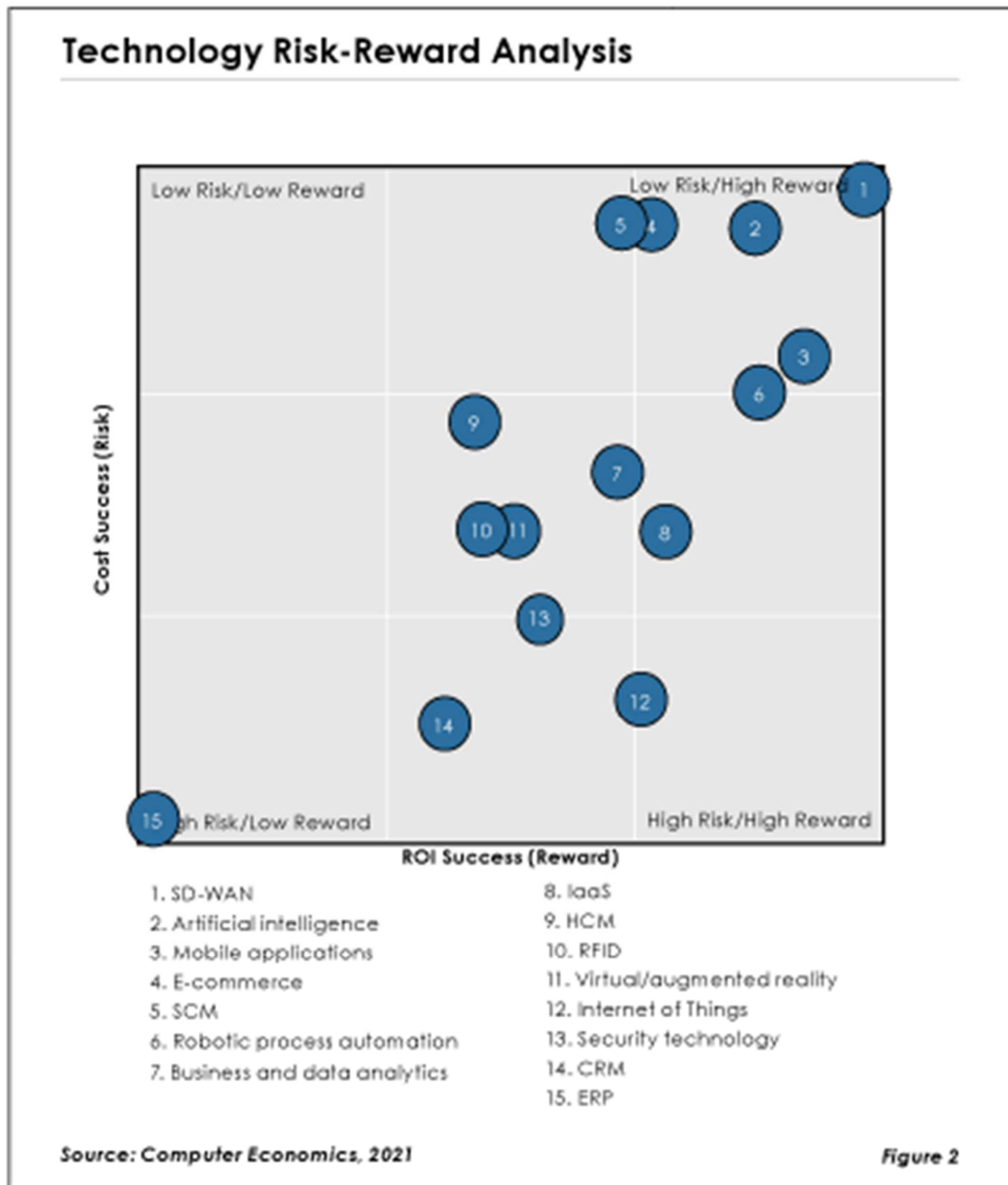


- The following figure shows the technology risk-reward analysis. Regarding the high-risk / low-reward category of ERPs, how can we convince managers to invest in ERPs?



- ERP systems are generally off-the-shelves information systems. It means that everyone in the market can buy and implement the system. A resource could be a source of competitive

advantage if it is rare and unavailable to all. With this in mind, could ERP systems bring a competitive advantage to a firm? HOW?

- In ERP implementation, we have two general options: BPR (change your business process) or customization (change the ERP system). What is the primary determinant in choosing the right option? (Hint: the answer is the type of the business process, but what does this “type” mean?)