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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Jos Benders (1965) is Senior Researcher at the Nijmegen School of Management, Radboud University Nijmegen, the Netherlands. He studied business administration in Tilburg (MBA) and Indiana, and completed his PhD in 1993 at the Catholic University of Nijmegen. His research interests include employment relationships, organization concepts, and technology, work and organization. He published in such journals as Human Relations, Information and Management, Journal of Management Studies, Numismatic Chronicle, Organization and Tijdschrift voor Arbeidsvraagstukken. He serves as Associate Editor Europe of New Technology, Work and Employment.

Ronald Batenburg (1964) is Associate Professor at the Department of Information and Computing Sciences, Utrecht University, the Netherlands. He studied sociology at Utrecht University and completed his PhD in 1991 at the University of Groningen. His research interests are in field of organizational alignment and IT, i.e. the adoption and
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