Abstract

BPR (Business Process Reengineering) has recently been defined among organizations for implementation of ERP (Enterprise Resource Planning) systems. This work employs the New Sociological Institutionalism and the Theory of Structuring as complementary theoretical approaches to better determine how they can influence social and organizational environments with respect to the adoption of BPR for implementation of an ERP system, along with the repercussions that this change can have on social structures at the level of organization, paying particular attention to the role performed by institutional entrepreneurs. To reach this objective, we have made a case study of a Spanish electricity multinational group that carried out reengineering of its economic–financial processes in order to implement an ERP system. The results of the study show the influence of both competitive and institutional pressures on the organization for the adoption of BPR, as well as the factors that led the dominant players to undertake a radical change. At the same time, the study shows how this change had an impact on social structures, but was also limited by them.

Keywords

Business Processes Re-engineering; ERP Systems; Isomorphic pressures; Social structures; Institutional enterprise