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**1. Competitive Advantage in organisations can be achieved/realised in three dimensions; strategic, tactical and operational dimensions. With examples, explain how IS can help achieve these three.**

Organizations can gain competitive advantage by focusing on strategic, tactical, and operational dimensions.

1. Strategic Dimension-Strategically, IS enables firms to establish a long-term competitive advantage through innovation, competitiveness, and innovation. Example: Amazon's AI-powered Recommendation System: Amazon employs AI and big data analytics to personalize customer suggestions, hence increasing maintaining clients and revenue.

2. Tactical Dimension-At the tactical level, IS facilitates mid-term decision-making and resource allocation, making sure strategic objectives are met efficiently.  
Examples include enterprise resource planning (ERP) systems like SAP and Oracle. ERP systems combine corporate operations such as finance, human resources, and procurement, enabling managers to make data-driven choices.

3. Operational Dimension- IS improves efficiency and productivity at the operational level. For instance, airlines like Delta and Emirates use self-service check-in kiosks and mobile apps to improve customer experience and reduce wait times.

**2. The Value Chain framework of Michael Porter is a model that helps to analyse specific activities through which firms can create value and competitive advantage. The goal of Primary Value Chain activities is to create value that exceeds the cost of providing the product or service, thus generating a profit margin. Explain the components of the primary level of this framework**

Inbound logistics -involves managing raw materials, ingredients, and supplies needed for production. It comprises receiving, storing, and disseminating inputs efficiently, for example. Amazon employs automated warehouses and smart inventory management systems to store and distribute products efficiently.  
Operations -are the translation of inputs into completed goods or services through manufacturing, assembly, or other production processes. Coca-Cola, for example, uses automated bottling processes to increase efficiency while maintaining the same product quality.  
Outbound logistics- involves delivering finished items to clients using distribution networks, warehouses, and transportation. For example, FedEx and UPS invest extensively on route optimization software and tracking systems to improve on-time deliveries.

Marketing & Sales-This activity aims to promote the product, create demand, and facilitate payments through sales activities. Nike, for example, promotes its brand through celebrity endorsements, internet marketing, and experiential initiatives.  
Service  
Post-sale support includes customer assistance, repairs, warranties, and training, all of which contribute to customer satisfaction and loyalty. Amazon Customer Service AI: Uses chatbots and AI-powered support to efficiently resolve customer issues.

**3. Explain the emerging fourth-era of information systems – the IS capability and illustrate how this links to the organisational performance**

The fourth era of information systems (IS), called as the IS Capability Era, focuses on using advanced technologies such as artificial intelligence (AI), big data, cloud computing, and automation to drive strategic decision-making and competitive advantages. Unlike previous eras which prioritized IT infrastructure, this period focuses on agility, intelligence, and cybersecurity to improve organizational performance. Companies such as Amazon, Netflix, and Tesla leverage IS skills to boost productivity, customer experience, and innovation, resulting in increased profitability and dominance in the market. Organizations that effectively integrate IS capabilities obtain higher adaptability, automation, and resilience, putting them on track for long-term success in the digital economy.