**Inventory Management System**

**Business Case**

**Project Preparation 304**

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# Business Assessment

## 1.1 Executive Summary

The Möbius Foundation presents its business case for European Kitchen and Entertainment and has concluded its essential business need is a customized inventory management system. This document will entail the problems assessed, the business opportunity, the cost-benefit analysis, the recommendation and solutions for European Kitchen and Entertainment business.

The objective of the Möbius Foundation is to ensure that European Kitchen and Entertainment remains competitive and successful for the foreseeable future. In addition, the goal of this document is to highlight the critical investment for the Möbius Foundation business case in the creation of a customized inventory management system. Investing in the Möbius Foundation customized inventory management system will ensure that European Kitchen and Entertainment’s business structure revamp for efficiency and success. Issues found in the investigation are highlighted in this document is what elicits the importance of European Kitchen and Entertainment investment to the Möbius Foundation business case.

Articulated in this document are the root cause of the business’s problems, and how information technology may solve its issue. Illuminated within this document are other components that are of the value to the proposed business case, as well as the identified stakeholders, risks, and critical success factors for the project.

Alternative solutions for European Kitchen and Entertainment were calculated and prepared for comparison. Based on this calculation, European Kitchen and Entertainment will conclude that the product creation done by the Möbius Foundation will be the most beneficial to this company. The alternative solutions have specific features for their products that are of no use to the company, or the features required will become an extra cost for the company, and almost all are redundant to the operation of the business.

## 1.2 Business Background

European Kitchen and Entertainment is an established retail bakeshop that produces oven-baked goods such as bread, cookies, cakes, pastries, and pies and sells them to customers. Additionally, it also serves as a café for customers, which serves and sells various types of imported coffee and tea from around the world. The other services they provide include catering. The owner is trying to setup and expand their businesses into wholesale bakery, along with entertainment.

## 1.3 Business Situation Analysis

There are three employees including the owner who work for the European Kitchen and Entertainment. The owner does her own accounting, and documentation. This process is all done manually, and through paperwork. The documents that the owner maintains are the following points:

1. Timesheet of employees work hours
2. Receipts and sales of catering orders
3. Inventory tracking including stock check to determine whether perishable products are expired
4. Product purchases from wholesale producers
5. Operational costs
6. Tracking of inventory needs

Other jobs performed by the owner include taking over the cashier, or the baker. It may include cleaning, and additional paperwork due to certain circumstances.

The cashier’s job in this business structure include processing customer orders through TD terminal, serving and processing customer orders, receiving payments from customers. Other notable job task that the cashier perform is taking bulk orders or catering orders and writing them down in a notebook for sales documentation.

The final employee is the baker, his job task includes the following; bakes product, tracks inventory uses in order to bake the products, manually tracks products for expiration and freshness, performs stock rotation, verbally notifies the owner of any stock deficiencies they may have.

|  |  |
| --- | --- |
| **Description** | **Total Hours Per Week** |
| Owner manual business documentation | 29 - 33 hours(may vary depending on the consistency of business throughout the week) |
| Server manual business documentation | 8 - 10 hours (may vary depending on the consistency of business throughout the week) |
| Baker manual business documentation | 6 – 8 hours (may vary depending on the consistency of business throughout the week) |

Table 1 - Hours Employee Spend Manual Documentation

## 1.4 Business Problem Examination and Root Causes of the Problem

After examining the business structure and process, the Möbius Foundation has found various deficiencies regarding the business process. Problems found in the business process include the following elements:

1. disorganized storage, handling, and indecipherable documentation.
2. documentation of timesheets is illegible.
3. receipts, and point of sales bakery and catering order are handled through paper documentation, which are all disorganized, and improper documentation of the sales
4. lack of online presence, which the owner has expressed their desire to expand into.
5. inventory tracking of perishable products, and purchases of inventory is disorganization and relies heavily on manual, paper documentation.
6. all monetary sales are done by paper, and documentation maybe inaccurate
7. Verbally informing the owner of low inventory products needed for ordering

European Kitchen and Entertainment business process leaves most of the work done through manual documentation leading to potential errors or inviting illicit activities by the employees. The manual documentation also invites security threats such as theft, fire, acts of god (natural causes), and various other man-made event such as riots, looting, car driving and crashing into the store. Inaccurate documentation of inventory, and sales will lead this company to decrease its annual profits.

Upon broader analysis of this business structure this may lead this company to bankruptcy. Due to improper documentation, lawsuits by the employee may arise because of errors introduced during timesheet calculation and filing. Other risks identified also include soaring operational cost due to inadequate tracking of perishable products. Dissatisfied customers may also contribute to the failure of this company, which is caused primarily by incorrect documentation of sales purchase, and inventory required. The other issue at hand is the fact that the owner also wants to expand their business online and as a wholesale bakery shop and is virtually non-existent.

The root caused of the issues outline by the team stems from the fact that the owner and employee are computer illiterate. The Möbius Foundations primary objective is to ensure that the owner is given a solution to the problems outline in the above statement. Furthermore, the product that the Möbius Foundation has presented will resolve any issues and satisfy the owner in utilizing the tool and ensure the software/system is completely user-friendly.

# 2.0 Business Opportunities Analysis

## 2.1 Business Opportunity

In order to allow European Kitchen and Entertainment to flourish the following business criteria must be met:

1. Cost Reduction
2. Increased Efficiency
3. Scalability and flexibility
4. Advertisement other than word of mouth
5. Security

It is upon these criteria that resolves the issues that plagues the client company and allows the opportunity for their business to expand. Moreover, this creates not only a business opportunity for the client, European Kitchen and Entertainment, but an opportunity for our foundation to present our capabilities and expertise. The customizable inventory management system will resolve all the client’s dilemma and allow them to meet all the business criteria in order to grow.

## 2.2 Stakeholders Analysis

|  |  |
| --- | --- |
| **Stakeholders** | **Parties Involved** |
| Client | European Kitchen and Entertainment Business   * Owner * Employees: * Baker * Cashier/Server |
| Business Executives (Instructors) | * Andrew Campbell * Jason Fisher * Steven Shirley |
| Project Managers and Implementation Consultants | * Alina Larcencova * Daniel Tcherepanov * Mark Tan * Sean Dow |
| Customers (External) | * Clients and customers who purchase products from the European Kitchen and Entertainment |

Table 2 - Stakeholder Analysis

# 3.0 GAP Analysis

## 3.1 **GAP Investigation**

The gap currently resides mainly around the inability to connect to a wider market base from a lack of a web presence and the limitations presented from manual documentation and order handling. Without a dominant web presence there is an inability to draw from a greater market, and potentially losing business to better represented competition in the area. There currently is also a large gap in the amount of time and labour involved in manually handling every order. An ability to automate even a portion of the initial exchange when placing an order will free up time and energy that can be redirected at expansion or refining of the current product.

## 3.2 **Analysis of Business Process**

### 3.2.1 Existing Process

Manual customer interaction and documentation entry is the current method of handling customer requests and expanding market presence. Expansion and operation are limited to the time available of the client to interact. Documentation and customer records are stored in a traditional system, labour and time intensive to manage. Lack of web presence also hinders client ability to expand and interact with a greater market.

### 3.2.2 Desired Process

Desired outcome would be the automation of a large portion of the customer interaction through a front end webspace. Although their will be people who prefer direct interaction and the need for follow-up with the customers clients the goal would be to automate a large amount of the process and free valuable manhours. Another primary goal would be digitization of records and products, allowing for easier referencing of clientele and simplified inventory management.

## 3.3 Constraints

Constraints in the implementation of the new system largely center around the lack of technical experience of the client, and potentially the end users. The system must be user friendly and easily accessible both for the end users and the client itself. Another limitation will be the time involved in digitizing previous orders and information. If too much time is spent, then the wasted man-power could be weighed against the practicality of having the system implemented but recent data should be entered to provide a referenceable order history and customer database day one. The overhead of the project must be kept in mind as well, as most small retail establishments cannot justify a large increase in monthly operating costs for quality of life improvements.

## 3.3 Risk Assessment

The risks involved with adopting the system are like the ones faced with any business adapting to a new system. The team must be mindful of keeping the system affordable, if the cost becomes too high then a small retailer will be unable to implement it. The primary risk will rely on the willingness of the customer to adopt and learn the new system, as well as the end user’s ability to interact with it. Another risk ever present will be downtime from unpredictable system failure on implementation. If the system is made unexpectedly unavailable from system failure or outside interference, then the legitimacy and marketability of the project will be put into question. Additional risks may be introduced as the owners, and employees may fail in getting accustomed to the new software/system. Furthermore, cyber security threats are present, and included in the risk assessment. In order to avoid additional risks, education and training will be assessed and initiated. The key will be making sure that the system will be beneficial enough to outweigh the risks.

## 3.4 Critical Success Factors

Success will be achieved if the client becomes familiar and fluent in the system, allowing for much greater ability to reference orders, customer information, product management, and communicate with consumers more efficiently. The second pillar that will decide on the success of the system will be user uptake, if it is adopted and if it contributes to making the end user experience easier and more enjoyable. The third and final pillar that will decide on the success of the system will the efficiency achieved due to the optimization of the business process. If all conditions are met, then the project will be considered a success.

# 4.0 Strategic Alignment and Cost-Benefit Analysis

## 4.1 Examination of Operational and Business Impact to the Stakeholders

The following describes how the operational impact to the stakeholders.

|  |  |  |
| --- | --- | --- |
| **Stakeholders** | **Operational Impact** | |
| **Client:** European Kitchen and Entertainment | The owner, and employees of the business may be impacted as consultants may come in to install various new hardware’s in the premises, in order to prepare the new customizable inventory management system. Other operational impact include the training of the owner and employees, and time for client stakeholders to get accustomed to the new software/system. | |
| **Business Executives (Instructors):** Andrew Campbell, Jason Fisher, Steven Shirley | The only operational impact will be the time spent reporting the progress of the project and product, and the milestones completed. | |
| **Project Managers and Implementation Consultants** [1]**:** Alina Larcencova, Daniel Tcherepanov, Mark Tan, Sean Dow | As other projects are worked, the operational impact may include overtime hours, extra time on research, and additional consultation from external sources. | |
| **Customers (External)** | The operational impact to the customers, include reduce quality of services, as owners and employees get accustomed to the new software/system. | |
|  | |  |

|  |  |
| --- | --- |
| **Stakeholders** | **Business Impact** |
| **Client:** European Kitchen and Entertainment | Once the project has been completed, and delivered, the business owner will be able to grow their business. This is largely thanks to the optimization of their business operation, and framework. The issues stated on section 1.4 of the document. |
| **Business Executives (Instructors):** Andrew Campbell, Jason Fisher, Steven Shirley | The business executives of the Möbius Foundation will be able to benefit from the product that the project managers, and consultants will make through the successful completion of the project/product. Since the objective of the Möbius Foundation is to consult and satisfy other business needs, the successful completion of the project will indicate that other customers may procure our services. |
| **Project Managers and Implementation Consultants** [1]**:** Alina Larcencova, Daniel Tcherepanov, Mark Tan, Sean Dow | Successful competition of the product could bring other customers to obtaining our services, and this client may also want to attain our services in the future. |
| **Customers (External)** | As efficiencies are introduced in the European Kitchen and Entertainment, the quality of product may increase, and errors pertaining to the documentation of sales are reduced. |

## 4.3 Solutions and Cost Benefit Analysis

### 4.3.1 Solutions Part One Solution Analysis

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **The Möbius Foundation**  **Customized Inventory Management System** | **Oracle NetSuite Inventory Management System** [1] | **QuickBooks Desktop Enterprise** [2] | **inFlow Inventory** [3] |
| **Description** | | A customizable inventory management system software that is price competitive. It can meet client’s business needs and solve any deficiencies in the business process. | A business/inventory management software offered by Oracle and are advertise to small/medium businesses. Extra features are vaguely stated, and consultation must be completed to be informed about the features | Intuit QuickBooks Desktop Enterprise provides various features to owners that also operate as an accounting software. | inFlow inventory management system is a software that manages the tracking of various products within the company. |
| **Key Features** | | * Inventory tracking * Website for clients and purchases * Wholesale producer order, and purchase documentation * Alerts of expiration of perishable products * Enhanced Security * Sales tracking * Employee timesheet tracking * Barcode scanning * Any other features the client may want, or sponsors | Hardware cost, [37] license cost, implementation cost, training cost, and extra features are hidden and not advertised unless consultation is done by the company. [4] | * Invoicing * Business operation graph generation * Employee time tracking * Profit management tracking * Remote hosting for extra ($) [5] * Additional user license for extra ($) [5] | * Product customer and vendors * Sales * Tracking of products, from sales, expiration, or restock * Business report * Customer management * Profit tracking * E-commerce product tracking * Barcode tracking [3] |

Table 3- Product Solution Description and Key Features

### 4.3.2 The Möbius Foundation Project Solution Part Two Cost Benefit Analysis

The various table calculation is in regard to the hardware cost, the days work by the Möbius Foundation for the project implementation, and the total cost of for the implementation and creation of the software, and the combined total cost.

#### 4.3.2.1 Hardware Cost Analysis of the Möbius Foundation Project

|  |  |  |  |
| --- | --- | --- | --- |
| **Hardware** | **QTY** | **Price EA (CAD)** | **Total Price (GST included) (CAD)** |
| HP ProLiant 385 G7 [7] | 1 | $ 2625.93 | $ 2757.23 |
| Raspberry Pi [8] | 2 | $ 59.95 | $ 125.90 |
| Computer Monitor [9] | 2 | $ 139.95 | $ 293.90 |
| Keyboard [9] | 2 | $ 14.99 | $ 31.48 |
| Mouse [9] | 2 | $ 9.09 | $ 19.09 |
| Switch [10] | 1 | $ 29.99 | $ 31.49 |
| Ethernet Cable Cat-6 [11] | 4 | $ 11.87 | $ 49.85 |
| Webcam [12] | 1 | $ 16.99 | $ 17.84 |
| Barcode Scanner [13] | 1 | $ 23.80 | $ 24.99 |
| **Total** | 14 |  | **$ 3351.77** |

Table 4- The Möbius Foundation Product Hardware Total Cost

#### 4.3.2.2 Employee Cost Analysis of the Möbius Foundation Project

|  |  |  |
| --- | --- | --- |
| **Holiday** [14] | **Number of Days** |  |
| February 17 | Family Day | 1 |
| February 18 – 21 | Reading Week | 4 |
| April 10 | Good Friday | 1 | **Work Week** | Monday to Friday |
| April 13 | Easter Monday | 1 | **Total days of work in a month** | 22 days |
| **Total holidays:** | **7** | **Winter work day excluding holidays** | 58 days |

Table 5- Winter Holiday and Work Days Calculated

|  |  |  |
| --- | --- | --- |
| **Employee** [15] | **Total Days Expected in Competition of this Project** | **Total Expected Project Salary Cost** |
| Alina Larcencova | 58 days | $ 1392.00 |
| Daniel Tcherepanov | 58 days | $ 1392.00 |
| Mark Tan | 58 days | $ 1392.00 |
| Sean Dow | 58 days | $ 1392.00 |
| **Total** |  | **$ 5568.00** |

Table 6 - Total Project Consultation and Implementation

|  |  |
| --- | --- |
| **The Möbius Foundation Estimated Project Cost of the Customizable Inventory Management System** | |
| The Möbius Foundation Estimated Hardware Cost: | $ 3351.77 |
| The Möbius Foundation Estimated Employee Cost: | $ 5568.00 |
| **Total:** | **$ 8919.77** |

Table 7- Total Product Cost Including Implementation and Future Support

### 4.3.3 Alternative Solutions Part Three –

### Solutions Cost Benefit Analysis

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Software** | **Initial Monthly Price** | | | | | | |
| **The Möbius Foundation Customizable Inventory Management System** | Total Estimated Price: $8919.77 | No Monthly Subscription Fee | | | | | | |
| **Oracle NetSuite** [16] | Base price per month: $999 USD (Cost may vary, this is a baseline price. All the prices were not mentioned as Oracle NetSuite wants consultation performed first and will hand the final cost after they assessed the business needs, and additional modules/features that will cost extra. [16] | | | | | | |
| Price per additional user: $99 USD [17] | | | | | | |
| Additional cost includes: licensing, hardware, training, features, and implementation. [18] | | | | | | |
| **QuickBooks Desktop Enterprise** [5] | **Users** | **5** | **10** | **15** | **20** | **25** | **30** |
| **Hosting** | $ 484.00 CAD | $ 836.00 CAD | $ 1188.00 CAD | $ 1518.40 CAD | $ 1870.40 CAD | $2200.00 CAD |
| **Inflow Inventory** [19] | Base price per month: $599 USD (no CAD) | | | | | | |
| Price per additional user: $49 USD | | | | | | |

Table 8 – Product Solution Monthly Cost Analysis

### 4.3.3 Alternative Solutions Part Three Cost Benefit Analysis

|  |  |  |
| --- | --- | --- |
| **XE Exchange Rate USD to CAD (Bank Exchange Rate Varies) as of October 20, 2019** | | |
| **USD** | **=** | **CAD** |
| $ 1.00 | $ 1.31 |

Table 9 - XE Currency Exchange Rate USD TO CAD [20]

Figure 1 - Annual Costs Analysis of Solutions

Figure 2 - Cost Analysis of Solutions

# 5.0 Recommended Product for Business Needs

## 5.1 Evaluation of Product Solution and Recommendation

The Möbius Foundation recommends our proposed product solution, a customized inventory management system. This will serve all the business needs and resolve and issues regarding the current business structure. Although the initial annual cost analysis of the Möbius Foundation product is a lot higher than QuickBooks Desktop Enterprise product, the cost projection of the QuickBooks Desktop Enterprise will far exceed that of our company in two years. Figure 3 demonstrates the cost differences between the two products within two years.

Figure 3 - Cost Analysis between the Möbius Foundation and QuickBooks Desktop Enterprise

The product proposed by the Möbius foundation has already beaten the cost of the two competitors, as seen in figure 1 of section 4.3.3 of the document. This demonstrates the cost savings of the product that the Möbius foundation has proposed and will implement. Additional costs that may be introduced by choosing alternate solutions include currency fluctuation, which may add to the monthly and yearly fee; overall contribute to the increase of operational cost for the business. Additional issues that may be found with each product include:

1. QuickBooks Desktop Enterprise [7]
   1. Website frontend for the client, and do not address clients need of expanding through the web.
   2. Product tracking for expired products unavailable
   3. Security threat due cloud hosting, from Ransomware Attack [22]
   4. License payment per year to use product
   5. Unfriendly user interface
   6. Optimization, and business needs are not satisfied
2. inflow Inventory [20]
   1. Bakery/Kitchen workflow specialization
   2. GUI interface is too simple and does not match client needs.
   3. The software relies heavily on the cloud, and therefore any outage of the services will affect the process of the business
   4. Currency fluctuation may bring the extra cost to the company as this product is charged in USD.
3. Oracle NetSuite Inventory Management System [23]
   1. This company may be able to dictate the terms and cost it may charge to European Kitchen and Entertainment. The additional features, license, implementation, and hardware cost are bound by consultation, and this company performs the business assessment. The price could be fluctuated by the consultant of that company, based on the company profitable.

## European Kitchen and Entertainment may want features that are not introduced by the Möbius Foundation proposed recommended product. However, the Möbius Foundation will work the European Kitchen and Entertainment to deliver and customized an inventory management software/system that will meet the current and future business needs of the owner. Additional features that will be included are security, which is intrinsic to the growth of the business. These security features for the software/system that the Möbius will create upon approval will meet regulated standards. It will bring value and improve the business structure and profitable for European Kitchen and Entertainment.

## 5.2 Project Constraints, Assumptions, Risks, and Dependencies

## 5.2.1 Project Constraints

Key project constraints include cost, scope, and time, which inevitably affects the quality of the project and product for the European Kitchen and Entertainment. Cost overrun could be introduced as problems may arise from other errors by mishandling hardware, or errors in the coding of the software. The scope of is also a constraint of the product if the European Kitchen and Entertainment, or business executives decide to supplement the proposed business case with additional features. Time may also play a factor in project constraints if the Möbius Foundation members do not adhere to the project schedule.

Project constraints are also bound by the available resources the current client may afford to us. It may hinder the quality and capabilities of the Möbius Foundation proposed solution. Further constraints include the risks, which could impact the quality of the product.

### 5.2.2 Assumptions and Risk

Risk that are included in the project are the follow points listed below:

1. Failing to meet project deadline
2. Psychological burnout due to overwork
3. Team members not pulling their weight
4. Team members falling sick, or ill due to physical sickness
5. Personal/psychological issues causing quality of the product produce to decline
6. Acts of God/Nature hindering members inability to complete project on time
7. Added scopes by business executive(instructors), or client hindering the quality of the features of the solution
8. Societal unrest such as riots, or demonstration.
9. Team members failing to meet the standards of the organization due to lack of knowledge
10. Time constraints

### 5.2.3 Dependencies

The project is highly dependant on the risk, the time management, and resources allocated by the client and executives. Time will play an important factor is dependant to the project’s success

## 5.3 Project Milestones and Performance Measures

To complete this product within the allotted time, the Möbius Foundation shall develop a project Gantt chart, which shall be submitted on December 2, 2019. This project Gantt chart will entail our team's daily, weekly and monthly scheduled tasks to accomplish and finish. Further details of project milestones and performance measures will be disclosed as soon as the project proposal due on November 4, 2019, and this business case is approved.

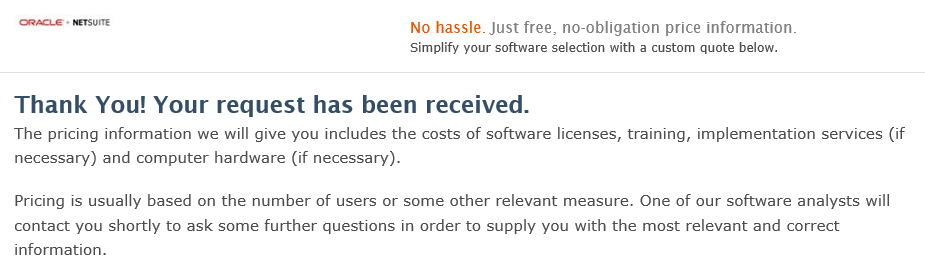
# A - Appendix

|  |  |
| --- | --- |
| **Alternative Products** | **Description** |
| [24] | Oracle acquired NetSuite, a cloud-based company. NetSuite offers various software that handles business finance, operations, inventory, customer support, and e-commerce. The services provided by NetSuite is specifically marketed to small and medium size businesses. |
| A close up of a logo  Description automatically generated | inflow inventory is software created by Archon Systems. This product is marketed to businesses that are item-based, or inventory-based businesses. |
| [4] | QuickBooks Desktop Enterprise is a product that provides various features and tools for clients to manage their business. |

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[37] Please look at the picture below by Oracle NetSuite regarding information.



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