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Remarks on Assimilating IT Innovations

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When innovating with IT, what happens after implementation?

Ref: Ross, 1998

Stages in the ERP journey

- The approach- ERP design
- The dive- Implementation
- Resurfacing- Stabilization

“When we first put it in, it was a disaster. ... Things weren’t getting shipped. Some orders were wrong. Customers were furious. ... We are just now reaching stabilization (18 months after go-live), where we are operating at about the level that we were before we put the system in.” (from an interview)

- Swimming- Continuous improvement
- Transformation

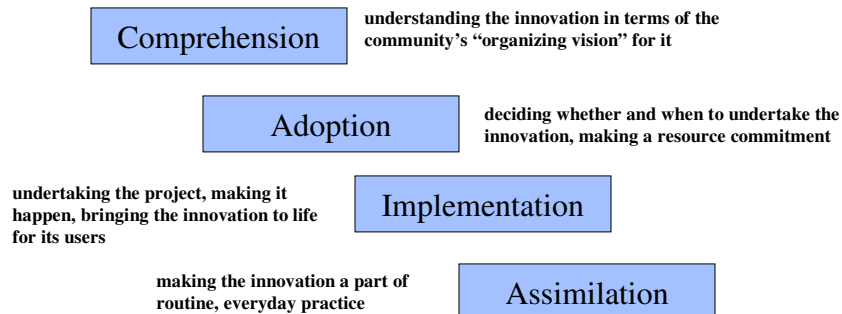
“Although none of the firms in the study felt they had transformed themselves, several were looking ahead to that stage” (p. 5)



Remarks...

Core innovation processes

Ref: Swanson, 2003



Remarks...

Assimilation: literature definitions

- "an organizational process that (1) is set in motion when individual members first hear of an innovation's development, (2) can lead to the acquisition of the innovation, and (3) sometimes comes to fruition in the innovation's full acceptance, utilization, and institutionalization" (Meyer and Goes, 1988)
- "the process spanning from an organization's first awareness of an innovation to, potentially, acquisition and widespread deployment" (Fichman and Kemerer, 1997)
- "the effective application of IT in supporting, shaping, and enabling firms' business strategies and value-chain activities" (Armstrong and Sambamurthy, 1999)
- "(the assimilation stage) describes how deeply the innovation penetrates the adopting unit (e.g., the company, division, or workgroup)" (Gallivan, 2001)
- "the extent to which the use of the technology diffuses across the organizational projects or work processes and becomes routinized in the activities of those projects and processes" (Purvis, Sambamurthy, and Zmud, 2001)

Remarks...

Questions for discussion

- Can our various definitions be reconciled?
- How does an IT innovation, once implemented, become part of routine, everyday practice?
- How does assimilation of an IT innovation enable a firm to gain value from it? Does assimilation of ERP enable a firm to transform itself?

Remarks...

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Remarks...