Enterprise Resource Planning (ERP) Offshoring and Knowledge Norms – Vendor Perspective

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Abstract

Enterprise Resource Planning (ERP) has many benefits but is fraught with risks. Likewise, Information Technology (IT) offshoring has benefits but the risks involved are also daunting. When ERP and IT offshoring get together, it means increased benefits but the associated risks also increase. This research is a step in understanding this intersection of ERP and IT offshoring with a specific focus on knowledge. Objective of this research is to identify knowledge norms that significantly impact offshoring of ERP implementations. The geography under consideration for this study is US. The offshoring location considered is India. This paper presents the evidence of 30 semi structured interviews of "ERP and offshoring experts" from the top tier IT offshoring companies in India. Empirical evidence identifies the knowledge norms, as (i) organizational knowledge, (ii) industry knowledge, (iii) cultural knowledge, (iv)offshoring knowledge, (v) ERP knowledge, (vi) system knowledge and (vii) knowledge institutionalization.

Keywords: ERP, Offshoring, Knowledge, Vendor