

1 **Reference: Literature → Writer (etc) → ERP Success / ERP Failure → Google Search**

2
3 **General information**

4
5 Part I is about general Google searches.
6 Part II is about Google Scholar searches.

7
8 **(update on 24 September) Question: Could an ERP implementation be a failure?**
9 **(update on 24 September) Opinion: Sometimes an ERP implementation is a failure.**

10
11 **(update on 24 September) There is literature about critical success factors in ERP**
12 **implementations; that literature could be reviewed.**

13 **(update on 24 September) There is literature about critical failure factors in ERP**
14 **implementations; that literature could be reviewed.**

15
16 **Part I: General Google Searches**

17
18 This document is partly based on general Google searches on 19 September 2023.

19
20 The search terms were following: “ERP failure” and “ERP failure example”

21
22 (update on 24 September) Second search term is “ERP failure example”; not “ERP failure
23 examples”.

24
25 This is a list of the cases which Google searches presented.

26
27 Arkansas State
28 Avon
29 British Sky Broadcasting
30 CareSource Management Group
31 Carver Pump Company
32 Citibank
33 City of Portland
34 City of San Diego
35 Cleveland State University
36 Dexter Axle Company
37 Dillard's, Inc.
38 Dorset County in the UK
39 Evans Industries Inc.
40 Ferazzoli Imports
41 FoxMeyer Drugs
42 Gaston County Schools
43 Gore & Associates
44 Haribo
45 Hersey Food

46	Hershey's Chocolate
47	Hewlett Packard
48	Ingram Micro
49	Invacare
50	J&J Snack Foods
51	Leaseplan
52	Levi Strauss
53	Lidl
54	Lumber Liquidators
55	Marin County
56	MillerCoors
57	Mission Produce
58	Montclair State University
59	National Grid
60	New York City's CityTime project
61	Nike
62	Nova Scotia
63	Oriola Finland
64	Overstock.com
65	PC Connection
66	PG&E
67	Public Health Foundation Enterprises
68	Ranpak
69	Revlon
70	Scientific Components
71	Select Comfort
72	Shane Diamond
73	Sisters of Charity of Leavenworth Health System
74	Southeast Power Group Inc.
75	Target Canada
76	Travis Perkins
77	Tri Valley Growers
78	UK research councils
79	United States Navy
80	University of Massachusetts
81	University of Cambridge (in the United Kingdom)
82	U.S. Air Force
83	Vaughan & Bushnell
84	Vodafone
85	Washington community college system
86	Waste Management
87	Western Textile Company
88	Whirlpool Corporation
89	Woolworths Australia
90	Worth & Co.

91

92 Part II: Google Scholar Searches

93

94 Google Scholar searches are based on the following search terms:

95

96 1. ERP "critical success factor" literature review (26 September 2023)

97 2. ERP "critical failure factor" literature review (26 September 2023)

98 3. ERP Failure (27 September 2023)

99 4. ERP Success (27 September 2023).

100

101 One criteria is DOI (Digital Object Identifier). Referenced article must have a DOI (identifier).

102 First ten (10) result pages (Google Scholar) were reviewed.

103 Some articles with unclear information were omitted, since journal information was not found from
104 the Julkaisufoorumi portal (JUFO Portal): <https://jfp.csc.fi/en/> – in some cases even not class 0.

105

106

107 1) ERP "critical success factor" literature review (Google Scholar)

108

109 A Review of Critical Success Factors for ERP-Projects

110 <https://doi.org/10.2174/1874133900903010014>

111

112 Critical success factor utility based tool for ERP health assessment: a general framework

113 <https://doi.org/10.1007/s13198-014-0223-8>

114

115 ERP implementation: a compilation and analysis of critical success factors

116 <https://doi.org/10.1108/14637150710752272>

117

118 Examining the critical success factors in the adoption of enterprise resource planning

119 <https://doi.org/10.1016/j.compind.2007.12.001>

120

121 Critical success factors in ERP upgrade projects

122 <https://doi.org/10.1108/IMDS-01-2018-0016>

123

124 Critical Success Factors for ERP System Implementation Projects: An Update of Literature
125 Reviews126 https://doi.org/10.1007/978-3-319-17587-4_3

127

128 A study of the Critical Success Factors of ERP implementation in developing countries

129 <https://doi.org/10.1504/IJIEEM.2006.008866>

130

131 Critical success factors in enterprise resource planning systems: Review of the last decade

132 <https://doi.org/10.1145/2501654.2501669>

133

134 Determination of critical success factors in implementing an ERP system: A field study in
135 Mexican enterprises

- 136 <https://doi.org/10.1002/itdj.20075>
137
138 A Compilation and Analysis of Critical Success Factors for the ERP Implementation
139 <https://doi.org/10.4018/IJEIS.2020040107>
140
141 Critical Success Factors in ERP Upgrade Projects
142 https://doi.org/10.1007/0-387-34456-X_58
143
144 Critical Success Factors in International ERP Implementations: A Case Research Approach
145 <https://doi.org/10.1080/08874417.2007.11645967>
146
147 Critical success factors for ERP implementations in Belgian SMEs
148 <https://doi.org/10.1108/17410391011036120>
149
150 History, Features, Challenges, and Critical Success Factors of Enterprise Resource Planning
151 (ERP) in The Era of Industry 4.0
152 <https://doi.org/10.19044/esj.2023.v19n6p31>
153
154 Identification and Indicators of ERP Implementation Success Factor – a Literature Review
155 <https://doi.org/10.25124/ijies.v5i02.132>
156
157 Enterprise Resource Planning Modification: A Literature Review
158 <https://doi.org/10.21512/comtech.v12i1.6610>
159
160 Cloud Enterprise Resource Planning Implementation: A Systematic Literature Review of
161 Critical Success Factors
162 <https://doi.org/10.1109/CSDE48274.2019.9162373>
163
164 Critical Success Factors for ERP Projects: Recommendations from a Canadian Exploratory
165 Study
166 <https://doi.org/10.5539/ijbm.v15n2p80>
167
168 A multi-dimensional model of Enterprise Resource Planning critical success factors
169 <https://doi.org/10.1080/17517575.2019.1678072>
170
171 The Impact of Human Critical Success Factor on ERP System Implementation
172 <https://doi.org/10.47312/aar.v6i01.473>
173
174 The critical success factors for ERP implementation: an organizational fit perspective
175 [https://doi.org/10.1016/S0378-7206\(01\)00134-3](https://doi.org/10.1016/S0378-7206(01)00134-3)
176
177 Critical Success Factors for Enterprise Resource Planning Implementation and Upgrade
178 <https://doi.org/10.1080/08874417.2006.11645928>
179
180 Successful enterprise resource planning implementation: taxonomy of critical factors

181 <https://doi.org/10.1108/02635570910991283>

182

183

184 **2) ERP "critical failure factor" literature review (Google Scholar)**

185

186 An empirical study on critical failure factors for enterprise resource planning
187 implementation in Indian retail sector

188 <https://doi.org/10.1108/14637151311319923>

189

190 Critical Failure Factors in ERP Implementation: A Systematic Literature Review

191 <https://doi.org/10.4038/jbt.v7i1.109>

192

193 Critical failure factors of information system projects in Chinese enterprises

194 <https://doi.org/10.1109/ICSSSM.2005.1500108>

195

196 Challenges in enterprise resource planning implementation: state-of-the-art

197 <https://doi.org/10.1108/14637151011065919>

198

199

200 **3) ERP Failure (Google Scholar)**

201

202 Explaining ERP failure in a developing country: a Jordanian case study

203 <https://doi.org/10.1108/17410391011019741>

204

205 Erp Implementation Failure: A Case Study

206 <https://doi.org/10.1201/1078/43647.20.4.20030901/77292.7>

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208 ERP failure: A systematic mapping of the literature

209 <https://doi.org/10.1016/j.datak.2022.102090>

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211 Ensuring e-business success by learning from ERP failures

212 <https://doi.org/10.1109/6294.819935>

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214 Managing ERP Implementation Failure: A Project Management Perspective

215 <https://doi.org/10.1109/TEM.2008.2009802>

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217 ERP implementation failures in China: Case studies with implications for ERP vendors

218 <https://doi.org/10.1016/j.ijpe.2004.07.008>

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220 Identification and classification of ERP critical failure factors in Iranian industries

221 <https://doi.org/10.1016/j.is.2011.10.010>

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223 Success and failure factors of adopting SAP in ERP system implementation

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- 226 Implementing Enterprise Resource Planning Systems: The Role of Learning from Failure
227 <https://doi.org/10.1023/A:1026504325010>
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- 229 The Impact of ERP Partnership Formation Regulations on the Failure of ERP
230 Implementations
231 <https://doi.org/10.1016/j.protcy.2013.12.059>
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- 233 ERP customization failure: Institutionalized accounting practices, power relations and
234 market forces
235 <https://doi.org/10.1108/18325910710820292>
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- 237 Critical Success Factors in the Chartering Phase: A Case Study of an ERP Implementation
238 <https://doi.org/10.4018/jeis.2008070102>
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- 240 An empirical study on critical failure factors for enterprise resource planning
241 implementation in Indian retail sector
242 <https://doi.org/10.1108/14637151311319923>
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- 244 ERP failure in developing countries: A case study in India
245 <https://doi.org/10.1109/INDICON.2015.7443222>
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- 247 A dynamic ERP critical failure factors modelling with FCM throughout project lifecycle
248 phases
249 <https://doi.org/10.1080/09537287.2015.1064551>
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- 251 ERP Implementation in an SME: A Failure Case
252 https://doi.org/10.1007/978-3-642-38244-4_11
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- 254 Identification of critical failure factors in the implementation of enterprise resource planning
255 (ERP) system in Taiwan's industries
256 <https://doi.org/10.1504/IJMED.2005.006312>
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- 258 A FCM-Based Dynamic Modeling of ERP Implementation Critical Failure Factors
259 <https://doi.org/10.4018/ijeis.2014010103>
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- 261 Planning for ERP systems: analysis and future trend
262 <https://doi.org/10.1108/14637150110406768>
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- 264 To Investigate the Success and Failure Factors of ERP Implementation within Malaysian
265 Small and Medium Enterprises
266 <https://doi.org/10.1109/ICIME.2009.66>
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- 268 Identification and Analysis of Failure Attributes for an ERP System
269 <https://doi.org/10.1016/j.sbspro.2012.11.231>
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- 271 Analysis of critical failure factors in ERP implementation: an Indian experience
272 <https://doi.org/10.1504/IJBIS.2012.049571>
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- 274 Avoiding the Pitfalls of Erp System Implementation
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- 277 Risk assessment for enterprise resource planning (ERP) system implementations: a fault tree
278 analysis approach
279 <https://doi.org/10.1080/17517575.2012.690049>
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- 281 Impediments to successful ERP implementation process
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- 284 The Biggest Critical Failure Factors in ERP Implementation
285 <https://doi.org/10.4028/www.scientific.net/AMM.519-520.1478>
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- 287 Prioritising critical failure factors for the adoption of ERP system using TOPSIS method
288 <https://doi.org/10.1504/IJOR.2020.109753>
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- 290 Learning from a failed ERP implementation: a case study research
291 <https://doi.org/10.1108/17538371111164038>
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- 293 Framing ERP Success from an Information Systems Failure Perspective: A Measurement
294 Endeavor
295 <https://doi.org/10.4018/JECO.2017040103>
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- 297 Analysis of ERP implementation to develop a strategy for its success in developing
298 countries
299 <https://doi.org/10.1080/09537287.2020.1784481>
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- 301 Critical Failure Factors in Enterprise Resource Planning (ERP) Implementation: Case Study
302 of PT. Toyota Astra Motor Indonesia
303 <https://doi.org/10.1109/ICIC47613.2019.8985720>
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306 <https://doi.org/10.1002/jcaf.20217>
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- 308 Defining value-based objectives for ERP systems planning
309 <https://doi.org/10.1016/j.dss.2012.12.036>
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- 311 A conceptual model for enterprise resource planning (ERP)
312 <https://doi.org/10.1108/09685220510589325>
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- 314 Identifying critical issues in enterprise resource planning (ERP) implementation
315 <https://doi.org/10.1016/j.compind.2005.02.006>

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318 <https://doi.org/10.1108/14637151011035606>
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- 320 Implementing enterprise resource planning (ERP) systems in small and midsize
321 manufacturing firms
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- 324 Developing Instruments for Enterprise Resources Planning (ERP) Post-Implementation
325 Failure Model
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- 328 Information Systems implementation failure: Insights from prism
329 <https://doi.org/10.1016/j.ijinfomgt.2007.07.001>
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- 332 **4) ERP Success (Google Scholar)**
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- 334 How “critical” are the critical success factors (CSFs)? Examining the role of CSFs for ERP
335 <https://doi.org/10.1108/BPMJ-11-2012-0127>
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- 337 ERP systems adoption: An exploratory study of the organizational factors and impacts of
338 ERP success
339 <https://doi.org/10.1016/j.im.2007.03.004>
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- 341 A Review of Critical Success Factors for ERP-Projects
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- 344 Measuring ERP success: the ultimate users' view
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- 347 Rethinking ERP success: A new perspective from knowledge management and continuous
348 improvement
349 <https://doi.org/10.1016/j.im.2007.05.006>
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- 351 A critical success factors model for ERP implementation
352 <https://doi.org/10.1109/52.765784>
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- 354 Interactions between contingency, organizational IT factors, and ERP success
355 <https://doi.org/10.1108/02635570910926627>
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- 357 Critical success factors for ERP implementation in SMEs
358 <https://doi.org/10.1016/j.rcim.2012.04.019>
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- 361 <https://doi.org/10.1016/j.intcom.2008.08.003>
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370 management
371 <https://doi.org/10.1109/ICMIT.2000.917299>
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373 Complementary controls and ERP implementation success
374 <https://doi.org/10.1016/j.accinf.2006.12.002>
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382 A framework of ERP systems implementation success in China: An empirical study
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401 Centralization and the success of ERP implementation
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408 Critical success factors in ERP upgrade projects
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411 The influence of governance equilibrium on ERP project success
412 <https://doi.org/10.1016/j.dss.2004.10.005>
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414 Critical success factors for ERP implementation in a Fortis hospital: an empirical
415 investigation
416 <https://doi.org/10.1108/JEIM-06-2012-0027>
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418 Examining ERP implementation success from a project environment perspective
419 <https://doi.org/10.1108/1463715111182693>
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421 Critical success factors for ERP implementations in Belgian SMEs
422 <https://doi.org/10.1108/17410391011036120>
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424 Achievement assessment for enterprise resource planning (ERP) system implementations
425 based on critical success factors (CSFs)
426 <https://doi.org/10.1016/j.ijpe.2004.05.013>
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428 A conceptual model for enterprise resource planning (ERP)
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431 Success and failure factors of adopting SAP in ERP system implementation
432 <https://doi.org/10.1108/14637150510619858>
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434 Learning from adopters' experiences with ERP: problems encountered and success achieved
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437 Examining the critical success factors in the adoption of enterprise resource planning
438 <https://doi.org/10.1016/j.compind.2007.12.001>
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441 Context of ERP Success Assessment: An Exploratory Investigation
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444 A study of the Critical Success Factors of ERP implementation in developing countries
445 <https://doi.org/10.1504/IJEM.2006.008866>
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447 Impediments to successful ERP implementation process
448 <https://doi.org/10.1108/14637150510591156>
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450 A quantitative model to predict the Egyptian ERP implementation success index

- 451 <https://doi.org/10.1108/14637150810876643>
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453 What leads to post-implementation success of ERP? An empirical study of the Chinese retail
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457 Successful ERP implementation: an integrative model
458 <https://doi.org/10.1108/14637151311308358>
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460 Identification of Necessary Factors for Successful Implementation of ERP Systems
461 https://doi.org/10.1007/978-0-387-35566-5_20
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463 Ensuring e-business success by learning from ERP failures
464 <https://doi.org/10.1109/6294.819935>
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466 Evaluation of Key Success Factors Influencing ERP Implementation Success
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469 Relationships among ERP post-implementation success constructs: An analysis at the
470 organizational level
471 <https://doi.org/10.1016/j.chb.2010.03.020>
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473 Change management strategies for successful ERP implementation
474 <https://doi.org/10.1108/14637150110392764>
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476 Investigating the success of ERP systems: Case studies in three Taiwanese high-tech
477 industries
478 <https://doi.org/10.1016/j.compind.2007.02.001>
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480 Critical Success Factors for Enterprise Resource Planning Implementation and Upgrade
481 <https://doi.org/10.1080/08874417.2006.11645928>
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483 ERP critical success factors: an exploration of the contextual factors in public sector
484 institutions
485 <https://doi.org/10.1109/HICSS.2002.994295>
486
487 Empirically Testing User Characteristics and Fitness Factors in Enterprise Resource
488 Planning Success
489 https://doi.org/10.1207/s15327590ijhc1903_3
490
491 Critical Factors for Implementation Success of ERP Systems: An Empirical Investigation
492 from Bahrain
493 <https://doi.org/10.4018/jeis.2007040103>
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495 Critical success factors for implementing ERP: the case of a Chinese electronics

- 496 manufacturer
497 <https://doi.org/10.1108/17410380710743798>
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499 Critical Success Factors in International ERP Implementations: A Case Research Approach
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502 Critical Success Factors in the Chartering Phase: A Case Study of an ERP Implementation
503 <https://doi.org/10.4018/jeis.2008070102>
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505 Vicious and virtuous cycles in ERP implementation: a case study of interrelations between
506 critical success factors
507 <https://doi.org/10.1057/palgrave.ejis.3000418>
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509 Identifying critical issues in enterprise resource planning (ERP) implementation
510 <https://doi.org/10.1016/j.compind.2005.02.006>
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512 The effects of organizational citizenship behaviors on ERP system success
513 <https://doi.org/10.1016/j.chb.2008.10.004>
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515 Critical success factors for ERP system implementation: a user perspective
516 <https://doi.org/10.1108/EBR-04-2017-0075>
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518 Analysis of ERP implementation to develop a strategy for its success in developing
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522 Assessing ERP post-implementation success at the individual level: Revisiting the role of
523 service quality
524 <https://doi.org/10.1016/j.im.2015.06.009>
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526 Enterprise resource planning success: An exploratory study of the financial executive
527 perspective
528 <https://doi.org/10.1108/02635570610712582>
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530 A comprehensive study of the relationship between enterprise resource planning selection
531 criteria and enterprise resource planning system success
532 <https://doi.org/10.1016/j.im.2011.09.007>
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535 [Continues on the next page]

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