliable IT infrastructure and good project management, business process management (BPM) has been reported as critical to the successful implementation of ESs. As it is vital that companies see a positive return on their ES investment, a good understanding of how to improve the success of ES implementation is essential. With this aim in mind, this paper takes a qualitative approach to examining the role and impact of BPM in ES implementation. Following a case study research method, this paper presents the findings of an analysis of several case companies in Malaysia that have implemented the ESs, and suggests a number of best practices for successful ES implementation.

Keywords: Enterprise Systems, Business Process Management, Critical Success Factors, Best Practices, Case Study