

# National Differences and ERP Implementation: Issues and Challenges

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## Abstract

Multinational ERP implementation introduces another dimension of complexity—national differences—into the already complex nature of ERP implementation in the context of global information management. This study reviewed several issues critical to the success of international ERP implementation. Using both case research and secondary data, we examined ERP implementation at several multinational companies in the US, Taiwan, China, and Europe. Our primary purpose was to investigate the dimensions of national differences and how they affect ERP implementation practices across nations. Our findings suggest that language, culture, politics, government regulations, management style, and labor skills impact various ERP implementation practices at different countries. Understanding such effects will enable companies to be more proactive in planning project budget and duration.

Keyword : ERP implementation; Supply chain management; International operations management; Global information technology and information management; Case research