

Hoecht, 2004; Wognum, Krabbendam, Huhl, Ma, and Kenett 2004). However, even with the prior knowledge of potential drawbacks, pitfalls and shortcomings of an ERP implementation project, organizations often fall prey to the very issues the organization is trying to avoid in order to achieve a successful ERP implementation. Therefore, it is important to know what organizations must do to prepare and protect themselves from drawbacks, pitfalls, and shortcomings of ERP implementations.

### *Successful Implementations*

Lessons can be learned from the experiences of other organizations that went through the process of implementing an ERP system that include both successful and unsuccessful implementation projects (Fowler & Gilfillan, 2003; Frantz, et al., 2002; Luo & Strong, 2004; Trott & Hoecht, 2004). Yet, even with all the evidence, information, and reported outcomes of implementing an ERP system, institutions continue to struggle through an ERP implementation project, and in some cases, fail to complete the implementation process (Luo & Strong; Soh, et al., 2003). A reoccurring theme is that organizational leaders do not pay specific attention to issues of change management as they apply to the organizational structure, culture, norms, and values during an ERP implementation project. These leaders are likely to find the institution enmeshed in bigger issues and problems associated with the overall ERP implementation project (Fowler & Gilfillan). Organizations need to take measures and steps to ensure the success of an ERP implementation. One step or measure that can be taken is for organizations to learn from the experiences from organizations that have gone through the ERP implementation process. In addition, it is important that organizational leaders implement