Chapter 1 : Delivering Business Value with IT at Hefty Hardware - Retired Lecturers

Nandika N Caldera Professor Hank Morelli MIS 29 January Delivering Business Value with IT at Hefty Hardware (Case Study 01) Partnership between IT and the Business at Hefty Hardware is very inefficient.

Key Issues There is increasing pressure on business to be more flexible and to deliver products and services to customers quickly. IT practices often inhibit these business goals. These goals can get confused by both business and IT leaders and leadership can mix these up when evaluating IT or when doing IT planning and budgeting. IT is a key player In delivering most business strategies these days. Business expects IT communication to be In business language. Teaching Approach As a start, pre-board the organization chart depicted in Appendix A. This helps to keep the various reporting and relationship roles straight. Just as It Is In real organizations? The first task is therefore to highlight the issues. To do this, simply ask the class to identify all the issues presented within the case. They should Identify the following at a minimum: The UP of Retail Marketing. Although relationships between the business and IT seem o work at the mid-management level I. But the problem is as much on the business side as the IT side. There are a number of issues in the case but the students should be able to focus them down to two key challenges which are highlighted in the case. This case illustrates what happens with ineffective communication and ineffective collaboration. There are a lot of different possible solutions to address both the short term needs ND the long term needs at Hefty but what is most important is that students make sure that their solutions address both the communications challenges and the collaborations challenge. Addressing only one of these would not be effective. Rather than simply agreeing in spite of the other pressing issues he and his team are facing , students might suggest that Farad meet with Glen to discuss not only the timing of the field trip but its overall AOL in order to outline some deliverables for the field trip. Students should recognize the importance of effective communication here; that is, Farad must convey to Glen that he understands the reason for the field trip and communicates its value to him and his staff personally. With respect to collaboration, perhaps the field trip could be tied directly to the Savvy Store program with the deliverable being a detailed implementation plan to best accommodate the intricacies of the retail outlets. This would be a good overall recommendation as it would constitute effective communication as well as effective collaboration. How effective is the partnership between IT and the business at Hefty Hardware? Identify the shortcomings of both IT and the business. While IT seems to be delivering reliable cost-effective operations, it is not partnering effectively with business to deliver on the new business strategy. Business leaders doubt hat IT really understands the new strategy and that it can deliver on it. However, communication with other parts of IT e. On the business side, infighting between different business units causes lack of lariat for IT and increases development expense. Before IT can integrate TTS technology strategy with the Savvy Store program, its leaders need to understand it from a business point of view and see the need and the challenges involved. In addition, Farad and his IT leadership team need to build stronger relationships with the business leadership team. The more each team knows about the needs and challenges of the other, the easier the integration will be. Furthermore, IT leaders need to be able to communicate their needs in terms of business issues and strategies, e. While this may mean postponing some IT planning matters for a week or so, what will be gained will more than offset the lost time. These should then be discussed with the business leadership team and consensus be reached about the top priority projects, their costs and benefits. IT should expect business participation on all its teams and senior business sponsorship of its projects and commitment to resolve business disagreements. This new governance model will enforce partnership and ensure that both business and IT are committed to the same goals. Only then, should a timeline be developed to deliver on this strategy. Communication from IT to business is often unintelligible. IT is a key player in delivering most business strategies these days. Technical experts often cannot connect what they know o business needs.

Delivering Business Value with IT at Hefty Hardware Delivering Business Value with IT at Hefty Hardware The mini-case starts with "IT is a pain in the neck," which is a wrong notion that most of the business managers have in an organization.

Get Full Essay Get access to this section to get all help you need with your essay and educational issues. She insisted to frame a plan for an effective outcome. Due to the delay of IT people to deliver services or products in time is leading business, who feels delivering a project on time in a quick way to the customers, to be an ineffective deliverer of the products on time. The primary goal of IT is to provide more effective products in an economic way generating revenue to the organization as well setting a business standard. Presently IT has an upper hand in delivering the strategies of business without prior knowledge on the business, which is not considered as primary which includes designing and planning making IT less contributing to the business improvement. Business and IT Alignment The main idea of Business and IT alignment is to associate the requirements and objectives of the departments for obtaining a better result. These factors mostly oppose but according to the technical and economic experts accept that the association among them in the long run is important to the success of an organization Rouse, According to Rouse , alignment of Business and IT comprises of interaction among the executives who make decisions of business and the IT managers who direct the technical functions in an organization. Technical department administrators can plan and put forward recommendations that might be custom-made to guarantee the Return of Investment ROI. Business executives can go to the seminars and meetings of IT department to enhance their understanding of the specialized abilities and confinements of the organization Rouse, Bridging the Communication Gap with Effective Collaboration: There are different reasons for the process of alignment in organizations like one being the way of interactions between two departments, IT being more technical and business being more on budgeting leading to a gap and reaching each other as expected. The initial step in successful alignment is the effective collaboration. According to Mangold , collaborative environment guarantees that needs of business are understood by the IT and business. Enabling alignment through an effective collaboration needs adherence with three main principles which are trust, communication and context. The need for a impartial coordinator to coordinate both the departments and bring honesty and clarity by exposing every issue to each and everyone, but not loosing the confidentiality of the sources they have in the organization Mangold, Ensuring that the terminology is understandable to each and everyone while addressing the issues arised. This often includes distributed and keeping up a glossary of terms and guaranteeing that all parties comprehend and accept the terms Mangold, Proper understanding of the project, including each and every segment of the project by the two departments is highly needed to discharge their own responsibilities as well the team and department Mangold, How ITIL and TOGAF Provide Service: The above figure depicts the framework of architecture developed by an architect from the strategies and gaols as pointed by the executive committee of the organization. This updated software is now processed for IT operations by means of ITIL to process, modify and release to the customer meeting their requirement Mangold, TOGAF will help in organizations strategy planning while, ITIL in effective operations and mostly are suitable as well adaptable to present business environments. This integration concept helps to establish collaboration defining each others roles and their modes interactions with inter and intra departments during the project delivery from the very beginning of strategy planning to till the service delivery Mangold, On depicting the enterprise architecture and service delivery as two different layers , when combined will depict the collaboration between the architecture and business departments. This model also contains management processes, requirements and applications for further use and effeciency Mangold, Analysis The top most issues prevailing at Hefty is the large gap which is in between IT and business. Alignment of IT and business is highly needed for organizations like Hefty having median margins for its survival in the business environment and also in the minds of customers for a

longer duration. In order to bridge the gap between IT and Business for successful launch of the Savvy store without any postponement can be aided by sending knowledgeabl representatives from both the departments on trip to the store to make some survey and understand the situations at the store. Though the IT department is efficient in reducing the cost tactically, but unable to process it accordingly to the strategic plan. Methodologies can be implemented to see that IT delivers the projects on time. Conclusion Though IT designs plan irrespective of specified budget leading to add-on investment, but profit percentage is more when compared with the investment. It is advised that IT look for an economic and reliable ways to implement its strategies. Implementation of new technologies must be cross checked for the implications it can produce from the market as well from customers. Reviewing the outcomes and feedback from previous projects and developing new strategies and implementing them in an effective way will put the organization on the track of business progress. Architecture and Governance Magazine. Gilbert, Waal, Benny de, Smit, Jakobus: More essays like this:

Chapter 3 : Delivering Business Value with IT at Hefty Hardware

Find value of "customer experience" as a group consensus Avanade - consulting company that helps companies improve communications internally and externally to improve strategy Goodyear - put most talented employees across departments in a project-leading team.

Major HBR cases concerns on a whole industry, a whole organization or some part of organization; profitable or non-profitable organizations. To make a detailed case analysis, student should follow these steps: Case study method guide is provided to students which determine the aspects of problem needed to be considered while analyzing a case study. It is very important to have a thorough reading and understanding of guidelines provided. However, poor guide reading will lead to misunderstanding of case and failure of analyses. It is recommended to read guidelines before and after reading the case to understand what is asked and how the questions are to be answered. Therefore, in-depth understanding f case guidelines is very important. To have a complete understanding of the case, one should focus on case reading. It is said that case should be read two times. Initially, fast reading without taking notes and underlines should be done. Initial reading is to get a rough idea of what information is provided for the analyses. Then, a very careful reading should be done at second time reading of the case. This time, highlighting the important point and mark the necessary information provided in the case. In addition, the quantitative data in case, and its relations with other quantitative or qualitative variables should be given more importance. Also, manipulating different data and combining with other information available will give a new insight. However, all of the information provided is not reliable and relevant. When having a fast reading, following points should be noted: Nature of organization Nature if industry in which organization operates. External environment that is effecting organization Problems being faced by management Identification of communication strategies. Any relevant strategy that can be added. Control and out-of-control situations. When reading the case for second time, following points should be considered: Decisions needed to be made and the responsible Person to make decision. Objectives of the organization and key players in this case. The compatibility of objectives. Sources and constraints of organization from meeting its objectives. After reading the case and guidelines thoroughly, reader should go forward and start the analyses of the case. To make an appropriate case analyses, firstly, reader should mark the important problems that are happening in the organization. There may be multiple problems that can be faced by any organization. Secondly, after identifying problems in the company, identify the most concerned and important problem that needed to be focused. Firstly, the introduction is written. After having a clear idea of what is defined in the case, we deliver it to the reader. It is better to start the introduction from any historical or social context. However, introduction should not be longer than lines in a paragraph. As the most important objective is to convey the most important message for to the reader. After introduction, problem statement is defined. However, the problem should be concisely define in no more than a paragraph. After defining the problems and constraints, analysis of the case study is begin. SWOT analysis helps the business to identify its strengths and weaknesses, as well as understanding of opportunity that can be availed and the threat that the company is facing. In addition, it also identifies the weaknesses of the organization that will help to be eliminated and manage the threats that would catch the attention of the management. This strategy helps the company to make any strategy that would differentiate the company from competitors, so that the organization can compete successfully in the industry. The strengths and weaknesses are obtained from internal organization. Whereas, the opportunities and threats are generally related from external environment of organization. Moreover, it is also called Internal-External Analysis. In the strengths, management should identify the following points exists in the organization: Advantages of the organization Activities of the company better than competitors. Unique resources and low cost resources company have. Unique selling proposition of the company. Improvement that could be done. Activities that can be determined as your weakness in the market. Factors that can reduce the sales. Good opportunities that can be spotted.

Interesting trends of industry. Following points can be identified as a threat to company: Product and services quality standards Threat from changing technologies Weakness that threaten the business. Following points should be considered when applying SWOT to the analysis: Precise and verifiable phrases should be sued. Prioritize the points under each head, so that management can identify which step has to be taken first. Apply the analyses at proposed level. Clear yourself first that on what basis you have to apply SWOT matrix. Make sure that points identified should carry itself with strategy formulation process. Pest analyses is a widely used tool to analyze the Political, Economic, Socio-cultural, Technological, Environmental and legal situations which can provide great and new opportunities to the company as well as these factors can also threat the company, to be dangerous in future. Pest analysis is very important and informative. It is used for the purpose of identifying business opportunities and advance threat warning. Moreover, it also helps to the extent to which change is useful for the company and also guide the direction for the change. In addition, it also helps to avoid activities and actions that will be harmful for the company in future, including projects and strategies. To analyze the business objective and its opportunities and threats, following steps should be followed: Brainstorm and assumption the changes that should be made to organization. Answer the necessary questions that are related to specific needs of organization Analyze the opportunities that would be happen due to the change. Analyze the threats and issues that would be caused due to change. Perform cost benefit analyses and take the appropriate action. Next political elections and changes that will happen in the country due to these elections Strong and powerful political person, his point of view on business policies and their effect on the organization. Strength of property rights and law rules. And its ratio with corruption and organized crimes. Changes in these situation and its effects. Change in Legislation and taxation effects on the company Trend of regulations and deregulations. Effects of change in business regulations Timescale of legislative change. Position and current economy trend i. Exchange rates fluctuations and its relation with company. Fluctuation in unemployment rate and its effect on hiring of skilled employees Access to credit and loans. Change in population growth rate and age factors, and its impacts on organization. Effect on organization due to Change in attitudes and generational shifts. Standards of health, education and social mobility levels. Its changes and effects on company. Employment patterns, job market trend and attitude towards work according to different age groups. Religious believers and life styles and its effects on organization Other socio culture factors and its impacts. This will help the manager to take the decision and drawing conclusion about the forces that would create a big impact on company and its resources. In this model, five forces have been identified which play an important part in shaping the market and industry. These forces are used to measure competition intensity and profitability of an industry and market. These five forces includes three forces from horizontal competition and two forces from vertical competition. The five forces are discussed below: However, the new entrants will eventually cause decrease in overall industry profits. Therefore, it is necessary to block the new entrants in the industry. Barriers to entry that includes copy rights and patents.

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Delivering Business Value with IT at Hefty Hardware Essay Sample. Write a short paper answering the mini-case questions on page 63 of the textbook.

Get Full Essay Get access to this section to get all help you need with your essay and educational issues. Overall, how effective is the partnership between IT and the business at Hefty Hardware? Identify the shortcomings of both IT and the business. At Hefty Hardware the partnership is very active and operative indeed. The safekeeping of the confidential data and developed many more new business approaches too. According to the modifications in the budget, trends and techniques, the IT services have been always adjustable with the Business customs. IT played a massive role in that process. In UK, the IT is the heart of the most innovative trade stores. There are many examples where IT and business meets and makes wonders such as self-checkout, Informational menu and computers with multichannel to guide what is in sale, price and many options, all the information are just one click away and all things at your fingertips. Sometimes shortcomings are depended on employees. In addition to, because of reconstruction of the company many higher level employees left the job and changed the positions. They also gave the idea of the mobile apps for the information of coupons, sale, timing and events. For pairing up IT and business equally, architecture model is essential to advance the system. There are many limitations in coupling of business and IT. They are expedient expertise and gratification level. Also maintenance of the customer database such as sporting, clothing, hardware, goods and credits is also vivacious to upkeep. Thus, all are unrealistic and realistic problems but they need to follow aggressively the strategy. Create a plan for how IT and the business can work collaboratively to deliver the savvy store program successfully. To accomplish the savvy store program magnificently, technical ups and down, groundwork, bandwidth, and structural design should be upheld excellently. The core groundwork should be flawless because it is vital for business. The IT people should comprehend the rudimentary business meanings like how data warehouse maneuvers and how to deliver IT in business. They spent months at the administrative committee meetings and working for this new strategy to execute. They intended to use multimedia and information to advance the customer fulfillment in range to make it reliable in respectively of their stores. Sometimes business will not implement accurately due to some situations such as plentiful outlooks, improvements, workarounds, and setting idealistic goals. Thus, in order to make a future picture of business, IT and business should put effort together at all heights. First and foremost, make the perfect scheduling with the economical succession. Then work with technological applications and infrastructure. Jenny and Farzad were so much in to the project and going through the problems of the project. They discussed with the junior level employees and all level employee, they thought that it is because of the politics have been involved in the situation. Because of that she came on conclusion point that some new people should be hired and new technologies should be introduced in the company. For value to the customer marketing strategies, quality maintenance and upkeep, and productivity is also necessary. To provide the greater satisfaction to the customer excess sell, merchandise buys and web presence is must. Information technology in the business has become marketing tool and that can direct marketers to the customers straight. With the use of online database, software, human resources, trends and techniques of IT business can grow longer with no limitations. To sum up, thought provoking resolutions, assessment the present system at all levels; analyze the budget, liabilities, taking care of any type of responsibilities, different notions and approaches in to the business and how to come out from problematic situations can lead to the achievement of savvy store program successfully. James D Mckeen, May James D Mckeen, IT strategy issues and practices. More essays like this:

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Chapter 6 : Case #1: Delivering Business Value With IT At Hefty Hardware by Becca Kopcie on Prezi

Delivering Business Value with IT at Hefty Hardware Essay Sample. Delivering Business Value with IT at Hefty Hardware Introduction The vice president Cheryl O'Shea of Hefty's new store launch named savvy expressed her view about IT who is failing to deliver projects on time and need to be outsourced to complete the project on time.