

Leadership and Management Skills for the Workplace

**Module Title : Managing Business
Information**

Module code: LCLM5004

**Assessment: Component 2- Individual
report- Information Systems
Improvements**

Student Name: Matilda Jace

Student Number: 2415101

**Lecturer's Name: Dr. Amer Kareem
Dr Chinomso Nwagboso**

Table of Contents

1. Introduction

- 1.1 Overview of the Business Case
- 1.2 Key Challenges Faced by Maldiva Ltd.
- 1.3 Purpose and Objectives of the Report

2. Evaluation of Existing Information Systems

- 2.1 Manual Inventory Management
- 2.2 Fragmented Customer Relationship Management (CRM)
- 2.3 Spreadsheet-Based Reporting
- 2.4 Data Protection and Cybersecurity Issues
- 2.5 Lack of Integration Between Departments
- 2.6 Summary of Current System Inefficiencies

3. Recommended Information System Solution

- 3.1 Proposed Integrated Cloud-Based ERP System
- 3.2 Integration of CRM Functionality
- 3.3 Business Intelligence and Data Analytics
- 3.4 Inventory and Supply Chain Improvement
- 3.5 Customer Experience and Relationship Management
- 3.6 Data Security and GDPR Compliance
- 3.7 Business Benefits, Cost and Scalability

4. Implementation Plan

- 4.1 Requirements Analysis and Project Planning
- 4.2 System Configuration
- 4.3 Data Cleansing and Migration
- 4.4 System Integration and Testing
- 4.5 Employee Training and Change Management
- 4.6 Pilot Implementation
- 4.7 Full System Rollout and Evaluation
- 4.8 Key Performance Indicators (KPIs)

5. Conclusion

6. References

INTRODUCTION

1. Introduction

Maldiva Ltd. is a fast-growing UK consumer electronics retailer with 30 physical stores and an expanding online presence. The company's growth has increased sales and customer demand, but its existing information systems are no longer capable of supporting its operational requirements. The organisation currently relies on manual inventory tracking, disconnected customer relationship management (CRM) systems, spreadsheets for reporting and separate software across departments. As a result, Maldiva Ltd. experiences stock discrepancies, customer complaints, inefficient decision-making, data security risks and poor communication between departments.



The purpose of this report is to evaluate the company's existing information systems and recommend an appropriate modern solution. The report proposes an **integrated cloud-based Enterprise Resource Planning (ERP) system combined with Customer Relationship Management (CRM) and Business Intelligence (BI) capabilities**. A solution such as Microsoft Dynamics 365 Business Central integrated with Dynamics 365 Sales and Power BI would be appropriate because it could connect sales, inventory, finance, purchasing, customer information and management reporting. Enterprise systems are designed to integrate information from different organisational functions into a common system. Davenport (1998) explains

that integrated enterprise systems can replace incompatible systems and improve information flows across an organisation. For Maldiva Ltd., integration is particularly important because its current systems prevent departments from sharing accurate information efficiently. The key challenges facing Maldiva Ltd. are therefore **poor inventory visibility, fragmented customer information, unreliable reporting, weak data protection and a lack of integration between departments.**



2. Evaluation of Existing Systems

2.1 Manual inventory management

The most significant weakness is Maldiva Ltd.'s manual inventory tracking system. Store and online inventory information is not updated consistently, meaning customers can purchase products online that are actually unavailable. This results in cancellations, refunds, customer dissatisfaction and lost sales. The problem is particularly serious for a retailer operating across 30 physical stores and an online platform. Stock information should be available in real time so that employees and customers can see whether a product is available. Research into retail supply-chain integration indicates that integrated information systems can improve inventory management and reduce supply interruptions (Salgado Junior et al., 2011).

The current system also creates additional administrative work because employees must manually check and update information. This increases the probability of human error and makes it difficult for managers to identify slow-moving or overstocked products.

2.2 Fragmented CRM systems

The company's customer data is distributed across several disconnected systems. Consequently, employees cannot easily access a complete customer history, including previous purchases, preferences and complaints.

This creates problems for both marketing and customer service. Marketing teams cannot efficiently create personalised campaigns, while customer service employees may not have enough information to resolve complaints quickly. CRM systems can improve how organisations manage customer interactions, but successful implementation depends on organisational support, effective processes and appropriate implementation rather than simply purchasing technology (King and Burgess, 2008).

Maldiva Ltd. therefore requires a centralised customer database connected to sales and customer-service processes.

2.3 Spreadsheet-based reporting

Management currently relies on spreadsheets to manually compile sales reports. This process is slow and can introduce calculation errors, duplication and outdated information. Management is consequently unable to obtain an accurate real-time view of sales performance.

For a growing retailer, decisions regarding purchasing, stock allocation, pricing and promotions need to be supported by reliable data. A modern BI solution could provide dashboards showing sales by store, product and period, together with inventory levels and customer trends.

The current spreadsheet-based approach also prevents management from responding quickly to changes in demand. Instead of analysing information continuously, managers must wait for reports to be manually prepared.



2.4 Data protection and cybersecurity

Maldiva Ltd. also has concerns regarding customer data protection. Customer information is currently stored in multiple systems with inadequate access controls. This creates a risk of unauthorised access and potential data breaches. The UK GDPR requires organisations to follow principles including lawfulness, fairness and transparency, data minimisation, accuracy, storage limitation, security and accountability (ICO, 2026).

Security is especially important because Maldiva Ltd. processes customer names, contact information, purchase records and potentially payment-related information. The ICO states that organisations should use appropriate technical and organisational measures to protect personal data and maintain confidentiality, integrity and availability.

2.5 Lack of departmental integration

Sales, finance and inventory currently use different systems that do not communicate effectively. Employees therefore have to transfer information manually between departments. This wastes time and creates opportunities for errors.

This is one of the main reasons why an integrated ERP system is recommended. Davenport (1998) highlights the ability of enterprise systems to integrate information across functions such as finance, supply chain and customer management.

Overall, Maldiva Ltd.'s existing systems are **fragmented, manual and difficult to scale**. They may have supported the company when it was smaller, but they are no longer appropriate for a business operating 30 stores and an online channel.

3. Recommended Solution

3.1 Integrated cloud ERP, CRM and BI system

The recommended solution is a **cloud-based integrated ERP system**, supported by CRM and Business Intelligence functionality.

A suitable option would be **Microsoft Dynamics 365 Business Central**, integrated with **Dynamics 365 Sales** and **Power BI**. The system should create a single connected information environment covering:

- Inventory and stock management
- Sales and online orders
- Purchasing and suppliers
- Finance and accounting
- Customer relationship management
- Customer service
- Business intelligence and reporting
- Data security and user access

The central purpose should be to create a **single source of reliable business information**.

3.2 Inventory and supply-chain improvement

The ERP system would provide real-time inventory visibility across all 30 stores and the online shop. When a product is sold, the inventory record would automatically update.

For example, if Store A sells 10 televisions, the system can immediately update the available stock. If an online customer then searches for the same television, the system can show the correct availability.

The system could also provide automated alerts when stock reaches minimum levels. Managers could therefore reorder products before shortages occur. At the same time, sales data could be analysed to identify slow-moving products and reduce unnecessary overstocking.

This would reduce stockouts, improve order fulfilment and reduce refunds.

3.3 The CRM component would create a central customer database.

Employees could access customer purchase history, interactions, preferences and complaints from one system.

Marketing teams could use this information to create more targeted campaigns. For example, customers who have previously purchased gaming products could receive relevant information about new gaming equipment.

Customer service would also improve because employees would no longer need to search through multiple systems to understand a customer's history.

However, CRM should be treated as a business process rather than simply a technology project. King and Burgess (2008) demonstrate that CRM implementation can fail when organisational and management factors are not properly considered.



3.4 Business intelligence and decision-making

Power BI or an equivalent BI platform could connect directly to the company's ERP and CRM data.

Managers could use dashboards to monitor:

- Daily and monthly sales
- Sales by store
- Sales by product
- Inventory levels
- Stock turnover
- Online versus physical-store sales
- Customer complaints
- Marketing campaign performance
- Revenue and profitability

This would replace manual spreadsheet reporting with faster and more accurate information.

Managers would consequently be able to identify trends and make evidence-based decisions. For example, if sales of a particular product increase significantly in North London stores, management could move additional stock to those locations rather than relying on historical assumptions.

3.5 Security and data management

The proposed cloud system should use role-based access controls so employees can only access information relevant to their responsibilities.

For example:

- Store employees can access store inventory and sales.
- Marketing employees can access appropriate customer information.
- Finance employees can access financial information.
- Senior managers can access organisation-wide dashboards.
- System administrators can manage user permissions.

Multi-factor authentication, encryption, secure backups and monitoring should also be implemented.

The NIST Cybersecurity Framework 2.0 provides a useful structure for organisations to identify, manage and reduce cybersecurity risks (Pascoe, Quinn and Scarfone, 2024).

This approach would help Maldiva Ltd. strengthen security while also supporting compliance with UK data protection requirements.

3.6 Benefits, costs and scalability

The recommended solution provides several important benefits.

Business problem	Proposed solution	Expected benefit
Stock inaccuracies	Integrated real-time inventory	Fewer stockouts and refunds
Disconnected CRM	Central customer database	Improved customer service
Manual spreadsheets	Automated BI dashboards	Faster decisions
Separate departmental systems	Integrated ERP	Better communication
Weak access controls	Role-based security	Reduced data risk
Manual processes	Workflow automation	Reduced administrative work
Business growth	Cloud-based scalable system	Easier expansion

Although implementation would require investment in software, consultancy, data migration, training and employee time, the long-term benefits should outweigh the costs.

ERP implementation can be complex and expensive, and therefore careful planning is essential (Umble, Haft and Umble, 2003).

The cloud model is particularly suitable because Maldiva Ltd. can increase system capacity as it grows without having to build an entirely new IT infrastructure. The system can therefore support future expansion into additional stores and online markets.

4. Implementation Plan

A phased implementation is recommended rather than changing all systems simultaneously.

Phase 1 – Requirements and planning

The first stage should involve identifying the company's detailed requirements. Representatives from sales, finance, inventory, marketing, customer service and IT should participate.

Management should establish measurable objectives such as:

- Reducing stock discrepancies.
- Reducing online order cancellations.
- Reducing manual reporting time.
- Improving customer complaint resolution.
- Increasing data security.
- Improving sales forecasting.

Phase 2 – System configuration

The selected ERP and CRM system should then be configured according to Maldiva Ltd.'s business processes.

The company should avoid unnecessary customisation because excessive customisation can increase costs and make future upgrades more difficult.

Phase 3 – Data cleansing and migration

Existing customer, inventory, supplier and financial data should be reviewed before migration.

Duplicate and inaccurate records should be removed. Customer data should also be checked against data protection requirements.

Phase 4 – Integration and testing

The ERP should be connected to the online store, payment processes and other existing infrastructure.

Testing should take place before implementation. For example, the company should test whether an online sale correctly reduces inventory and whether information is simultaneously available to finance and customer service.

Phase 5 – Training and change management

Employees should receive practical training before the system goes live. Training should be provided according to job role. Store employees require inventory and sales training, whereas managers require reporting and dashboard training.

Research indicates that **training, management support, communication and change management** are among the important factors influencing ERP implementation success (Umble, Haft and Umble, 2003; Akkermans and van Helden, 2002).

Employees should also be informed about why the new system is being introduced. This is important because resistance to change can reduce system adoption.

Phase 6 – Pilot implementation

The company should initially introduce the system in a small number of stores, for example three to five locations.

The pilot should test inventory management, sales, CRM, reporting and integration.

Any problems identified during the pilot can then be corrected before the system is introduced across all 30 stores.

Phase 7 – Full rollout and evaluation

Following a successful pilot, the system can be introduced gradually across the remaining stores.

Performance should then be measured against key performance indicators (KPIs), including:

- Inventory accuracy
- Stockout rate
- Order cancellation rate
- Customer satisfaction
- Complaint resolution time
- Report preparation time
- System adoption
- Data-security incidents
- Sales and profitability

ERP implementation research emphasises the importance of careful implementation, organisational readiness and change management rather than attempting an uncontrolled large-scale transition (Aloini, Dulmin and Mininno, 2007).

5. Conclusion

Maldiva Ltd. has reached a stage where its existing information systems are no longer suitable for its size and business complexity. Manual inventory management, disconnected CRM systems, spreadsheet-based reporting, inadequate security and poor departmental integration are reducing operational efficiency and negatively affecting customer satisfaction.

This report recommends the implementation of an **integrated cloud-based ERP system supported by CRM and BI functionality**, such as Microsoft Dynamics 365 Business Central, Dynamics 365 Sales and Power BI.

The recommended solution would create a centralised flow of information between sales, inventory, finance, customer service and management. Real-time inventory information would reduce stockouts and order cancellations, while CRM integration would improve customer service and enable more targeted marketing. BI dashboards would improve decision-making by providing accurate and timely information.

However, technology alone will not guarantee success. Maldiva Ltd. must invest in employee training, data cleansing, cybersecurity, change management and careful implementation. A phased approach beginning with requirements analysis and a pilot programme would reduce implementation risks.

Overall, an integrated information system would provide Maldiva Ltd. with a stronger technological foundation for **operational efficiency, better data management, improved decision-making, stronger customer relationships and future business growth**.

References

- Aloini, D., Dulmin, R. and Mininno, V. (2007) 'Risk management in ERP project introduction: Review of the literature', *Information & Management*, 44(6), pp. 547–567.
- Davenport, T.H. (1998) 'Putting the enterprise into the enterprise system', *Harvard Business Review*, 76(4), pp. 121–131.
- Information Commissioner's Office (ICO) (2026) *A guide to the data protection principles*. Available through the ICO's official guidance.
- Information Commissioner's Office (ICO) (2026) *A guide to data security*. Available through the ICO's official guidance.
- King, S.F. and Burgess, T.F. (2008) 'Understanding success and failure in customer relationship management', *Industrial Marketing Management*, 37(4), pp. 421–431.
- Pascoe, C., Quinn, S. and Scarfone, K. (2024) *The NIST Cybersecurity Framework (CSF) 2.0*. NIST Cybersecurity White Paper CSWP 29. National Institute of Standards and Technology.
- Salgado Junior, A.P. et al. (2011) 'E-SCM and inventory management: A study of multiple cases in a segment of the department store chain', *Journal of Information Systems and Technology Management*, 8(2), pp. 367–388.
- Umble, E.J., Haft, R.R. and Umble, M.M. (2003) 'Enterprise resource planning: Implementation procedures and critical success factors', *European Journal of Operational Research*, 146(2), pp. 241–257.
- Umble, E.J., Haft, R.R. and Umble, M.M. (2005) 'Critical factors for successful ERP implementation: Exploratory findings from four case studies', *Computers in Industry*, 56(6), pp. 529–544.