

Assignment 1 Individual Initial Case Study Analysis

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I. Introduction:

The report is the result of research for the case study “Mini Case: Delivering Business Value with IT at Hefty Hardware”. In the case study there is a conflict between IT department and business department in Hefty, a hardware product supply company which is going to start a new program. Which leads to many problems that make the company can’t work well with the demand of the business. In this report we need to evaluate the effective of the two department at Hefty Hardware,

find out the shortcoming of each department as well as create a plan so that these two can work collaboratively.

II. The issue at Hefty:

There are some issues at Hefty between IT department and business apartment that can be found in the case study that might affect the work in the company. Some shortcomings are found in both IT and business teams.

1. Evaluate the effective between IT and Business

The collaborative between IT and business at Hefty Hardware are not effective. We can see right in some sentences of the case “IT is a headache, as they say. Cheryl O'Shea, vice president of retail marketing, yelled.”, "I'd even concur with you that they do a respectable job of maintaining the functionality of our systems and avoiding viruses and other things. But, I am unable to comprehend how they are helping to carry out our company plan."

2. The shortcoming of IT:

2.1 Internal problems

Lack of knowledge about business “Glen Vogel, the COO, said that "IT employees don't even grasp some of our basic business activities."”

CIO turnover every two years “The unfortunate reality was that Hefty's CIOs appeared to change positions every two years or so. That was nearly expected.”

2.2 Lack of competence

Lack of Expertise “Any kind of technology takes so long to make it to the field, and if it cannot function as intended, they just smile and tell us to put it on the list for a later release! Are we truly getting our money's worth from the millions we invest in IT?”

Lack of execution “But, I struggle to see how they are helping to carry out our corporate plan.”

3. The shortcoming of Business:

3.1 Ineffective in communication

Lack of communication “He never considered IT outside of how it affects him and his community. He considered most of his communication with the office to be incomprehensible, like his other coworkers, with Jenny being an exception, therefore he passed it off to his subordinates until it was necessary.”

Lack of ability to translate business goal to IT “If the company could get its act together and decide what it wants from IT, it would make our jobs in IT a lot

simpler.”, “These IT experts are so clever, yet they never seem to be able to match their expertise with what the company believes it needs.”

3.2 Lack of knowledge how IT work

“We never truly discussed how the technology may be utilized for advertising and whether it was a solid business proposition since they had the business folks so perplexed.”, “Because we already had perfectly fine cash registers and in-store kiosks, they didn't see why customers might be interested in employing mobile in our stores and wouldn't support the project.”

3.3 Don't have the same idea after final agreement.

“She recalled the recent CIM initiative to create a unified customer database across all of Hefty's businesses, including hardware, apparel, sports goods, and credit. The client divisions' quarrels delayed the project (and its expenses) despite its seeming simplicity and high return on investment.”

III. The plan for collaboration between IT and Business

There are lots of problems needed to be solve, we must go with the most important first.

1. Fix the communication.

Communication is some sort of thing that play an essential role went come up with a team, since this is the issues that come from both IT and Business.

1.1 Solve the past conflict.

Our final target is to deliver a Savvy Store program effectively but the conflict between IT and Business already in the past is about UX and security, so we need to hold a meeting with full staff from two side, to talk and come up with a balance point that suit both sides best. The aim of this activity is help them have a brief knowledge about their colleague job and find a balance point that can make both happy.

1.2 Make sure to have same agreement.

This happened once in the past that because of the lack of communication “She recalled the recent CIM initiative to create a unified customer database across all of Hefty's businesses, including hardware, apparel, sports goods, and credit. The client divisions' quarrels delayed the project (and its expenses) despite its seeming simplicity and high return on investment.” So, it better to have a meeting where people can have their opinion about what they expect and what can they do for the project.

1.3 Adjust a talking style and habits.

Because there is still knowledge gap between both sides, so whenever have a topic member of each side should use basic term only, so that both will be able to understand easier. Can say that mentioned in the case study, by using lots of professional term might make our co-worker feel lost and hard to follow with.

1.4 Change the use of communicate technology.

Can see that employee in two department using email to communicate, we can change that to use another application like telegram, messenger or an internal app for a faster communicate.

2. Fix the governance.

Since the leadership is also important. The leader job should be a long-lasting position at least during a whole project, so that he or she can keep track in what is going on and who is good at what.

2.1 Solve the CIO turnover.

IT department should solve the CIO turnover so that each CIO can have time to understand their employee and make a long-term plan. If possible, we should have a CIO that can follow the team at least 5 years or until the project completed before making any change in CIO position.

2.2 Add another position.

There are still some ways can do so that can make the cooperation better. A new group of two to three people that have an average knowledge in both IT and business can join to the project to be at the bridge between two side, by that the work can be smoother while two department can understand each other more.

3. Set the group goal.

It is necessary that all the employees must have the same target, by having a big, final target to follow they can make sure the work to follow that target but not disrupted by any other stuff.

4. Set the limit.

Because this is the collab for deliver the Savvy Store program, so it must be fast and strict in both time and budget. We need time for IT to update their infrastructure and for Business to learn and adapt new things as well.

4.1 Set time limit.

Since we need to deliver the program fast so we need to set deadline for each part of the project, it better should have a roadmap to follow and check every week. One chart that is recommended is Gantt chart, which can be used to show the activities displayed against a current time.

4.2 Set budget limit.

The project is huge and will take lots of effort to work, so that we need a clear and well calculated range of budget so that we can keep track on and try not to overbudget.

IV. The IT Strategy for Business Value

The strategy is focus on solve the problems that make the collaboration between two department become harder mainly the communication that is the shortcoming from both sides, by fixing the communication, governance, set some limit about time, budget and group target we can make sure that the cooperation can bring back excellent value for the company as well as deliver the Savvy Store program on time.

V. Conclusion

This is the final summary for the report about the case study “Mini Case: Delivering Business Value with IT at Hefty Hardware”, we have been figured out the effective between IT and Business, find some shortcoming of both side and do a plan for the collaboration between them to deliver the Savvy Store project.