Enterprise resource planning (ERP) systems have emerged as the core element of the application infrastructure of organisations around the globe. It has been interesting to observe that the related IS research was very much driven by practice. Only after a time lag was the IS community able to catch up with practical challenges.

ERP systems provide many opportunities to apply established IS models and to translate them into current settings. An example is provided in this article by José Esteves, Joan Pastor, and Josep Casanovas, who study the nature of user involvement and user participation. This article goes beyond the common attempt to identify or to confirm critical success factors. It is driven by the interest to better understand issues related to monitoring those factors. The article is well grounded in literature, and the literature review itself is of interest.

There are three contributions that I appreciate in this article. First, it applies the comprehensively discussed concepts of user involvement and user participation in the context of widely applied software solutions, that is, enterprise resource planning. However, such an exercise also demands a careful consideration of what really is so specific about ERP. Second, this article raises the awareness for the development of detailed metrics in order to actually measure such factors. Many articles concentrate on the development of frameworks but avoid the level of detail that is required to actually apply the model. The provided generic goals/questions/metrics plan provides an interesting and innovative approach to explore the nature of typical critical success factors. Third, the article seeks evidence from one of the most popular ERP implementation methodologies. While the majority of ERP-related articles applies classical IS methods such as case studies or surveys, this one is a nice exception as it utilises the amazing amount of knowledge that has been consolidated in the ASAP methodology. As such, it provides a good example for the benefits of content analysis in ERP research.

This research is by far a completed piece of research — but that should not be seen as a shortcoming. Besides the missing empirical testing of the proposed metrics, there is potential to increase the scope of the stakeholders. In addition to the group of stakeholders, which are already discussed, it may be useful to consider implementation partners. Current IS research seems to be focused on the role of internal stakeholders and does not sufficiently ac-
knowledge the impact of the involved external parties. Furthermore, the popularity of extended ERP solutions such as supply chain management or customer relationship management will make it increasingly important to study the role of vendors and customers. Another viewpoint would have been to apply knowledge management concepts such as the knowledge management life cycle as part of this research. In this case, users could be seen as knowledge workers who translate their tacit knowledge into configured ERP solutions.

Overall, I would like to congratulate the authors for a stimulating article that will hopefully influence a number of related research initiatives.

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