

**Module name: Managing Business Information**

**Module number: LCLM5004**

**Student name: Liliana Patricia Da Cruz Furtado**

**Student number:2430784**

## **Table of content**

**Case study overview pg. 3**

**Key Challenges Faced by the Organisation pg.3**

**Evaluation of Existing Systems - Analysis of Current Information Systems pg.4**

**Identification of Inefficiencies and Gaps pg.4**

**Recommendation solution pg.4-5**

**Implementation Plan pg. 5 - 9**

**Conclusion pg.10**

**References pg.11**

## **Case study overview**

Maldiva Ltd. is facing escalating operational inefficiencies due to outdated, fragmented information systems. Manual inventory tracking, disconnected CRM databases, and error prone reporting processes hinder accuracy, responsiveness, and strategic decision making. Weak data protection controls and poor system integration further compromise compliance, productivity, and customer satisfaction, limiting the organisation's ability to scale sustainably.

### **Key Challenges Faced by the Organisation**

Maldiva Ltd. has many interconnected operational challenges, including persistent inventory inaccuracies caused by manual stock tracking, leading to customer dissatisfaction and inefficient replenishment. The organisation's fragmented customer relationship management (CRM) systems hinder personalised marketing and effective complaint resolution, while reliance on manual spreadsheets results in delayed and unreliable sales reporting. Weak data protection controls reveal the company to general data protection regulation (GDPR) non compliance and cybersecurity risks, and the insufficiency of integrated systems across departments forces employees to manually transfer data, increasing errors and reducing overall operational efficiency.

# **Evaluation of Existing Systems**

## **Analysis of Current Information Systems**

Maldiva Ltd.'s information framework is characterised by manual, fragmented, and non integrated systems that restrict operational efficiency. Inventory is tracked through manual processes, CRM data is dispersed across disconnected platforms, and sales reporting relies heavily on error prone spreadsheets. Departmental systems operate in isolation, preventing real time data sharing and coordinating decision making. Collectively, these legacy systems lack automation, scalability, and compliance with aligned data governance.

## **Identification of Inefficiencies and Gaps**

Maldiva Ltd.'s existing information systems reveal several critical inefficiencies and structural gaps that impede operational performance. The absence of automated inventory tracking produces frequent stock discrepancies and delays in fulfilment, while the organisation's disjointed CRM architecture fragments customer data, limiting personalised engagement and weakening complaint management. Reporting processes reliant on spreadsheets generate errors and outdated insights, compromising the accuracy of strategic forecasting. Additionally, inadequate data protection controls expose the company to GDPR for non compliance and intensified cybersecurity risks. These issues are compounded by system fragmentation across departments, where non integrated software needs manual data transfers, increasing workload, error rates, and overall operational bottlenecks.

## **Recommendation solution**

To be able to solve the issues Maldiva Ltd., has been going through one recommendation would be to integrate Enterprise Resource Planning (ERP) system with embedded Customer Relationship Management (CRM) and Business Intelligence (BI) capabilities.

According to Bhattacharya, Ramakrishnan and Fosso Wamba, (2023) Enterprise Resource Planning (ERP) systems are large, organisation wide platforms that manage core transactional data by integrating all business functions into a single, real time data environment.

Implementing these will support in centralising inventory, sales, and customer data into a unified platform. This integration would automate stock control, enhance data accuracy, and support real time analytics, therefore improving operational efficiency and strategic decision making. Furthermore, a consolidated CRM module would strengthen personalised customer engagement and service quality, while BI tools would provide timely insights that optimise forecasting and resource allocation. Collectively, this modern information system would streamline processes, reduce errors, and significantly enhance customer satisfaction.

Elaborating Chao et al., (2026) refers to key points mentioned with further explaining how combining ERP and business intelligence together produces cohesion, significantly strengthen strategic judgment, and boost organisation adaptability. According to Guerola Navarro et al., (2026) the CRM system operates as a central enabling technology, giving internal operational improvements through streamlined customer management while simultaneously strengthening the organisation's external market position. Overall, this approach strengthens both customer service delivery and commercial operations by enabling advanced data driven insights and fostering greater stakeholder engagement throughout the development cycle. Together, these capabilities promote improved productivity, advanced strategic judgement, and potentially increase revenues through enhanced customer retention and attraction. Moreover, the integration supports wider digital transformation initiatives, leveraging data utility, and facilitating multi departmental collaboration aligned with long term business strategies.

## **Implementation Plan**

An effective implementation plan for the proposed ERP, CRM, and BI system would involve a phased approach beginning with system configuration where system settings will be adjusted to aid Maldiva Ltd. needs, secondly implementation of data migration, and integration with existing infrastructure to ensure operational continuity. Additionally, comprehensive staff training would be essential to support user adoption and minimise resistance to change. Enhancing staff competence through structured training is critical, given that capability is determined by the combined development of knowledge, skills, behaviors, and work processes. Investing in these areas enables employees to perform capabilities to a higher standard and supports broader organisational effectiveness (Huu, Thai An & Trung, 2026). Having mentioned this, it reflects although Maldiva Ltd. has a need to implement a new information system the value of staff being

able to understand how to use it is crucial and equally important to benefit organisation efficiency by upskilling stakeholders to reach the maximum potential overall elimination all gaps when adding the new system in action. However, as it will be a new tool added that has a positive impact one of the disadvantages is that each stakeholder learns at different paces therefore there may be temporary workflow disruption and a need for ongoing technical support to make sure there's a smooth transition and sustained system performance.

Abu-Shanab and Idilbi (2022) further argue that employee perceptions play a critical role in ERP implementation success. This insight is highly relevant for Maldiva Ltd, where a successful ERP implementation requires a comprehensive, organisation wide approach that accounts for the diverse needs, expectations, and readiness levels of all stakeholder groups. ERP and BI systems will significantly reshape workflows across key departments including Finance, Operations, Procurement, HR, and Customer Service. Consequently, it will make each department active involved and be crucial to avoid implementation failure and ensure alignment with operational realities. A central challenge for Maldiva Ltd lies in enabling employees to adopt the new system confidently, as the benefits of ERP and BI, such as improved data accuracy, streamlined processes, and enhanced decision making, can only be achieved when staff fully understand and engage with the technology. The Technology Acceptance Model (TAM) (Davis, 1989) provides a relevant theoretical foundation, placing emphasis that perceived usefulness and ease of use strongly impact on stakeholder acceptance, especially during periods of digital transformation. Given the complexity of ERP implementation, where multiple functional areas must be integrated and existing processes redesigned to create a unified, real time data environment, Maldiva Ltd must prioritise stakeholder training, communication, and involvement to ensure each department understands the system's purpose, operational impact, and contribution to organisational performance.

## **Final implementation structure**

Table demonstrating implementation stages in detail

| Implementation for Maldiva Ltd.                |                                                            |                                                                                                                                              |
|------------------------------------------------|------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| Implementation stages                          | Description                                                | Application to Maldiva Ltd (ERP, CRM, BI)                                                                                                    |
| 1.Evaluate and choose suitable system provider | Identify functional, technical, and departmental needs.    | Assess needs across Finance, Operations, Procurement, HR, Customer Service, and Sales to define ERP, CRM, and BI requirements.               |
| 2. Vendor Selection                            | Evaluate and choose suitable system provider               | Compare SAP, Oracle, and Microsoft Dynamics based on cost, scalability, integration capability, and BI analytics strength.                   |
| 3. System Design & Configuration               | Configure modules, workflows, dashboards, and data models. | Customise ERP workflows (inventory, finance, procurement), CRM processes (customer interactions), and BI dashboards for real-time reporting. |
| Data Mitigation                                | Cleanse, validate, and transfer legacy data.               | Move customer records, financial data, inventory logs, and operational data into the new integrated system.                                  |
| System Integration                             | Connect new system with existing infrastructure.           | Property, Plant & Equipment                                                                                                                  |
| 6. Testing Phase                               | Conduct UAT, security testing, and performance checks.     | Ensure modules work across departments, validate BI reporting accuracy, and test CRM workflows before go-live.                               |
| Go Live and Monitoring                         | Launch system and monitor performance.                     | Deploy ERP, CRM, and BI in phases; monitor system stability, workflow continuity, and user adoption.                                         |
| 8. Staff Training                              | Equip employees with system knowledge and skills.          | Provide training for finance, inventory, CRM, and analytics modules; deliver workshops, manuals, and hands-on sessions.                      |
| 9. Ongoing Support                             | Maintain system performance and user confidence.           | IT consultants offer continuous support, troubleshoot issues, and reinforce BI literacy and CRM usage.                                       |
| 10. Integration Considerations                 | Ensure compatibility and hosting decisions.                | Evaluate hardware/software compatibility, API connections, and choose cloud vs. on-premise hosting.                                          |
| 11. Potential Challenges                       | Identify risks and mitigation needs.                       | Manage resistance to change, data migration errors, temporary downtime, cybersecurity needs, and cost implications.                          |

The table above outlines a structured, phased approach for implementing ERP, CRM, and BI systems at Maldiva Ltd, starting with requirements analysis and vendor selection to make sure the chosen platform aligns with departmental needs. It reinforces critical technical stages such as system configuration, data migration, integration across departments, and detailed testing before going live. The summary also highlights the importance of comprehensive staff training and ongoing support to enhance stakeholder's adoption and minimise resistance. Moreover, it notes essential integration considerations such as system compatibility and hosting decisions while acknowledging potential challenges including temporary downtime, data migration risks, cybersecurity needs, and stakeholder resistance.

The implementation table further strengthens the overall project by presenting a clear operational blueprint that translates strategic intentions into actionable steps for Maldiva Ltd. It illustrates how the organisation can move from conceptual planning to practical execution through a structured sequence of activities that support both technical readiness and organisational adaptation. Butarbutar et al. (2023) also validate the importance of having a practical and well ordered execution plan when implementing ERP, CRM, and BI systems, explaining that ERP operates as an integrated suite of business modules that links key organisational functions including as finance, accounting, manufacturing, procurement, and customer service into a single platform supported by shared data. Their perspective highlights that this level of integration is a must for strengthening supply chain coordination and improving operational productivity, further aiding the need for a well managed implementation strategy.

Each stage contributes to building a cohesive digital ecosystem, ensuring that ERP, CRM, and BI modules are introduced in a controlled and coordinated manner. The table also provides clarity on how different components of the implementation process interrelate, showing the value of aligning system design, data preparation, integration work, and testing activities to maintain continuity across departments. Jacob and Kabaso (2025) support this concept when stating integrating ERP and CRM, SMEs can concentrate on key operational processes and strengthen customer relationships, creating conditions that support improved performance and business expansion. From my perspective, this combined approach also gives SMEs a better overview and control over their daily routine activities, making it easier to respond to customer needs and adapt to market changes.

While developing internal staff capability is often viewed as a core requirement for successful technology adoption, Maldiva Ltd may also consider alternative strategies if it prefers not to invest heavily in training its existing workforce. However, upskilling current employees can strengthen organisational efficiency, it requires time, financial resources, and sustained managerial support. An alternative approach is to recruit professionals who already have strong ERP, CRM, and BI expertise, allowing Maldiva Ltd. to accelerate implementation and decrease the costs related to extensive training. This aligns with Sharma et al. (2022), that reflects that HRM 4.0 places significant emphasis on securing highly skilled talent, enhancing organisational conditions, and supporting more informed strategic decision making. From this perspective, hiring qualified individuals could provide Maldiva Ltd with immediate capability and minimise

operational disruption, though it may also introduce higher recruitment costs and potential cultural integration challenges.

In addition, it reinforces the role of staff capability development as a central pillar of successful adoption, recognising that technology benefits are only realised when employees are confident and competent in using new tools. By outlining integration requirements and potential risks, the table equips Maldiva Ltd with foresight to anticipate challenges and prepare mitigation strategies that protect operational stability.

Overall, this structured overview supports informed decision making and ensures that the transition to ERP, CRM, and BI systems is both manageable and strategically aligned with Maldiva Ltd's long term performance goals.

## **Conclusion**

In conclusion, this project has revealed that Maldiva Ltd faces a range of critical challenges in its current information environment, including fragmented systems, manual processes, limited data visibility, and inconsistent customer management practices. The evaluation of existing systems revealed significant inefficiencies and operational gaps that restrict organisational performance, hinder decision making, and reduce customer satisfaction. These issues highlight the need for a more integrated, data driven infrastructure.

The proposed ERP, CRM, and BI solution represent the most effective and strategically aligned response to these challenges. ERP will streamline core operational processes, CRM will strengthen customer relationship management and service quality, and BI will enhance analytical capability and real time decision making. Together, these systems offer a unified platform that improves efficiency, accuracy, compliance, and organisational transparency. The combined implementation is expected to deliver measurable improvements in workflow coordination, customer satisfaction, reporting reliability, and strategic planning.

The project also highlighted key organisational challenges, especially staff adaptability, resistance to change, and the complexity of integrating multiple functional areas. These human centered barriers reinforce the importance of structured training, stakeholder engagement, and clear communication throughout the implementation process. The recommended solution was supported by a comprehensive implementation plan, detailing requirements analysis, vendor selection, system configuration, data migration, integration, testing, go live procedures, and ongoing support. This phased approach ensures operational continuity while addressing potential risks such as temporary downtime, data migration errors, and cybersecurity needs.

Overall, the application of ERP, CRM, and BI systems positions Maldiva Ltd to eliminate existing inefficiencies, close operational gaps, and build a more resilient, data driven organisation capable of sustaining long term performance improvements.

## References

Chao, P. C. *et al.* (2026) 'Effects of integrating business intelligence systems and enterprise resource planning systems on firm operational performance', *Total Quality Management & Business Excellence*, 37(5–6), pp. 377–388. doi: 10.1080/14783363.2026.2617385.

GUEROLA-NAVARRO, V., OLTRA-BADENES, R., GUZMÁN-DUQUE, A. and GIL-GOMEZ, H., 2026. Customer relationship management (CRM) and Innovation: an empirical study about their impact on firm performance. *International Entrepreneurship and Management Journal*, **22**(2), pp. 104.

Huu, P.T., Thai An, N. and Trung, N.N. (2026). Exploring the role of organizational effectiveness: a systematic review of competencies and capabilities in staff and management. *Computational and Mathematical Organization Theory*, 32(1). doi:10.1007/s10588-025-09417-1.

Bhattacharya, M., Ramakrishnan, T. and Fosso Wamba, S. (2023). Leveraging ERP systems for improving ERP effectiveness in emergency service organizations: an empirical study. *Business Process Management Journal*, 29(3), pp.710–736. doi:10.1108/bpmj-06-2022-0303.

Critical Success Factors for ERP Implementation. (2022). *International Journal of Technology and Human Interaction*, 18(1), pp.0–0. doi:10.4018/ijthi.297613.

Butarbutar, Z.T., Handayani, P.W., Ryan, R.S. and Wahyu, S.W., 2023. *Systematic literature review of critical success factors on enterprise resource planning post-implementation*. **Cogent Business & Management**, 10(3).

Jacobs, D.M. and Kabaso, B. (2025). Enhancing enterprise resource planning: An empirical analysis of feature utilisation and competitive advantage in small- and medium-sized enterprises. *The Southern African Journal of Entrepreneurship and Small Business Management*, 17(1). doi:10.4102/sajesbm.v17i1.956.

Sharma, M., Luthra, S., Joshi, S. and Kumar, A. (2022). Analysing the impact of sustainable human resource management practices and industry 4.0 technologies adoption on employability skills. *International Journal of Manpower*, 43(2), pp.463–485. doi:10.1108/ijm-02-2021-0085.

