

Association for Information Systems
AIS Electronic Library (AISeL)

AMCIS 2003 Proceedings

Americas Conference on Information Systems
(AMCIS)

December 2003

Assessment of ERP/E-Commerce System Implementation Using Balanced Scorecard Approach

Yujong Hwang
DePaul University

Robert Leitch
University of South Carolina

Follow this and additional works at: <http://aisel.aisnet.org/amcis2003>

Recommended Citation

Hwang, Yujong and Leitch, Robert, "Assessment of ERP/E-Commerce System Implementation Using Balanced Scorecard Approach" (2003). *AMCIS 2003 Proceedings*. 39.
<http://aisel.aisnet.org/amcis2003/39>

This material is brought to you by the Americas Conference on Information Systems (AMCIS) at AIS Electronic Library (AISeL). It has been accepted for inclusion in AMCIS 2003 Proceedings by an authorized administrator of AIS Electronic Library (AISeL). For more information, please contact elibrary@aisnet.org.

ASSESSMENT OF ERP/E-COMMERCE SYSTEM IMPLEMENTATION USING BALANCED SCORECARD APPROACH

Yujong Hwang

School of Accountancy and MIS
DePaul University
yujongh@yahoo.com

Robert Al Leitch

Moore School of Business
University of South Carolina
leitch@moore.sc.edu

Abstract

The present research develops and illustrates a Balanced Scorecard control framework for the assessment of Enterprise Resource Planning (ERP)/e-commerce system implementation. We apply and follow ERP implementation evaluation framework (Sarker & Lee, 2000) in assessing ERP/e-commerce system implementation with the business process reengineering. An actual case analysis of middle-sized manufacturing and trading company is provided. In the case analysis, we show how the Balanced Scorecard control mechanism involving behavior and output measurements can be successfully integrated into the assessment of ERP/e-commerce system implementation. The case results also show how the cause-and-effect relationships of Balanced Scorecard can be applied to the socio-technical design issue in business process reengineering. The case results show that the Balanced Scorecard approach can lead to effective system implementation guideline and provide strategy-map for business process reengineering using ERP/e-commerce system. Practitioners can use the case results as the guideline of assessment of ERP/e-commerce system implementation focusing on both behavior and outcome measurements. Researchers can extend the case results using the validated survey instruments related to each stage of Balanced Scorecard.

Keywords: Balanced scorecard, electronic commerce, enterprise resource planning, case study, business process reengineering