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PART A

Target in Canada was one of the largest stores, it had over 133 stores opened across Canada, it had the potential to be one of the greatest stores in the whole of North America but they moved faster than their shadows. As a new business entering into a new market, few stores should have opened up and should have been monitored closely to check strengths and weaknesses. Target Canada opened up so many large stores at the same time and it was the first major mistake the organization made in Canada. As the company announced it is shutting down its 133 Canadian stores just two years after its much-anticipated launch which affected about 17,000 employees. "Opening so many stores at once killed the opportunity for figuring out what worked and what didn't," said Joe Jackman, the chief executive of Jackman Reinvents, a Toronto customer experience consultancy.

Normally shops will have a maximum control over all the operation in their stores most especially their information systems. Marc Wulfraat said the majority of Target's issues had to do with a disconnection between the information in the computer system and the information that was on the product. Usually large firms have systems that assist ordering instead of a stock keeper placing the orders manually. With the use of these systems the store shelves are always replenished as the item reaches its minimum number. This is where the value chain should have come in. The process looks like this - supplier - firm - distribution - customers. It just involves moving the product from the supplier to the customer efficiently. The barcodes that were on the product did not often match with what the computer system had which created shortages and empty shelves.

The firm wasn't able to set up an effective supply chain. Supply chain management helps increase employees' productivity because it manages business time and expenses by collaborating with suppliers. Through an efficient supply chain management information

would be acted on as quickly as possible, which would have saved Target Canada a lot because they would have had full shelves instead of empty shelves because the records would have been accurate.

The opening of over 130 stores in just one year did not give the firm enough time and space to make mistakes as well as correct them and learn. The fact that Target was a well-known retailer in the U.S. gave it so much familiarity in Canada, however target was not able to set up strong supply chains which left customers dissatisfied. We were not as sharp on pricing as we should have been, which led to pricing perception issues,” [Mr. Cornell] “As a result, we delivered an experience that didn’t meet our guests’ expectations, or our own.” Canadians were also disappointed that some product lines available at Target’s U.S. stores were not being sold in Canada. A new firm entering a new market should have strategies to be able to attract customers from their already loyal brands to them. Promotions, discounts, gifts etc. are strategies Target Canada should have used to attract and keep customers loyal to them. Competing price is important because high price would discourage customers, which is not what a new firm wants. Fluctuation of exchange rates between the American and Canadian dollar led to an increased price in Target Canada stores when it is compared to the stores in the U.S., but customers did not realize that and so preferred to shop elsewhere because they felt the prices were unnecessarily high. [Kelsey Lindsey]

Target Canada didn’t have a website where customers could go and shop and this was another major reason for their liquidation. Canadians like shopping online or wherever they can pre shop and possibly go and pick up the item or have it delivered. A geographical information system (GIS) could have been used, however Target Canada failed to do that. U.S. stores have used the online shopping to keep customers loyal due to the simple accessibility. A GIS would be able to offer information associated with locations. This system could help with deliveries, which would attract customers because they want to be able to order for items and receive them if they do not have the chance to go to the store. [Chris Sorenson. Why target missed its mark so badly]. What appears certain is that

target will not be looking to expand outside of the U.S. again anytime soon. "We're just incredibly focused on our U.S. operations; we're seeing renewed momentum in the U.S., so that's really where our focus is on," said Snyder. If again they will be another attempt to open target in Canada I am very sure they will take these and more precaution but I suppose it wouldn't be anytime soon.

PART B

1. The ERP (Enterprise Resource Planning) is a system, or rather a software application that is based on the business aspect of an organization that provides a view of business categories which can be used to collect, manipulate, organize and data in such a way that it will be useful to provide useful information that would be used to execute business plans and make decisions that would profit the organization.

The ERP is basically a business integrated software so it provides benefits like;

- Providing necessary information to the executive to make strategic decisions and execute business plans easily.
 - Provides financial information like for example so an organization can know its strengths and weakness, know some areas where they are not performing well so the organization would add more effort and make it very effective.
 - In the customer aspect the ERP provides information like customer profiles, knowing which customers to give a discount to just like a gift card type of thing. Helps in knowing the customers likes and dislike so the organization know the type of services to provide.
2. The importance of even the smallest functioning ERP is very significant in an organization. The ERP functions in various areas such as helping to improve customer relationship in the sense that it keeps records on all customers and the use this medium to find out what the customers like more so they supply more of that. They are other functioning area such as supply chain management, it helps for demand of services.

3. The implementation of the ERP will affect altitudes growth in the sense that they would be more efficient due to the ERP software that would affect areas like the human resources (HR) which it helps employees gain maximum potential of their area of work. So if most or all the employees are specialized in their various areas they would be clear division of labor and work and the organization would grow fast.
4. The ERP systems would make Altitude to be more efficient and effective in all areas. For us to know the rate of effectiveness and efficiency we have to define them both. Efficiency refers to doing things in the right manner. While, effectiveness refers to doing the right things. Now that we have gotten that part out of the way, we now discuss how they will be effective. So Altitude would be efficient in the sense that the ERP would make things to be organized and done in the right manner like when the computer engineer programs the software would program it in such a way that the works would be repetitive way. Moreover it saves the time of the employees.
5. Some fall backs that Altitude might experience will be the ERP not being able to obtain all the information. Like human knowledge for example the ERP would not be able to be inputted in to the software. And they would be more of artificial intelligence. The software would work on the information it has and cannot get all the information.
6. In using the porter's chain value we need to Identify our sub activities for each primary activity and our sub activities are;
 - Executive management support
 - Financial management
 - Human resources
 - Supply chain management system
 - Project management

So basically the part of altitude that will be supported by the ERP are the supply chain management system and the supplier relationship management.