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Sticking to standards; technical and other isomorphic pressures in deploying ERP-systems

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Abstract

This paper focuses on how and to what extent homogenization coincides with the deployment of ERP-systems. Using the work of DiMaggio and Powell on isomorphic pressures, we argue that the use of ERP-systems may in several ways lead to standardization within and between organizations. Competitive and institutional pressures play a role in ERP-adoption. We introduce a novel form of isomorphism, technical isomorphism. This plays a role in ERP-implementation and manifests itself in the enactment of blueprints for centralization and standard working procedures that are embedded in the ERP-software. A case study of a Dutch publishing company illustrates how coercive and technical isomorphism jointly lead to adaptation of the organization to the system, although the firm aimed to differentiate itself from its competitors.



Keywords

ERP-systems; Homogenization; Inscription; Enactment; Technical isomorphism; Standardization

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