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Abstract
Purpose – The purpose of this paper is to investigate the effect of Enterprise Resource Planning Systems (ERP) on business performance.
Design/methodology/approach – In this paper, after an extensive search of the literature, we identified certain dimensions of Enterprise Resource Planning (ERP) systems that seem to have an impact on business performance. Business performance dimensions are also discussed. The qualitative empirical research was carried out by case studies involving six large firms in the area of Heraklion, Crete. Four of the firms are listed in the Athens Stock Exchange. The firms belong to different sectors, such as the manufacturing, health, tourism, maritime, construction and chemical sector. A semi-structured questionnaire including both closed and open questions was the instrument of collecting the data.
Findings – There is currently plenty of research concerning the effect of Enterprise Resource Planning Systems (ERP) on business performance. The literature review has shown mixed results concerning the relationship between ERP and business performance. ERP systems are generally considered to improve performance but there is a number of researchers arguing the opposite are opposite views as well. In general, business performance is improved after a successful implementation of the ERP system. More specifically, successful ERP system implementations have a positive effect on the administration of business processes, reduced the number of errors and the operating costs and have a great effect on improving communication with customers and increase in sales.
Research limitations/implications – The findings of the case studies suggest that considerable benefits arise from the successful implementation of the ERP system, therefore the organizations should monitor carefully the implementation phase of ERP systems life-cycle.
Originality/value – The paper provides an examination and sheds light on the interdependencies between business performance and ERP systems by taking into the consideration the findings of the case studies performed.

Keywords – Enterprise Resource Planning (ERP) Systems, Information Systems, Business performance, case-study analysis

Paper type – Research paper

JEL classification – L2, L25, M1, M15

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