

Business Information Technology Management Report

by Runa Bibi

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Business & I.T Management

BSc Business Information Technology

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1. Introduction

The purpose of this report is to analyse business strategy and organisation structure in order to recommend the best viable e-business solutions for organisations to use that would meet their needs. It will also include testing of a current e-business solution to highlight its benefits and any downsides.

2. Business Strategy & PEST Analysis

Business strategy is an organisation's plan to attain its goals with a set structure they use to prioritise what they want to achieve in order to compete against their competition [1]. While forming a strategy a business will use a strategic plan which is a written/online document including their goals, what they need to carry out to achieve them as well as other essentials [2]. Below is an example of a company's (ACME's Corporation Technology) strategic plan [3]:

Strategic Objectives and Organization Goals		
Financial		
1 Revenue Growth: Grow our revenue by 30% each year 1.1 KPI - Generate sales of \$1.5 million by the end of the year.	2 Productivity Improvement: Maintain a 20% Net Profit Margin each year 2.1 Maintain profitability with a budget allocation of 50% for business re-investment for product development. 2.2 Increase average billable hour factor. (Source: Time-tracking Program)	
Customer		
3 Professional Services: To be the professional partner of choice. 3.1 Professional Service: Acquire 2 new consulting clients \$10,000+ per month.	4 Maintenance Contracts: To be viewed as the top technology resource in the western region. 4.1 Maintenance Contracts: Acquire an average of 5 new maintenance contracts per month 4.2 Licensing: Acquire 1,500 total licenses by the end of the year. 4.3 Maintain 85% of our current customers.	
Internal/Operational		
5 Innovation/Product Development: Continue to develop technology innovation. 5.1 Launch integration with 2 other applications.	6 Overall Operations: Develop and maintain an infrastructure that allows for a virtual office and efficient overhead. 6.1 Set up computers to be accessed from any destination. 6.2 Define all procedures and process in writing in order to support projected growth. 6.3 Blogs & Newsletters: Consistently timely relevant thought leadership that is developed, published and preserved.	
People and Learning		
7 Training: Actively help our team to develop and grow professional and personally by supporting a flexible work life, providing intellectually engaging work, and fair compensation. 7.1 Train sales people in best practices 7.2 Develop better communication and presentation skills to increase ability to work with and assist clients.	8 Community Involvement: Develop and implement a corporate giving strategy that is in line with our competitive advantages. 8.1 Manage the selection, contribution and customer communication of nonprofit donations. Target is 15% of revenue.	9 Long Term Strategic Objective (No assignment, far reaching and broad based, 3-5 years out) ["Sample Goal Cascading"] 9.1 Organizational Goal (Corporate-wide, generally not assigned, 18-24 months) ["Sample Goal Cascading"]

Figure 1

Foundation
Our Mission
The mission of Acme Corporation Technology is to create technology solutions for forward-thinking organizations
Our Core Values
1. Purpose & Growth - our foundation is built on our purpose and provides a place for our team's passion 2. Client Focus - a razor-sharp focus on our customer's growth is essential and the only way to succeed. 3. Integrity - to have honesty and respect for all individuals. 4. Leadership - to empower and inspire entrepreneurial leaders. 5. Professionalism - to be professional in our actions to our clients, partners and each other. 6. Excellence - to continually pursue knowledge and learn. 7. Community Service - to effectively help organizations to make an impact. 8. Fun - to have enjoyment and fulfillment in our work
Competitive Advantages
What we do best
1. Reoccurring revenue that is scalable 2. Assets and software products in place outside our services 3. Innovative in marrying business process with technology 4. Business Network - domestic and international 5. Patented Intellectual Property - interactive, integrated web-based

Figure 2

2.1 Business Strategy

Strategic planning is when an organisation forms a plan to achieve their long-term goals [4]. Part of this planning involves deciding on the organisation's vision statement, mission statement and its values. A vision statement is what the organisation decides will be its mid-term and long-term goals [5]. An example of this is the Human Rights Campaign which is "Equality for everyone." A mission statement is an organisation's central purpose and their main reason for existing [6]. American Heart Association's mission statement is "To build healthier lives, free of cardiovascular diseases and stroke." An organisation's values are a guide to how they wish to run as a company. Some values of American Express include customer commitment, teamwork, good citizenship and personal accountability [7].

The strategy pyramid is used to show the structure of how an organisation wants to meet its vision and missions through specific strategies which meet broad goals that also follow their values [8].



Figure 3

2.1.1 SMART Objectives

Businesses use SMART objectives to ensure the goals they make are measurable. SMART stands for Specific, Measurable, Achievable, Realistic and Time-Oriented [9]. An example of a SMART objective is starting with the goal of expanding your business and then taking into consideration each piece of SMART criteria and ending up with the

SMART goal “I will acquire three new clients for my consulting business within two months by asking for referrals, launching a social media marketing campaign, and networking with local businesses. This will allow me to grow my business and increase my revenue. [10]” This gives it a time-scale of two months, with a measurable way of keeping track of its progress i.e. the number of new clients that come in and a specific task of getting three clients that is relevant as this will expand the business.

Also, when devising their business strategy, organisations need to consider their social responsibility which is the notion that they need to contribute to society while making profit and build a strong relationship with the society they have built themselves in [11]. A corporate social responsibility is a further consideration for organisations with regards to their stakeholders. This contributes benefits such as environmental, social and economic to stakeholders [12]. A stakeholder is any group, person or organisation that has interest in a given organisation [13]. Organisations use the balanced scorecard system when planning their strategy. The following is an example of a scorecard system [14]:



Figure 4

This system is used to keep track and measure progress towards targets, prioritise services, products and projects, communicate what they wish to achieve and align the daily tasks that the employees do with the organisation's strategy [15].

2.2 PEST/SLEPT Analysis

PEST stands for Political, Economic, Social and Technological. Businesses assess how these external factors will affect the running of the business long-term [16]. To show how it works, a PEST analysis for Samsung has been included here. Some of Samsung's key products are printers, PCs, mobile phones, televisions, refrigerators and microwave ovens [17].

2.2.1 Political Factors

Samsung have faced external political factors that affect them due to being based in South Korea which has always faced tensions with North Korea, so they have had to deal with the possible threat of war in the Korean Peninsula as well as political instability [20].

2.2.2 Legal Factors

Samsung has faced many lawsuits from Apple over the patent for who has ownership of rounded phones as well as other things. They have been sued for over \$1 billion in 2012 which has since decreased to \$400 million. This has gone to trial again due to an appeal from Samsung [18].

The new trial has been decided on by the judge Lucy Koh who has been the judge for this case since 2011. Apple charged Samsung for stealing their design for their iPhone patent with the rounded edges, rectangular screen and a black screen with colourful icons. Samsung had to pay Apple based on its sales for every smartphone that infringed this patent, but Samsung argued they should only have to pay for specific components that infringed it [19].

2.2.3 Economic Factors

A major economic factor that affected Samsung is Korean currency. Decline of profits in the second quarter of 2014 by 25% is said to be because of Won appreciation. The global economic and financial crisis of 2007- 2009 is also said to have affected Samsung's profit at the time, as their profits were halved in 2008 during the third quarter. Tax rates are another economic factor that has affected Samsung. Korea's tax regulations mean that Samsung paid 67% of tax in Korea in 2016 [21].

2.2.4 Social and Customer Factors

Samsung social and customer factors involve Samsung's Hope for Children. This is a program for children in need of better education and health opportunities. Samsung [22] explain how this program is designed for customer involvement where they hope to make a change in communities by implementing their program long-term. It also involves employees who can volunteer and make these children's lives better. This program will also be integrated into Samsung products that will improve children's health and education opportunities. Samsung are also working on programs that will allow consumer involvement who can also help to make big differences in these children's lives. Another program designed by Samsung to help children who need better education is Samsung SMART school, which provided 224,753 students from disadvantaged areas with education in 2015 [23].

2.2.5 Technological Factors

The biggest external technological factor that Samsung face is competing to provide the best technology and be ahead of its rivals [20]. While this has often been the case as discussed earlier Samsung have fallen foul of imitating Apple's patented design. Some of Samsung's key competitors are Apple, Huawei, Sony, Lenovo and HTC [25].

2.2.6 Environmental Factors

With regards to environmental factors, Samsung ensure their products are eco-certified by several governments including the US, Europe and Korea and also standard associations like the Canadian Standards Association. 2,054 models were given the eco-label certification by the end of 2016. Many of their electrical appliances are also carbon labelled to keep track of their carbon emissions, so Samsung can improve their carbon footprint. They have also won many awards for their green products [24].

2.2.7 Ethical and Legal Issues

Managers now face more ethical issues as consumers are now more concerned about sustainable practices and are more likely to invest in a product if the materials have been made from recyclable products and the production of the products is done by ethical means i.e. not in sweatshops [26]. Any negative publicity could affect the sales of a business, so managers need to be aware of any ethical ramifications of their actions. Samsung have been checked for their policy on conflict minerals by Ethical Consumer [27]. These are minerals mined in places with abuse of human rights and armed conflict. Samsung have said to be part of the Conflict-Free Sourcing Initiative, but Ethical Consumer have found their continued sourcing from a DRC region (which provide conflict minerals) to be implied.

Legal issues that managers in the UK need to consider include laws such as the Data Protection Act 1998 [28], Health and Safety at Work Act 1974 [29], discrimination law, import and export laws and trade control [30].

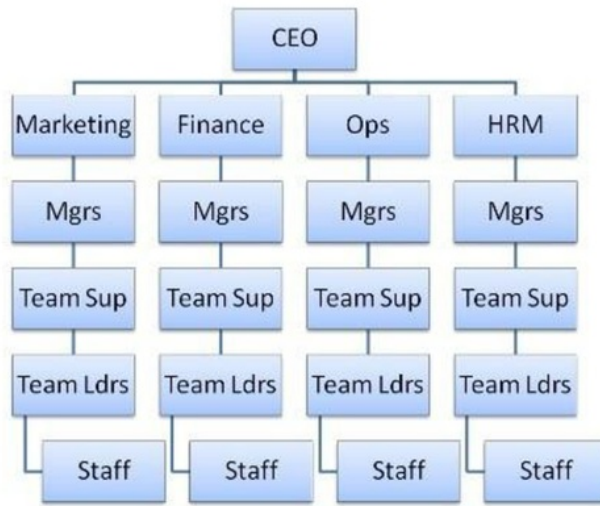
3. Organisation Structure

Organisational structure is a hierarchy used to identify jobs and their functions within the organisation. It allows an organisation to achieve its long-term goals [31]. A scalar chain and span of control help determine an organisation's structure type. A scalar chain is one which has all the supervisors from the highest management to the lowest ranking person in the organisation [32]. The span of control is the number of subordinates that are controlled by a superior [33]. There is constant debate on what is the ideal span of

control, with modern experts saying 15-20 subordinates is ideal per superior and more traditional experts claiming 5 to 6 is the best option [34]. There is no right answer as it all depends on the type of organisation and how many employees are needed.

There are many different types of organisational structure. One of them is tall organisational structures. This has a lot of levels of hierarchy with many managers, usually these managers have a small number of people they are in. This is typically found in more complex organisations and can mean that the organisation take longer to follow what the latest market changes are telling them. Executives take charge of the larger decisions. Tall structures are easier to grow as you can add new layers and not disrupt the layers already in place. Tall structures became popular during the 20th century as communication was easier to control. Although now wireless communication and the Internet mean a lot of tall structure organisations reduced the number of people working and gave the managers a higher span of control [35]. The image below shows an example of a tall hierarchy [36].

Example – Tall Hierarchy



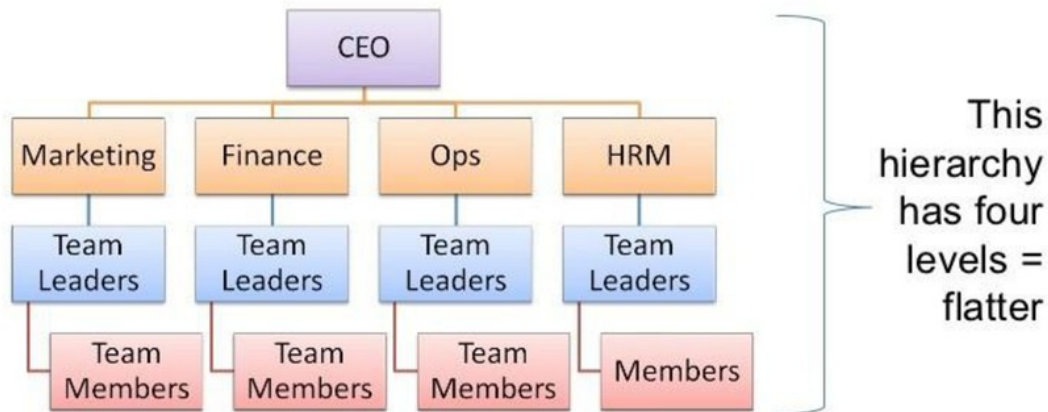
This
hierarchy
has six
levels
= very tall

tutor2u

Figure 5

Flat structures are another type of organisational structure. They work by focusing more on employees' talents with less management levels. These structures work through problems using collaboration. Compared to tall structures, there are more employees who excel and reach the top of their level. This structure makes communication easier and means it is easier to adapt to changes. Tall structures can take much longer to make decisions if they get too tall as communication will take longer to reach all levels. Managers can sometimes end up with a bigger workload as decisions are made quicker [37]. An example of a flat hierarchy is shown below [38].

Example – Flat Hierarchy



tutor2u

Figure 6

Another organisational structure is a mechanistic structure. This contains a vigilant chain of command and heavily relies on management to take charge. It consists of a series of highly specialised jobs comprised from fine division of labour [39]. An organic structure is one with little supervision, not many layers of management and distributed decision making [40]. The most common organisational structure is a functional structure. Employees are grouped based on similar roles and this structure is less likely to change as it is hard to respond to market changes [41]. Matrix organisational structures are ones where employees report to two people as these relationships are in a matrix design [42] as shown below [43].

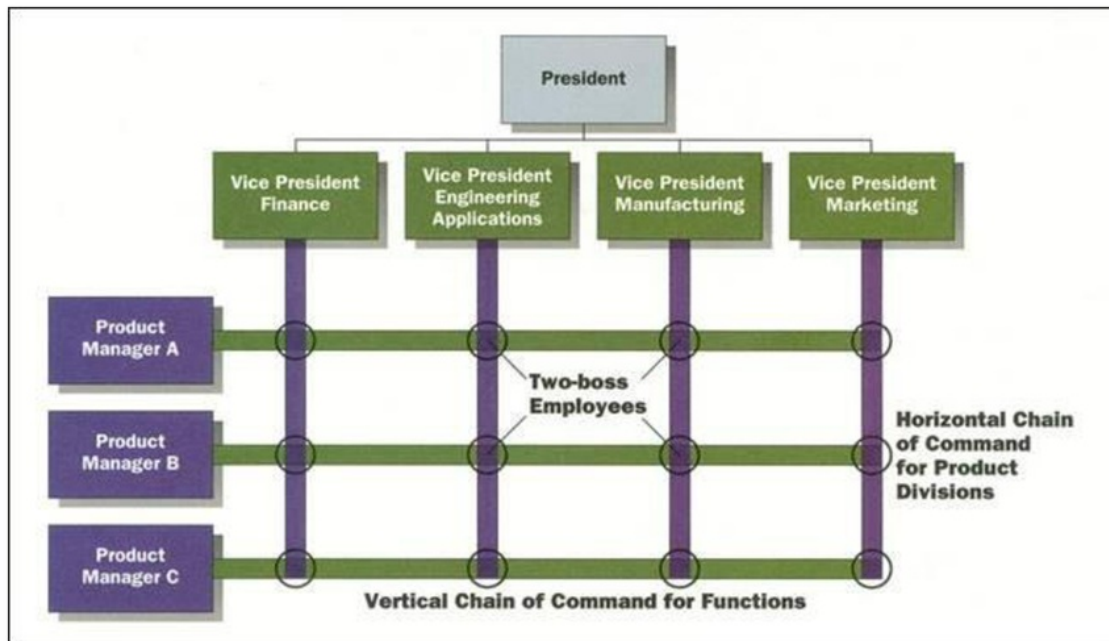


Figure 7

A more modern organisational structure is a virtual organisation. This works online usually by groupware or e-mail where people who live apart from each other collaborate while seeming as though they are in a physical location as a united organisation [44]. Below is an example of what a virtual organisation looks like [45].



Figure 8

3.1 Functional Departments

A business function is a process an organisation carries out routinely to complete a mission set out by the organisation [45]. Some functional departments within organisations include the IT department, human resources management, marketing, finance, production and research and development.

3.1.1 I.T Department

Activities that the IT department could provide include maintaining the company's website, ensuring the employee's emails are running smoothly and networking the organisation's computers as well keeping them running and protected [46]. They can also be in charge of maintaining any documents held digitally and help maintain the organisation's communication tools e.g. video conferencing systems [47].

3.1.2 HRM Department

Mooney [48] states that the Human Resources Management department provide such activities as recruitment, safety, compensation and benefits, training and development and payroll. As part of recruitment they post job offers, find possible candidates and interview them, work with the managers during hiring and make the final decision for who will be employed. HR also provide workplace safety training and keep logs of any workplace injuries as part of law. With regards to compensation, HR evaluate competitive pay prices and compensation structures are set. HR also give new employees extensive training, so they can assimilate to the new working environment. They may also give them training towards professional development and leadership. The processing of payroll in terms of guaranteed pay and variable pay is dealt with by HR.

3.1.3 Marketing Department

The marketing department provides marketing strategy, market research to understand better what the customer wants, product development where they work with development teams on new products or improving ones that already exist, communications where they develop communications to promote the company's products and release things such as press releases. They also provide sales support

where they work with sales department to improve sales by providing them with customer responses [49].

3.1.4 Finance Department

The finance department provides budget and forecasting which relates the business to the outside world and provides it with data on staff demands, what raw materials are needed and what needs to be expanded in the business. It also handles bookkeeping, which is when the organisation's journals and subsidiary ledges are summed up. They also provide external reports which focus on how the public, shareholders and banks relate to the organisation. Finally, they deal with any money that comes in and goes out of the business [50].

3.1.5 Production Department

The production department oversee the creation of new products from raw supplies. They also work on improving the production line in order to meet the management's targets and provide the best possible products they can. They also confirm how much raw materials they need and schedule the production processes. They ensure the final products meet at least the minimum of quality standards [51].

3.1.6 Research and Development Department

The research and development department carry out thorough research before a company creates a new product. They also evaluate any existing products to ensure they still adhere to company standards and help the company to stay ahead and aware of its competition [52].

4. E-business Information Systems

4.1 E-business Solutions

Information systems are the gathering of human and technological resources that give the distribution, storage, communication and computing for any information that the enterprise needs [53]. One type of information system is Customer Relationship Systems which help customers to provide feedback to companies on products and allows the business to keep track of any product faults, customer questions and purchasing trends. It also allows for collaboration with business partners [54].

A Transaction Processing System retrieves, collects and modifies any transaction data [51]. An example of a transaction processing system would be an airline ticket booking system. Customers will pick out which seats they want on which flight as input, the system will process this by removing the chosen seats from seats available and it will output tickets and a bill [55]. Management Information Systems compile information from an array of sources and present it in a way that is readable. It creates reports that managers can use to make effective decisions as it allows them to analyse the information presented [56].

An executive information system is one which helps senior executives make decisions by giving them access to graphical data which assist in achieving an organisation's strategic goals [57]. Business Intelligence (BI) is technologies used for the analysis, gathering, and displaying data from organisations. Decision making is also made easier using this technology [58]. It can also display data using data visualisation software and analyse data by merging a host of data analysis applications such as SAAS BI software, cloud BI software and enterprise reporting [59]. An example of BI software is Sisense [60]. Sisense allows users to display data in a visually pleasing way and share with business partners and colleagues and helps them make better decisions and devise improved strategies.

Businesses could also use digital dashboards to visual certain elements of business. Digital dashboards can keep track of Key Performance Indicators as well as several other vital data and metrics involved in a business [61]. This simplifies any complex data the business wants to portray.

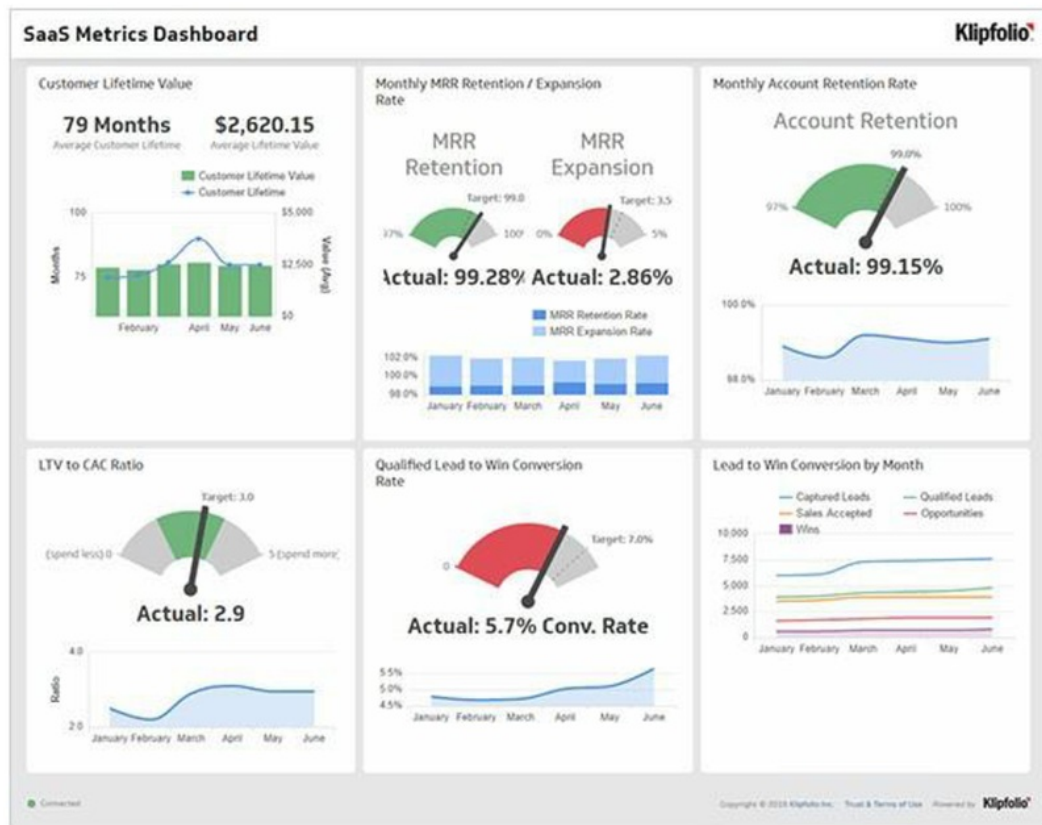


Figure 9

4.2 Functional Specific Solutions

Google has many different departments that could use functional specific solutions to assist their day-to-day running. Their Engineering and Technology department could use OpenGL. This is a 2D and 3D graphics API that is used extensively in the industry. It works independently from a window-system and operating system and allows software developers for supercomputing hardware, workstation and PC to create graphics software applications involved in CAD, game development and medical [62].

They could also use DirectX 12 which uses all the cores in your multicore CPU at once, so any work is done in less time. It also lets your GPU to do many tasks at the same time so receive more frames per second, reduce inactivity and shorten the time it takes to render. Asynchronous shaders and multi-threaded command buffer recording allow this all to work [63].

The sales department could use Conga [64] which provides a variety of sales functions as shown below:

Conga ActionGrid provides:

Achieve clean, efficient Salesforce data for better insight

- See and update multiple levels of information from a single screen with our customizable, on-platform interface
- Drive user adoption, understanding and behaviors
- View actionable dashboards directly in Salesforce, eliminating the need to export data or write Salesforce reports
- Quickly sort and filter data for customized insight into account, pipeline or status – for fast action
- Save clicks and time on Salesforce record keeping with batch tasks and mass updates; add, edit, and save information in-line
- Get up and running quickly and easily with use case-specific Quick Grids that can be customized to your needs

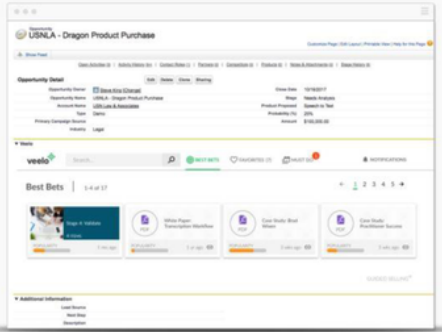
Figure 10

- Export to Word®, Excel®, PowerPoint®, HTML email & PDF forms
- Experience robust output with dynamic tables, images, charts, custom fonts, graphs, watermarks, global languages & currencies
- Merge, show and hide conditional content according to business rules
- Launch solutions from any standard or custom object with a custom button. Or SOQL queries can retrieve any additional required data from as many as 50 other objects or lists. API is also available in our Enterprise Edition
- Choose from various document download and storage options, including downloading immediately, automatically emailing, sending for e-signature or saving directly to Salesforce, Google Drive® or Box®.
- Automatically log activities, update fields, or create and assign follow-up tasks with a copy of the document saved to Salesforce for enhanced record keeping and accountability.
- Merge data from external data sources such as an ERP or multiple Salesforce Organizations (Enterprise Edition)

Figure 11

They could also use Veelo for sales which provides functions from all ends of the sale. Its functions include training and ongoing sales enablement [65].

SALES CONTENT MANAGEMENT



A Single Source of Truth for Sales Content

Connect all content repositories to Veelo for a single point of access to all sales content. Access content from any device, any time.

Create More Time to Sell

Intelligent search lets reps quickly find content, no matter where it's located. Browse and filter content to narrow down selections to only the most relevant.

Deliver the Perfect Content for Every Conversation

Keep sellers on message. Intelligent content recommendations powered by machine learning put the perfect content in front of reps right when they need it.

Contact us!

Figure 12

The marketing and communication department could use Alliance Tech which provides solutions for backup, cloud solutions, data storage products, network security, data networking, disaster recovery and wireless media [66]. They could also use Owler which provides three email products called Weekly Showdown, Instant Insights and Daily Snapshot. Weekly Showdown gives benchmarks between competitors and your employees based on press coverage and web traffic etc. Instant Insights sends any changes in leadership, funding and purchases to your inbox. Daily Snapshot accumulates blog posts and the top news stories for users [67].

The finance department can use Payoneer which provides numerous ways for international clients to pay you [68].

4.3 Enterprise Resource Planning

Enterprise Resource Planning or ERP systems combine many business systems into one platform, so data can be consistent and shared from multiple sources [69]. ERP systems usually share a database which contains different applications including CRM and e-commerce [70]. Some benefits of using ERP systems include efficiency as ERP's will get rid of processes that repeat and enable businesses to gather data from any department, they save money as rather than buying many functional specific solutions, a company can use an ERP system which combines them, they also help with making

reports easier to create without needing I.T and they can also be custom-made for a business rather than having a rigid structure [71]. There are also disadvantages to ERP systems such as the costs which includes planning, testing, customisation and implementation, it requires thorough user training to ensure its success and ERP systems are typically hard to learn to use, it can be impossible to assimilate any functional specific solutions with ERP systems and it can take several years to implement [72].

One popular ERP system that organisations could use are Sage X3 which provides functionality for sales, distribution, business intelligence, financial management and inventory [73]. Netsuite is another available option, it also provides business intelligence as well as customer relationship management, human resources and cloud software [74]. ECount is an ERP system that provides services for payroll, accounting, inventory, logistics and production [75]

4.4 Testing

An example of a new technology that businesses can use to support operations is Shopify [76]. Below are screenshots showing tests of its use.

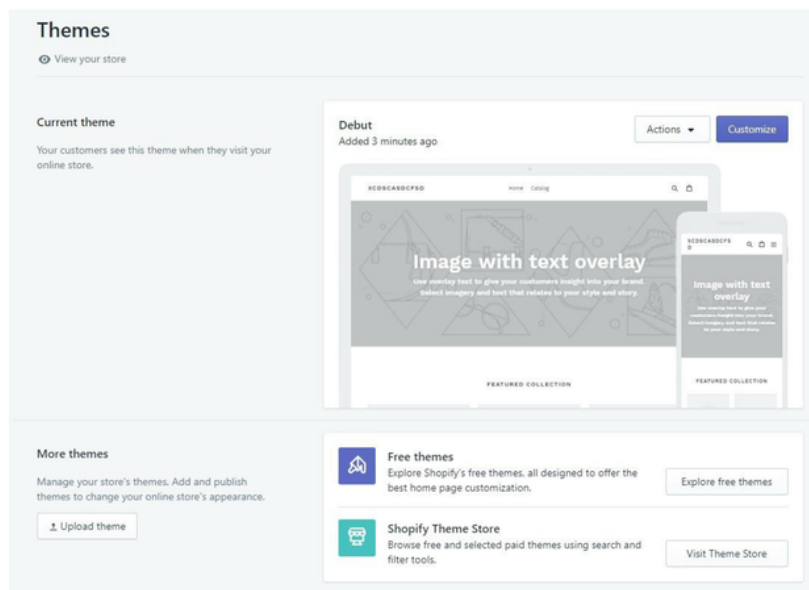


Figure 13

Add product

Title

Description

A

B

I

U

Images

Drop files to upload

Upload image

Sales channels

Available on 1 of 1

Manage

Online Store

Will be published on:
December 05, 2017, 11:10am GMT

Organization

Product type

Shirts

Vendor

Nike

Collections

Search for collections

Add this product to a collection so it's easy to find in your store.

Tags

View all tags

Vintage, cotton, summer

Figure 14

Add customer

Customer overview

First name

Last name

Email

Phone

☐ Customer accepts marketing

☐ Customer is tax exempt

Address

The primary address of this customer.

First name

Last name

Company

Phone

Address line 1

Address line 2

City

Zip/postal code

Figure 15

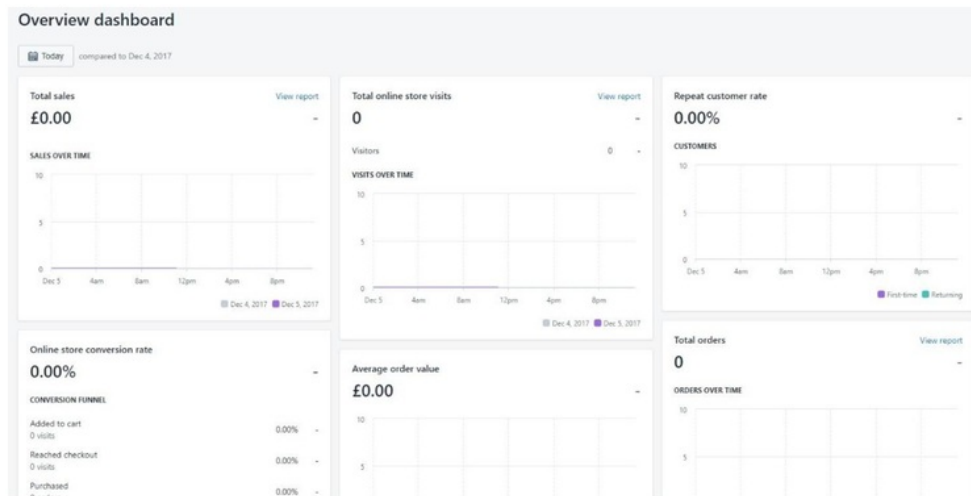


Figure 16

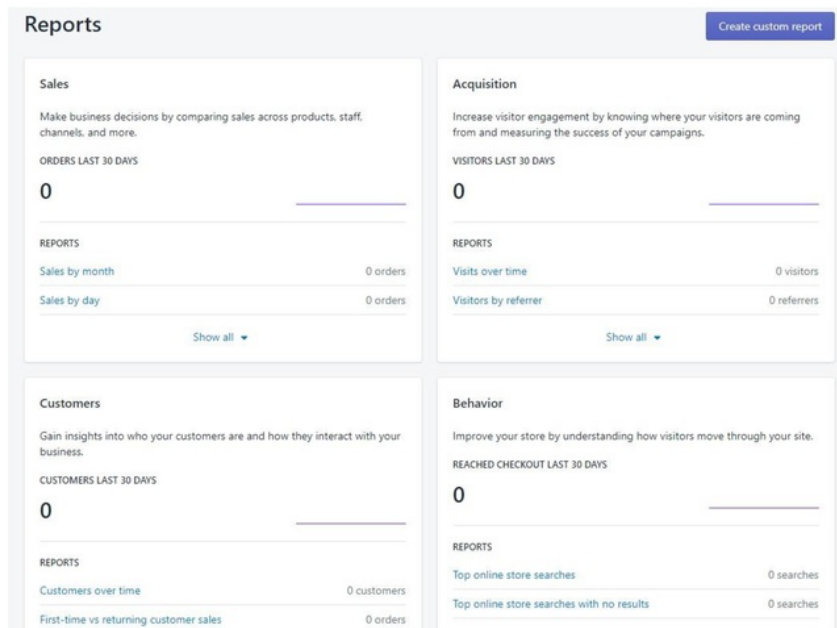


Figure 17



Lace Dress

£30.00

Size

XS

ADD TO CART

Knee-length lace dress with a V-neck and cap sleeves. Seam at waist, flared skirt, and concealed back zip. Lined.

SHARE

TWEET

PIN IT

Figure 18

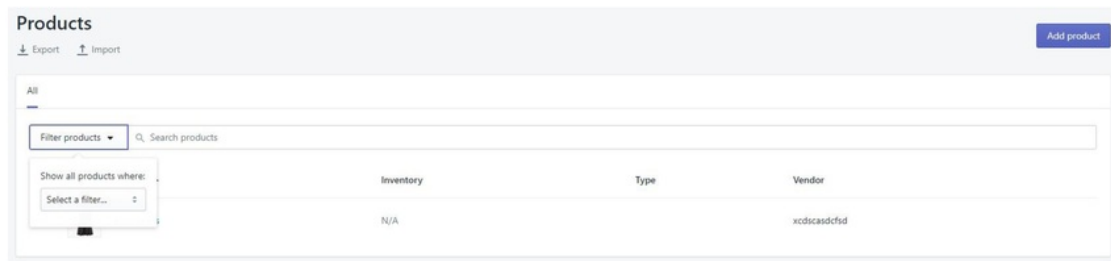


Figure 19

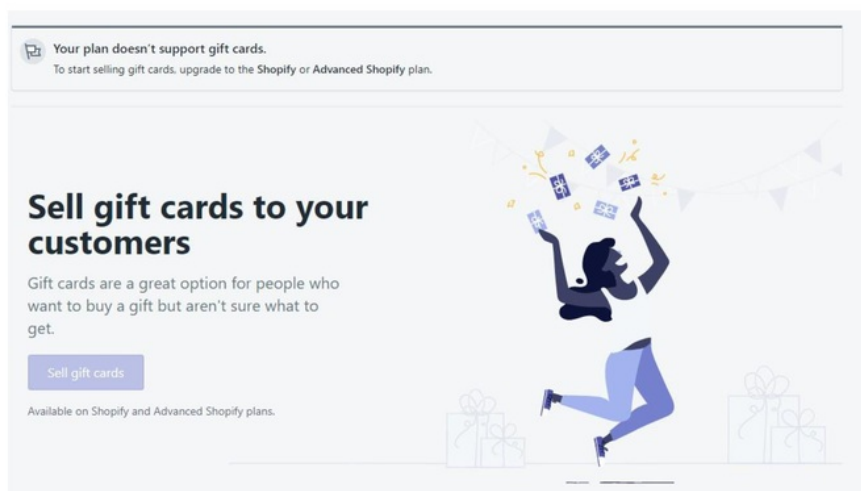


Figure 20

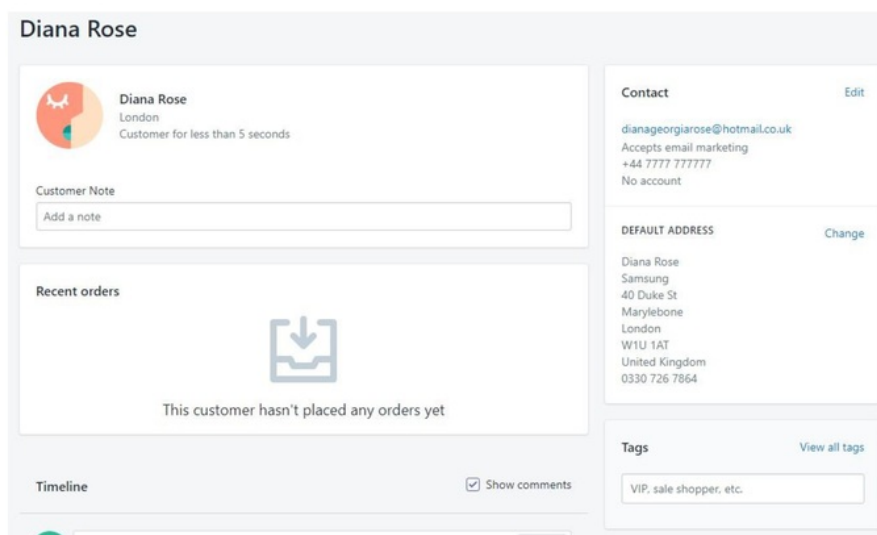


Figure 21

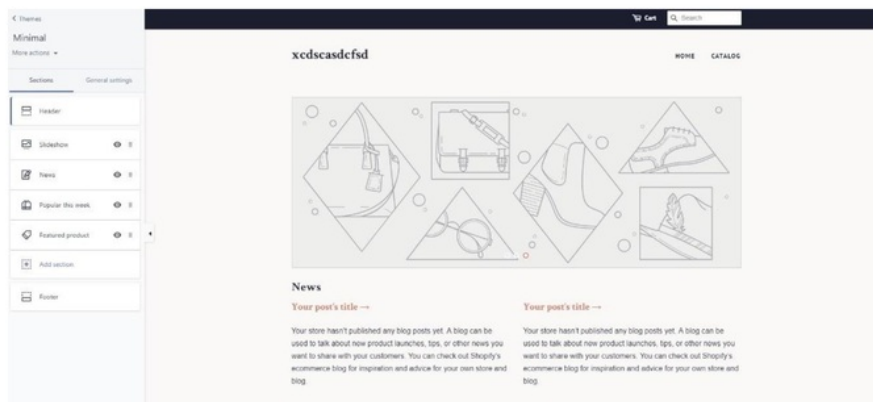


Figure 22

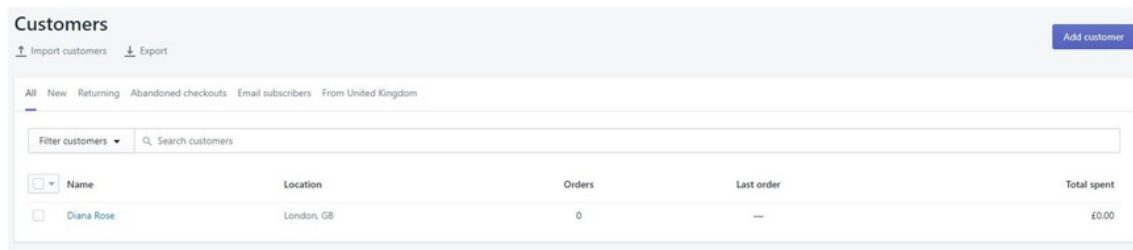


Figure 23

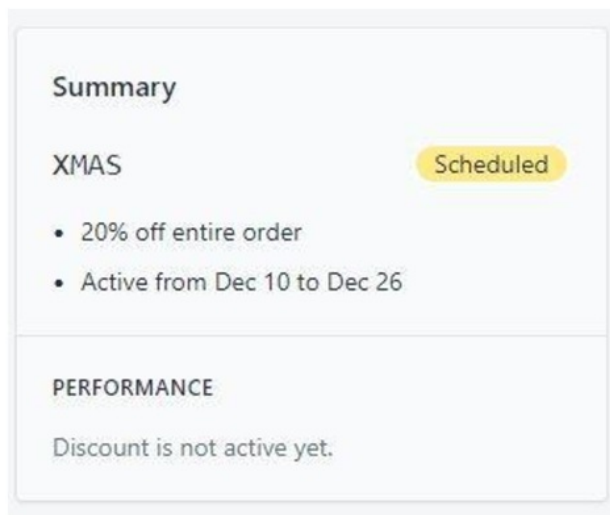


Figure 24

5. Conclusions

5.1 Conclusions

In conclusion it is important for any type of business to have a strategy and keep in mind any external factors that will affect them reaching their goal. They need to be conscious of their social impact and how their business partners and suppliers act and whether it is in fair practice. Each functional department plays a key role in business and contribute to the day-to-day running and help the business achieve their goals and vision.

5.2 Recommendations

There is a variety of business solutions available for business success. It all depends on what your business needs to meet its goals. It may be wise to use an ERP if you need a variety of solutions in a combined software which will make it easier to communicate and present data in a similar format throughout your organisation. If you have a smaller business with specific needs, you can use more functional specific solutions like Shopify which is also customisable and easy to use whereas ERP systems are more complex and require user training.

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Business Information Technology Management Report

GRADEMARK REPORT

FINAL GRADE

GENERAL COMMENTS

Instructor

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GRADING FORM: UWTSD GRADING FORM

RUNA BIBI

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1. RESEARCH LITERATURE

Extent of research and/or own reading, selection of credible sources, application of appropriate referencing conventions.



Excellent use of citations with a well-formatted reference list. Excellent.

18

2. KNOWLEDGE AND UNDERSTANDING

Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.



+Very good overview Bus. strategy. + Very good overview of Org. structures. + Very good overview of e-business info. systems.

15

3. ANALYSIS

Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence.



+ PEST analysis identifies some very good useful and relevant points. - a general introduction for each pest section could be included. +/- Info system review could include a definition of an e-commerce system and linked this type of system to your overall review alongside ERP systems. IT is mentioned but considering you decided to test this system instead of an ERP system it's textual review could be extended. +/- Very good conclusion. - could be extended to include e-business info. sys. key findings.

15

4. PRACTICAL APPLICATION

Deployment of methods, materials, tools and techniques; application of concepts; formulation of innovative and creative solutions to solve

problems.



+ Good Strategy examples. + Pest analysis for Samsung. - Org. str. case examples not included. + Good evidence of e-commerce system test. + Excellent recommendation.

16

5. PROFESSIONAL PRACTICE

Attributes in professional practice: individual and collaborative working; deployment of appropriate media; presentation and organisation.



+ Very good report format and presentation. - ToF (Table of figures) could be titled. + Good clear introduction.

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