Victory Harmonica Corporation

Victory Harmonica Case Study

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Background

Founded in 1849 by Sigmund Einstein, based in Stuttgart, Germany, Einstein Harmonicas crafts some of the highest quality harmonicas in the world. The product line consists of a variety of harmonica types, including diatonic, chromatic, tremolo and bass.

Harmonicas have been a slow and steady business since it was founded, achieving a 7% compound annual growth rate.

Demand is increasing for harmonica sales and Einstein is forecasting 25-40% compound annual growth and seeking to capture the market share in the United States, which represents the largest growing and wealthiest segment of the total market.

Einstein has decided to establish the US based company in Chicago, Illinois, forming as a separate legal entity to tailor the marketing and branding to US musicians. Branded as Victory Harmonica Corporation (VHC), the market is seeking to focus on blues, as well as rock and roll styles of music which are the most popular in the US for harmonica players.

Several of the immediate challenges that VHC is facing include setting up a partnerships and distribution, as well as celebrity endorsements.

Business Objectives and Timeline

Year 1

Establish company in Chicago, Illinois

Year 1

Develop harmonica product line for US market.

Year 1

Develop manufacturer relationships and shipping strategies

Year 2

Develop media presence, musician relationships, and online platform

Year 2

Marketing and sales campaign

Year 3 and ongoing

New developments and continuous improvements
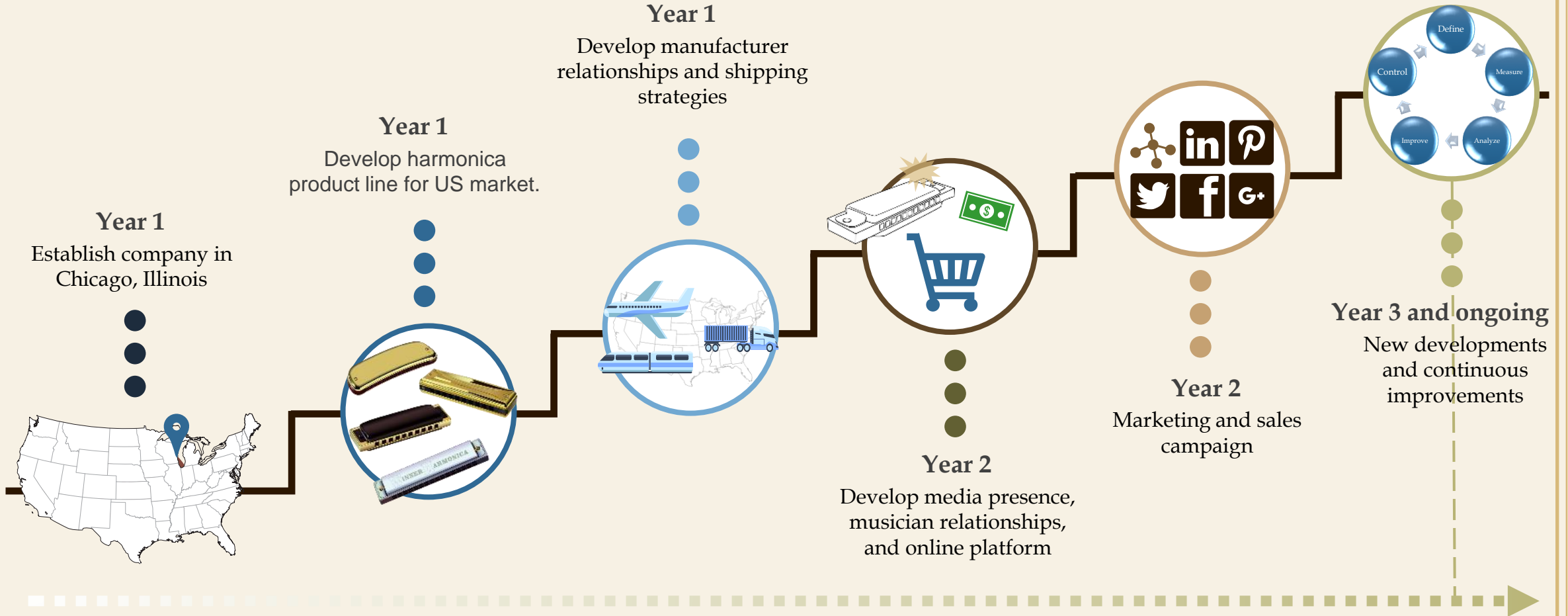
Business Financial Forecast

The music instrument industry financial performance is transforming, indicating that musical industry manufacturers are performing well, whereas retailers are seeing a decline in sales.[1,2] With competition amongst online retailers, VHC will seek to diversify it's sales strategy, including markets outside of the US.

These indicators show that VHC will require a strong business strategy to compete and partner strategically within the industry, considering competition from both US and international manufacturers.

With a mixed portfolio of state-of-the-art products in conjunction with a strong marketing and advertising plan, and phased-approach for growth, VHC is seeking to make its mark within the harmonica and musical instrument industry with sustained growth.

Musical Instrument Sales By Location

28%
20%
9%
43%

■ United States ■ Brazil ■ China ■ Other
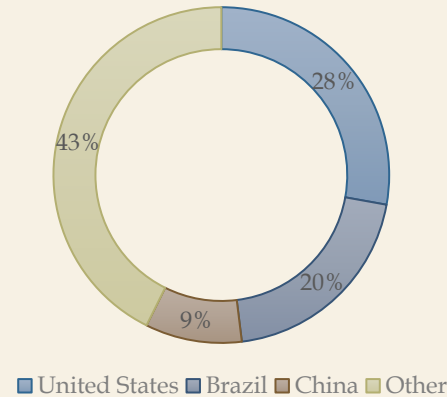
Figure: Geographic Segmentation[1]
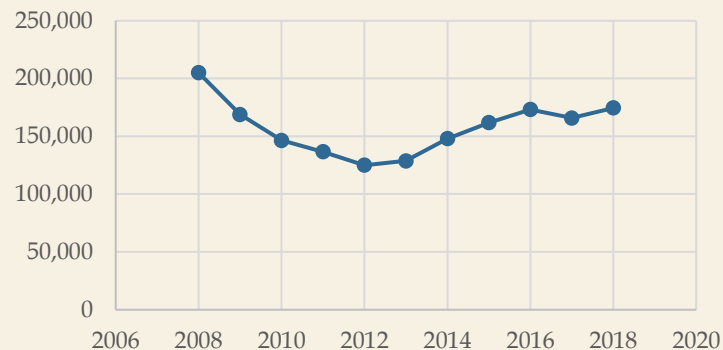
Growth %

Figure: International Instrument Sales Growth Percentage[2]

Net Sales

Figure: International Music Instrument Manufacturer Sales[2]

Revenue $ million
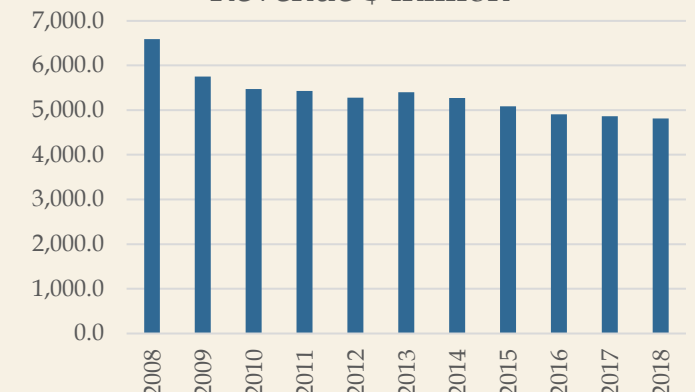
Figure: International Music Instrument Manufacturer Sales[2]

Business Product Line Development

- VHC is seeking to inherit a few top designers from Einstein Harmonicas to begin developing, training, and tailoring the new product line toward the US market.

- IT services will support this newly formed division with a state-of-the-art computing environment, storage, and information security to protect this valuable intellectual property and patent information.
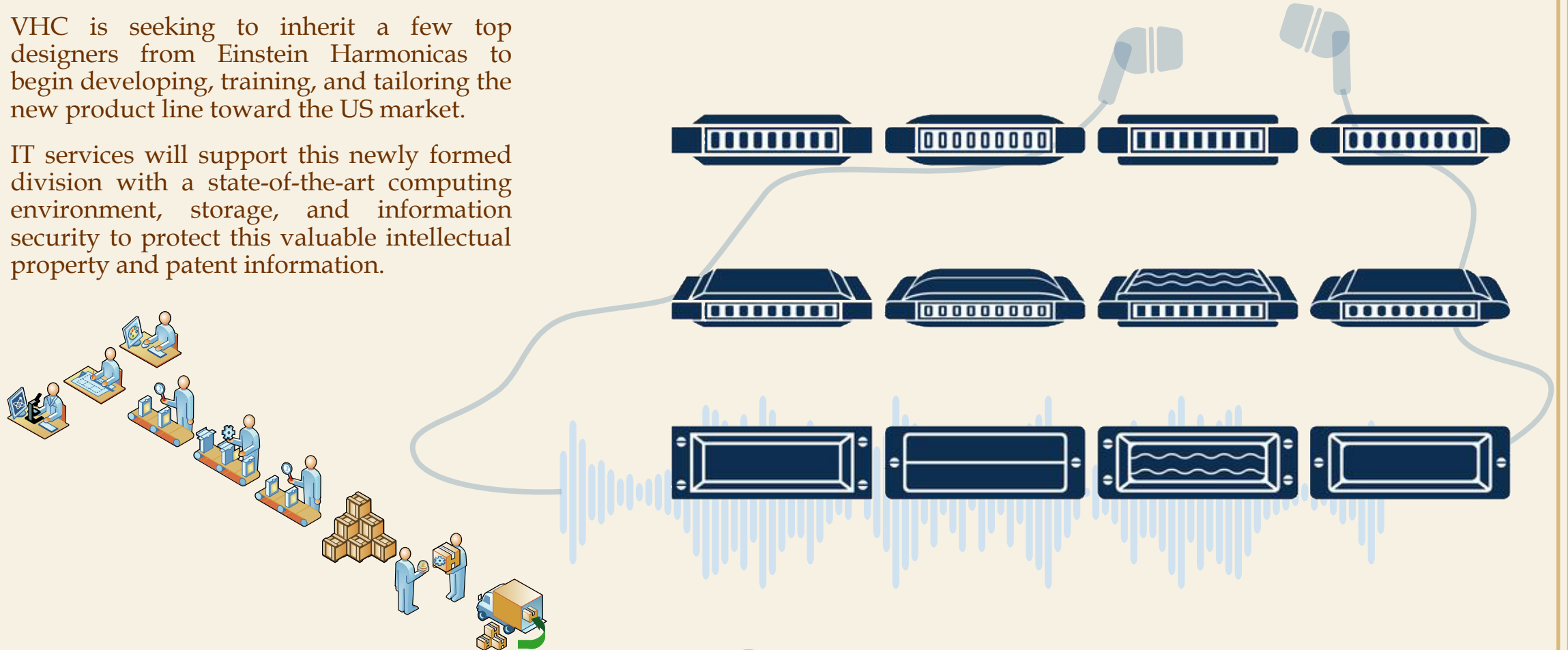
Business Supply Chain

Following the product line manufacturing, VHC seeks to provide three primary methods of obtaining their products, including:

- The corporate showcased store in Chicago, Illinois, which will also have the latest developed harmonicas that VHC has on the market.

- Through one of VHC selected distributors, including Guitar Center and other vendors.

- Online ordering through the VHC website

The IT Solutions Department will track manufacturing, ordering, delivery, and analytics information to drive Marketing and Sales initiatives.
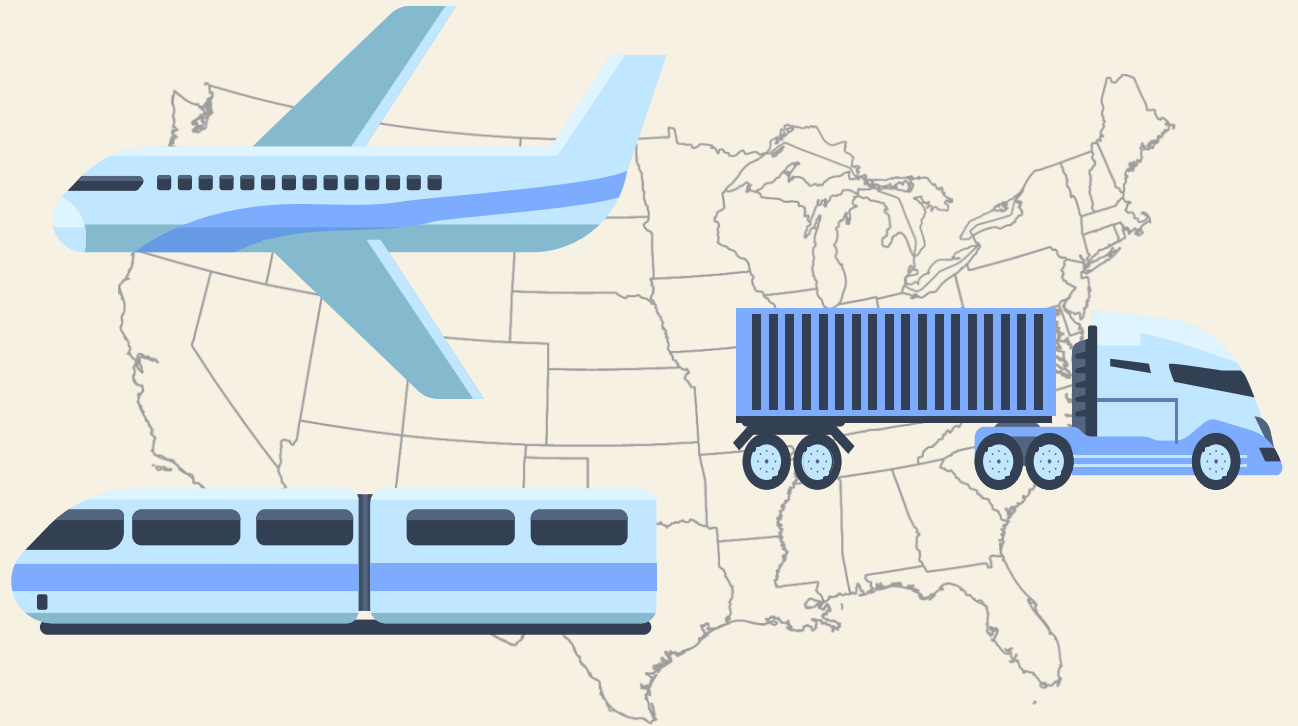
Business Media Presence, Advertising and Relationship development

VHC seeks to develop an online presence using various media platforms to connect to new and existing musicians. With initial endorsements from well known musicians and celebrities, VHC is anticipating the ability to remain as a leader within the industry.

The Marketing department will develop content and have a presence in regular communications. They seek to bring VHC to the forefront of musical innovation by performing research on other musical instrument manufacturers and talent within the industry.

The Marketing department is considering an online platform for training novice to advanced harmonica owners, developing harmonica soundtracks, musical venues, and other strategies to stimulate the business objectives.

The IT innovation department will work closely with Marketing to provide technical assistance and platforms for services and data analysis.
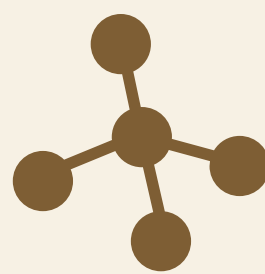
Business Marketing and Sales Campaign

The Marketing department will leverage their media presence and advertising initiatives to stimulate the sales and distribution of harmonicas.

The data and information obtained regarding the revenue stream and ability to analyze the success of marketing initiatives will be essential to popularity for harmonica product lines, forecasting future production lines, and informing supply chain decisions.

The IT solutions department will work hand in hand with Marketing and Sales to ensure they have the ability to develop, analyze and measure data.

Business Continuous Improvement and Quality Initiatives

VHC will routinely measure and evaluate the performance of various aspects of their organization to more effectively drive decisions for company.

The IT department will work with the C-suite to support the reliability, availability, and maintainability of systems and information in support of the business strategy.

Utilizing quality and continuous improvement frameworks, VHC seeks to implement a process to define, measure, analyze, improve, and control processes in support of operating a more efficient business.

Define

Measure

Analyze

Improve

Control
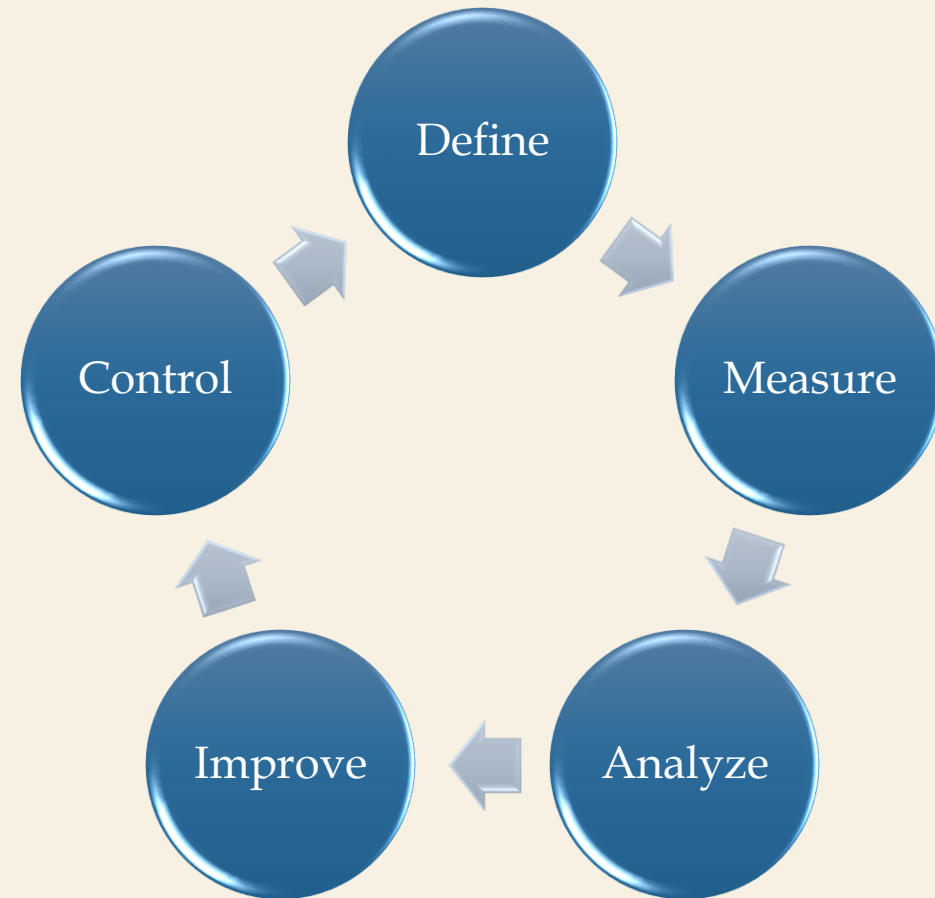
Information Technology Department

This includes the development of:

- IT Charter and Strategy
- Leadership and Organizational Chart
- IT Service Catalog

IT Department Structure

The IT department will be formulated with a top-down approach in alignment with the business structure. With the IT Steering Committee at the top, the respective directors as heads of each IT group, and further sub delegations of authority to managers and subgroups as deemed necessary to meet business goals.

Vision and Values

To focus on the needs of various internal and external stakeholders, staying innovative and responsive to changes in respective needs, and to support a flexible and adaptable environment to align with the business strategy.

Mission

The IT department seeks to provide accessible and reliable information and resources, while maintaining confidentiality, availability, and accountability to the internal organization and stakeholders.

Goals

1. Manage business risks by proactively determining threats, with regular audits to ensure security.
2. High service availability
3. Agility and adaptability to facilitate rapid expansion. Focus on **Scalability**, with all essential business functions in place and only the necessity to add more people to a foundational structure.
4. Automate and integrate the enterprise value chain.
5. Compliance with internal policies set down by the executive committee, adherence to the COBIT standard, and all applicable state, federal, and international laws.

Strategy

Information Technology Dept. Strategy

The VHC Business Strategy, which is to develop state-of-the-art musical instruments, partner with local manufacturing entities, diversify a marketing plan between local and online retailers, as well as phased national growth.

The business strategy for VHC IT includes a phased implementation plan for the first few years, evaluating the business needs and successes within the organization.

The initial years will be more reliant on cloud-based datacenters as well as consulting services to fulfill duties for anticipated roles within the organization. Following anticipated success, these roles will be filled with permanent positions. However, VHC IT will maintain standalone datacenters for product development while seeking to maintain control over intellectual property and development within a secure computing environment.

VHC's IT department will work closely with the C-suite to ensure that the IT strategy is in alignment with the business goals.

The VHC IT department is seeking to incorporate the following service delivery values:
- Flexibility and balanced systems solution between cloud-based and internal systems
- Providing affordable solutions and cost-saving initiatives in support of the business strategy
- Maturing the information technology services to adapt with future business plans and technology capabilities
- Providing efficient and effective solutions to provide a high level of availability to IT resources
- Continual improvement with internal standardized systems and processes
- Increased response time for IT to resolve business objectives, measuring service availability and resolving concerns
- Cost saving measurement and initiatives with an internal and external datacenter and storage solutions and customer satisfaction.

Information Technology Department Strategy

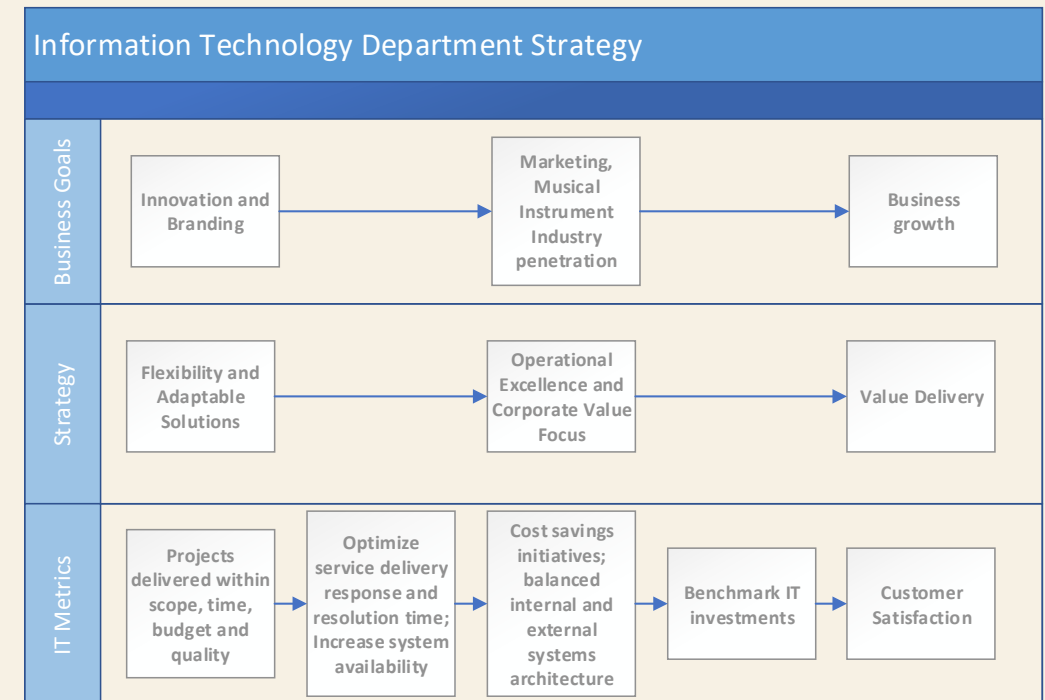|		
Business Goals	Innovation and Branding →	Marketing, Musical Instrument Industry penetration → Business growth
Strategy	Flexibility and Adaptable Solutions →	Operational Excellence and Corporate Value Focus → Value Delivery
IT Metrics	Projects delivered within scope, time, budget and quality → Optimize service delivery response and resolution time; Increase system availability →	Cost savings initiatives; balanced internal and external systems architecture → Benchmark IT investments → Customer Satisfaction

Figure --: IT Department Strategy

The Charter

Objectives, Establishment, Authority

Objectives

To facilitate the rapid expansion of VHC into the largest Harmonica company in the United States.

To pre-emptively scale IT to meet the growth goals of VHC. To assure confidential access to information, maintain business continuity, and optimize business processes. To put all appropriate governance measures and controls in place to attain these goals. To emphasize the principles of innovation, efficiency, and stability in all aspects of IT.

Establishment

Establishes the . . .

IT Steering Committee: Chaired by VP Greene and composed of the directors of the various IT groups. To lead the governance of the IT department, and coordinate with the other departments and Executive Committee to meet all the needs of the business.

IT Operations, Telecom, and Infrastructure Group ("ITOTI")   **Director: Gates**

Enterprise Applications ("EA")   **Director: Jobs**

IT Risk Management, Security, and Compliance ("RMSC")   **Director: Cate**

Solutions ("Solutions")   **Director: Wozniak**

IT Support and Service Management ("ITSSM")   **Director: Bond**

Authority

The six above groups and respective directors or chairs, composing the IT department, will be vested with all authority necessary to pursue their stated goals. All authority stems from the Executive Committee and can be modified or withdrawn by the Executive committee. All groups and directors are responsible for communicating and reporting to the groups and individuals to be determined as necessary.

Contact Information

- Chair: Howard Greene, VP of Information Technology and Chief Information Officer, Contact Information: (123) 111 - 2222, hgreene@victory.com.

- Bill Gates, Director of IT Operations, Telecom, and Infrastructure ("ITOTI"). (123) 111 - 3333, bgates@victory.com

- Steve Jobs, Director of Enterprise Applications ("EA"). (123) 111 - 4444, sjobs@victory.com

- Fred Cate, Director of IT Risk Management, Security, and Compliance ("RMSC"). (123) 111 - 5555, fcate@victory.com

- Steve Wozniak, Director of Solutions ("Solutions"). (123) 111 - 6666, swozniak@victory.com

- James Bond, IT Support and Service Management ("ITSSM"). (123) 111 - 7777 - jbond@victory.com

Primary Stakeholders

Internal   vs.   External

Executive Committee	Einstein Harmonica Corporation
IT Steering Committee	Manufacturers
Finance Group	Customers
Operations Group	Distribution Companies
IT Group	Investors
Marketing and Sales Group	Regulatory Authorities
HR Group	

Responsibilities

The ITSC will be the main governing body of the IT department and will be responsible for the following principles, goals, and maximizing outcomes for the various stakeholders. The various IT directors will carry out the policies set down by the ITSC in their respective groups. The ITSC will be ultimately responsible for all deliverables (minutes, agendas, etc.) necessary to planning, execution, and evaluation of the IT department. In all material and relevant matters, the ITSC will communicate to and receive guidance from the EC.

Organizational structure, relationships, frameworks and processes

Develop and maintain all basic foundational requirements to governance and management of the IT department.

Integrate all IT department functions into the business to better support the needs of the business.

Communicate with the EC and develop a comprehensive IT strategy to meet all defined objectives of the business.

Value Delivery

Define strategies and tactics to deliver IT services in a transparent and effective manner.

Provide a clear understanding of IT opportunities and limitations for key stakeholders.

Assess current capability and resource requirements, and clarify the level of investment required.

Responsibilities Continued

Resource Management

Maximize the Confidentiality, Integrity, and Accessibility of all information resources in the IT department.

Optimize utilization of resources in an efficient manner.

Assure resources through consultation and independent assurance.

To ensure the department is operating within budget.

Risk Management

The ITSC will minimize risks by creating a risk management strategy, implementing the appropriate frameworks, and creating assurance processes.

The ITSC will comply with all relevant state, federal, and international laws, and business standards.

Will keep all appropriate parties, including the EC, apprised of all IT risks and controls in place.

Performance Management

Ensure performance is measurable from management objectives

Identify key processes and conduct briefing sessions as necessary

Report on the identified weaknesses to improve upon strengths and opportunities

Information Technology Organizational Leadership

## VP of Information Technology & Chief Information Officer

Head of the IT department and liaison between the C-suite and VHC IT department

Director of IT Operations, Telecom, & Infrastructure (ITOTI)

- Develop and maintain all basic foundational requirements to governance and management of the IT department.
- Integrate all IT department functions into the business to better support the needs of the business.
- Communicate with the EC and develop a comprehensive IT strategy to meet all defined objectives of the business.

Director of Enterprise Applications (EA)

- Define strategies and tactics to deliver IT services in a transparent and effective manner.
- Provide a clear understanding of IT opportunities and limitations for key stakeholders.
- Assess current capability and resource requirements, and clarify the level of investment required.
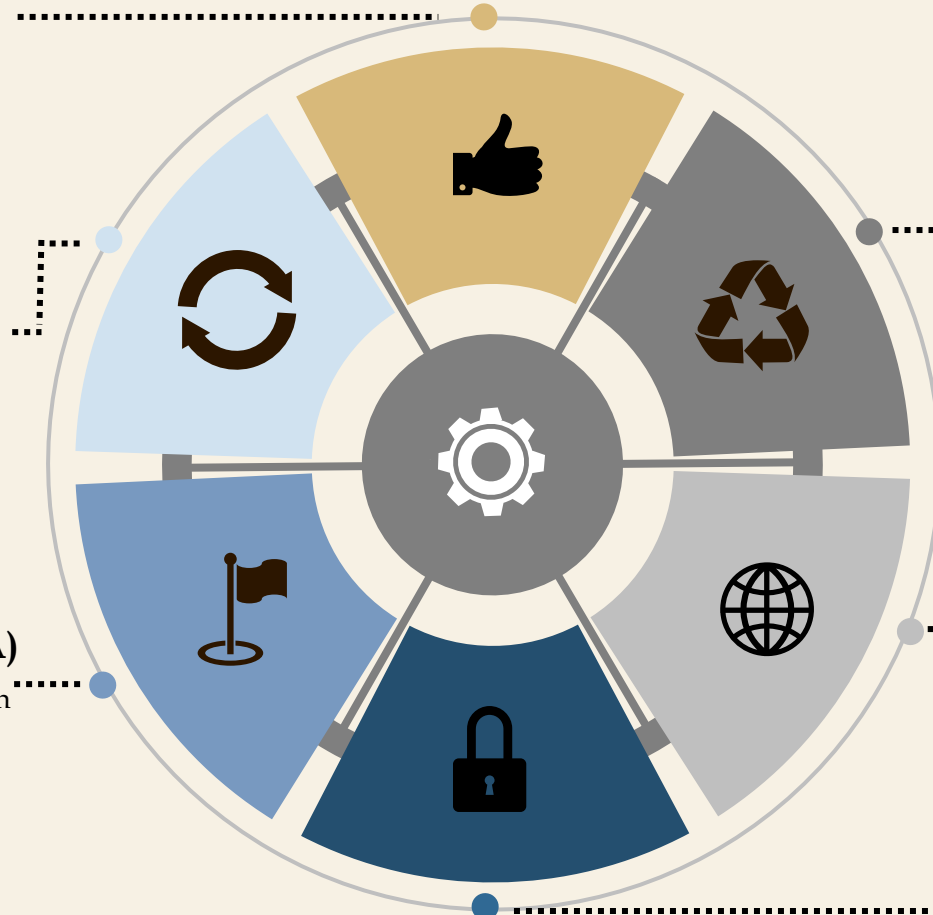
Director of IT Risk Management, Security, and Compliance (RMSC)

- Minimize risks by creating a risk management strategy, implementing the appropriate frameworks, and creating assurance processes.
- Comply with all relevant state, federal, and international laws, and business standards.
- Ensure all appropriate parties, including the EC, apprised of all IT risks and controls in place.

Director of Solutions

- Defining and implementing, architecture and standards that recognize and leverage technology opportunities
- Establishing the architecture plan balanced against cost, risk, and requirements
- Ensuring the accuracy of the information architecture and data model

IT Support and Service Management (ITSSM)

- Maximize the Confidentiality, Integrity, and Accessibility of all information resources in the IT department and customers.
- Optimize utilization of resources in an efficient manner.
- Assure resources through consultation and independent assurance.

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Information Technology Department Establishment – Phase 1

- The IT department has a three phase implementation plan to right-size the department to fit the needs of the business.

- According to the anticipated success of VHC's product line, the IT department will scale to the needs of the business.

- Phase 1 will include the essential personnel to collaborate with the C-suite and external stakeholders to ensure that IT services are operating effectively.

- The essential personnel includes an executive manager and administrator to carry out the day-to-day tasks and serve as direct reports for the staff that are assigned specific roles within each department.
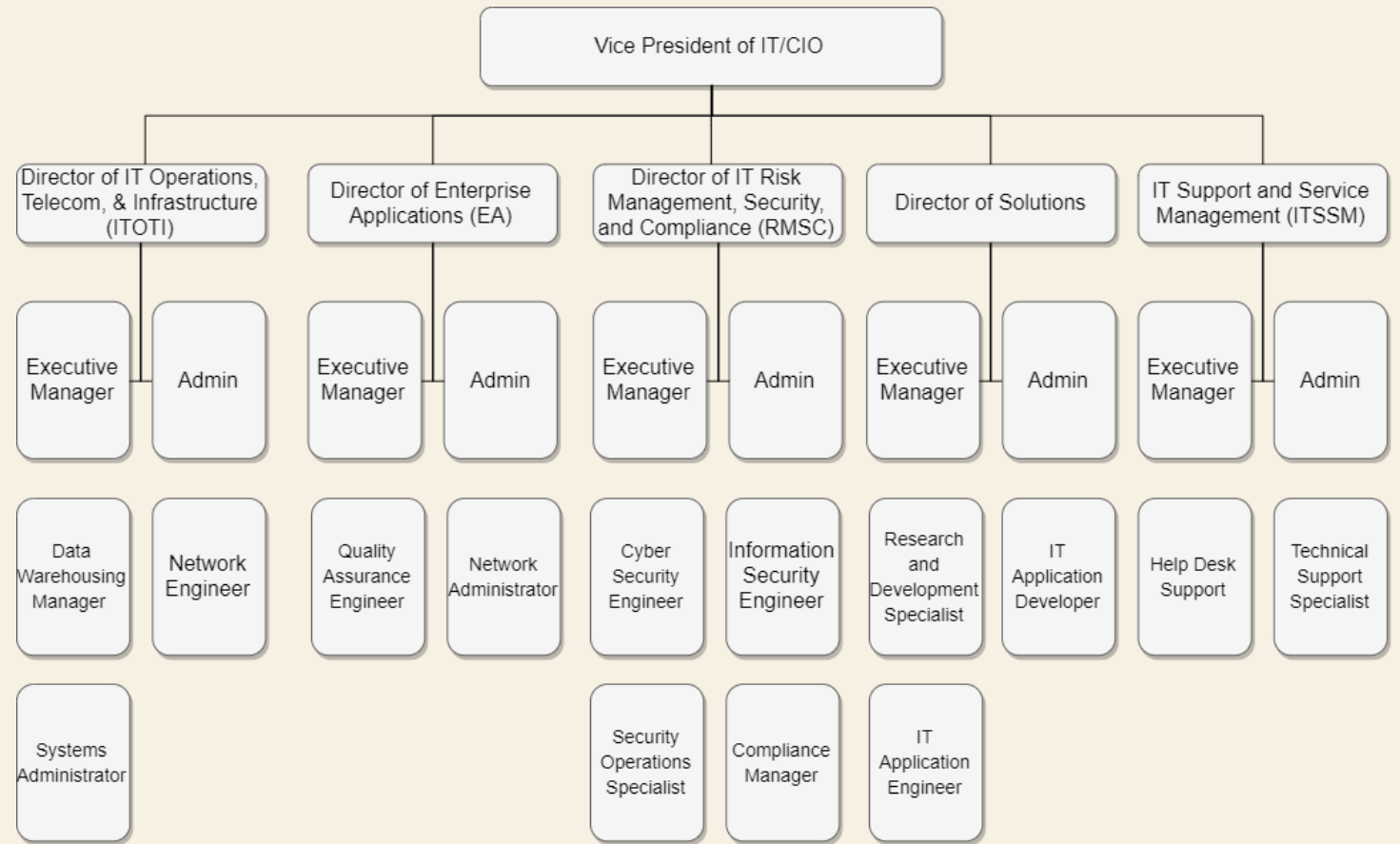
Information Technology Department Establishment – Phase 2

Phase 2 supports VHC's expansion plan to open smaller offices in support of business operations and ability to provide effective IT services.

This phase is an iteration of phase 1, with an addition of a few key roles that implement the advancements in the infrastructure and added support to keep up with the growing number of customers.

Vice President of IT/CIO				
Director of IT Operations, Telecom, & Infrastructure (ITOTI)	Director of Enterprise Applications (EA)	Director of IT Risk Management, Security, and Compliance (RMSC)	Director of Solutions	IT Support and Service Management (ITSSM)

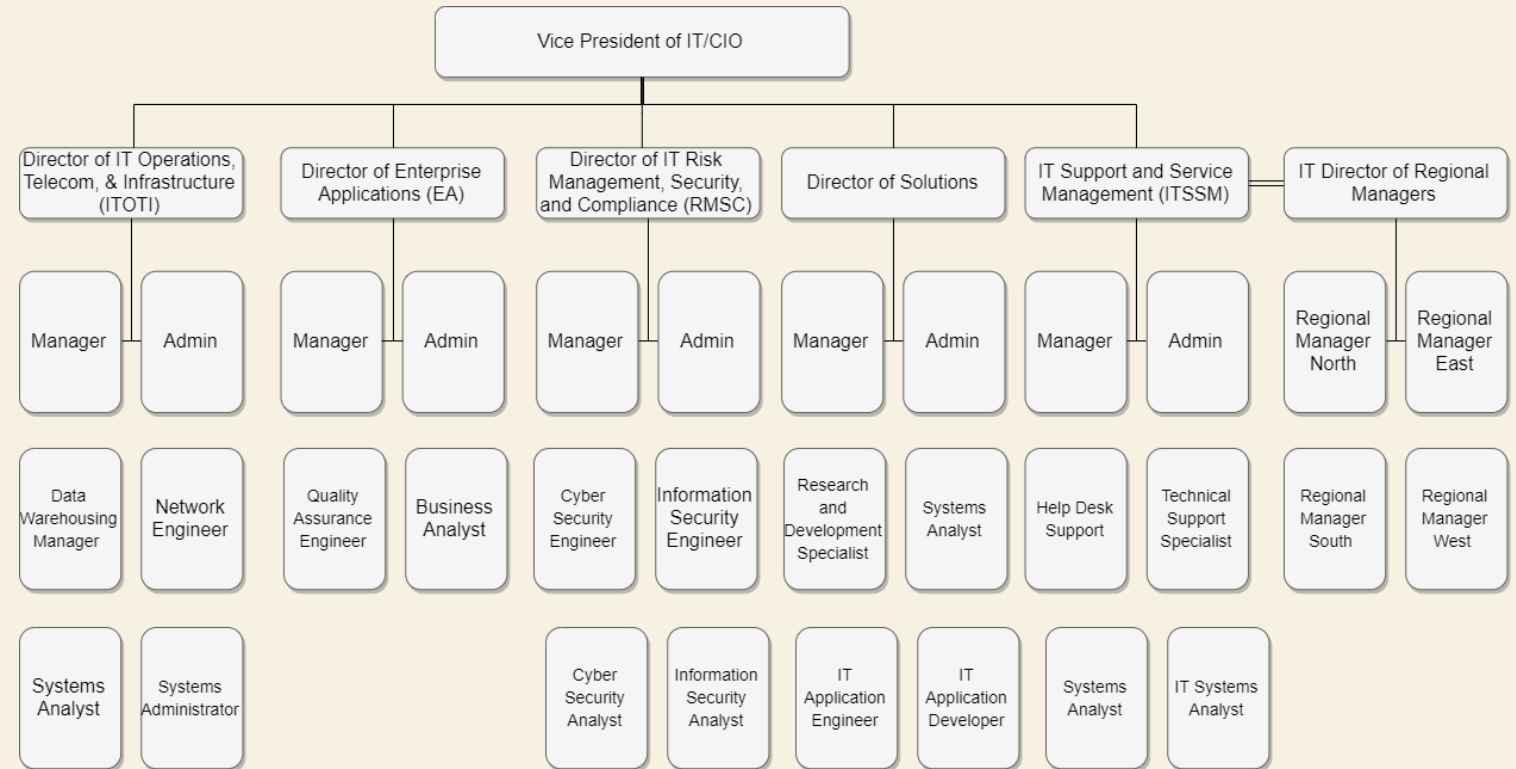| Manager	Admin	Manager	Admin	Manager	Admin	Manager	Admin	Manager	Admin
Data Warehousing Manager	Network Engineer	Quality Assurance Engineer	Business Analyst	Cyber Security Engineer	Information Security Engineer	Research and Development Specialist	Systems Analyst	Help Desk Support	Technical Support Specialist
Systems Analyst	Systems Administrator			Security Operations Specialist	Compliance Manager	IT Application Engineer	IT Application Developer	Systems Analyst	IT Systems Analyst

Information Technology Department Establishment – Phase 3

As the growing needs and expansion plans take place, the IT department will enter into Phase 3.

This organizational leadership plan includes regional managers for the north, south, east, and west.

The regional department is essential in supporting the growth of the company as it expands throughout the US.

Vice President of IT/CIO

Director of IT Operations, Telecom, & Infrastructure (ITOTI)	Director of Enterprise Applications (EA)	Director of IT Risk Management, Security, and Compliance (RMSC)	Director of Solutions	IT Support and Service Management (ITSSM)	IT Director of Regional Managers
Manager / Admin	Manager / Admin	Manager / Admin	Manager / Admin	Manager / Admin	Regional Manager North / Regional Manager East
Data Warehousing Manager / Network Engineer	Quality Assurance Engineer / Business Analyst	Cyber Security Engineer / Information Security Engineer	Research and Development Specialist / Systems Analyst	Help Desk Support / Technical Support Specialist	Regional Manager South / Regional Manager West
Systems Analyst / Systems Administrator		Cyber Security Analyst / Information Security Analyst	IT Application Engineer / IT Application Developer	Systems Analyst / IT Systems Analyst	

Information Technology Service Catalog

VHC's IT Service Catalog seeks to align the technology requirements with the business leadership. The leadership in each respective department will manage these services in support of business requirements with a focus on flexibility and adaptability. Following the leadership of the IT Vice President and Chief Information Officer, Howard Greene, these five departments include:

1. IT Operations, Telecom and Infrastructure

2. Enterprise Applications

3. Solutions

4. Risk Management, Security, and Compliance

5. Support

Service	Description	Example
IT Operations, Telecom, and Infrastructure	• Establishing transparent, flexible and responsive IT organizational structures Defining an IT process framework • Establishing appropriate organizational structure	• Establish data center • Plan network • Account for end user devices
Enterprise Applications	• Identifying technically feasible and cost-effective solutions • Defining business and technical requirements	• Establish ERP for controlling supply chain, accounting, portfolio, etc. • CRM for lead generation and marketing
Solutions	• Defining and implementing, architecture and standards that recognize and leverage technology opportunities • Establishing the architecture plan balanced against cost, risk, and requirements	• Plan and develop website for marketing • Develop web platform for training musicians • Establish redundant systems
Risk management, Security, and Compliance	• Defining IT security policies, procedures, monitoring, detecting, reporting, and resolving security vulnerabilities and incidents	• Establish access control policies • Maintain and monitor firewall and antivirus
Support	• Providing technology assistance to internal and external customers • Maintain and troubleshoot technical issues	• Provide tier1-3 support for technical issues • Perform systems monitoring

Figure – Service Catalog overview

IT Service Catalog – Operations Department

IT Operations, Telecom and Infrastructure

This department will support VHC operations initiatives. Beginning with the development of the local data center in the new corporate office, the Operations department will work with product vendors to develop a robust network architecture to support immediate and long-term business growth strategies.

Collaborating with other departments, Operations will utilize business requirements to make decisions for system scalability and phased implementations for growth.

- Establishing transparent, flexible and responsive IT organizational structures and defining and implementing IT processes that integrate owners, roles and responsibilities into business and decision processes

- Defining an IT process framework

- Establishing appropriate organizational structure

Service name or title	Brief description of service	Metrics or KPIs	Business Cost
Co-located cloud and local data servers	Business functions are hosted on a cloud server. Local data servers for internal product development.	Cost-based for system; Availability/up-time for access to information	Co-located: bundled pricing based on rack space, power/redundancy, and internet connectivity. Local servers: Per server and internet connectivity
Network communications-Routing	Provides cross network data relay	Cost-based per device; Availability/up-time for access to information, quality of service (data rate throughput)	Per router
Network communications-Switching	Provides internal data relay	Cost-based per device; Availability/up-time for access to information	Per switch
End user devices	Communication devices (e.g., computers, tablets, printers)	Cost-based per device; Availability/up-time for access to information, quality of service-system performance and reliability	Per device
Internet Service Provider (ISP) and Telephone	Provides external data relay	Availability/up-time for access to information, quality of service for data link; cost for service	Service for each data link
Firewalls	Protection of network boundaries	Availability for access to information	Per firewall

IT Service Catalog – Enterprise Department

Enterprise Applications

This department will support VHC by identifying and maintaining enterprise applications. The applications identified will be scalable, with the purchase of individual, bulk, and eventually enterprise licenses for various pieces of software. The largest investments will likely be in ERP and CRM systems.

Responsibilities of this department include:

• Identifying technically feasible and cost-effective solutions

• Defining business and technical requirements

• Adhering to development standards for all modifications

• Defining enterprise goals and objectives

• Deciding where and how IT can enable and support business objectives

Service name or title	Brief description of service	Metrics or KPIs	Business Cost
Office applications (i.e. MS Office)	Document generation and automation	Cost-based	Site enterprise license or per user (scaled to business staff size)
Video teleconferencing	Communications with remote users	Cost-based	Site enterprise license or user
Databases (i.e. SQL or others)	Platforms that host data collected for conducting business analysis	Cost and quality	Maintenance or per license
Enterprise Resource Planning (ERP) software (i.e. SAP or Oracle)	Enterprise resource planning: product innovation, project and portfolio management, accounting, financial, marketing, sales, supply chain, and more. Ability to analyze and assess data in support of business objectives.	Metrics include cost and quality-based	Site enterprise license or user
Server software	Server operating system providing functionality and connectivity for systems (i.e. networked systems, active directory, printer server, etc.)	Cost and quality based	Per user
Customer Relationship Management (CRM) or Customer Service platform (i.e. Salesforce, MS Dynamics)	Automated ordering and workflows for customers and their accounts, including orders, tracking, and history	Cost and quality based	Per user
Enterprise Antivirus	System threat reduction (i.e. viruses and malware)	Quality based for system performance and uptime	Site license or per user

IT Service Catalog – Solutions Department

Solutions

This department supports VHC by developing, planning, and maintaining solutions to business problems. As an example, this department will undertake the development of web-based training material for the customers of VHC who want to customize their harmonicas.

The Solutions department includes the Architecture and Engineering, and Innovation Center of Excellence.

Responsibilities of this department include:

- Defining and implementing, architecture and standards that recognize and leverage technology opportunities

- Establishing the architecture plan balanced against cost, risk, and requirements

- Ensuring the accuracy of the information architecture and data model

Service name or title	Brief description of service	Metrics or KPIs	Business Cost
Redundant power supply	Providing backup emergency power for outages	Cost based, reduced energy load output	Per device (i.e. UPS-uninterruptible power supply)
Equipment racks and cable management	Hosting system servers and communication cabling	Cost based	Per device
Data redundancy-storage	Data system backups in support of reliability	Quality based	Per server backup
Web-based Harmonica training platform	Provides a platform for training harmonica users and generates revenue.	Cost and quality based on content delivery.	Per user and service
Web development	Develop and maintain business digital media platform systems and web-based interface	Quality based	Per user and time
Customizations to enterprise applications	Develop and maintain any customizations needed for enterprise applications	Quality based	Per user and time
Analytics	Develop an analytics dashboard for internal analysis of sales and web traffic	Quality based	Per system and user

IT Service Catalog – Risk Management , Security, and Compliance Department

Risk Management, Security, and Compliance

This department provides VHC by providing risk management, security, and compliance expertise. The department coordinates with other departments in planning disaster recovering and incident response. The goal of the department is risk optimization.

Responsibilities of this department include:

- Defining IT security policies, procedures, monitoring, detecting, reporting, and resolving security vulnerabilities and incidents

- Understanding security requirements, vulnerabilities and threats in line with business requirements and impact

- Managing user identities and authorizations

- Testing security regularly

- Identifying all applicable laws, regulations, contracts, and the corresponding level of IT compliance

- Optimizing IT processes to reduce the risk of non-compliance

Service name or title	Brief description of service	Metrics or KPIs	Business Cost
Data encryption	Utilizing various strategies including VPNs, enabling encryption standards for data at rest and transit	Cost based per access control; reduction of incidents	Site license and/or per user
Hardware encryption	Hardware encryption for systems with sensitive data	Quality and cost	Per system
Technical access controls	Access control to sensitive information, 2FA (two-factor authentication) for system access, firewall policies, etc.	Quality based for the reduction of security incidents	Site license or per user
Physical security	Controlled access to areas, e.g., keypads, locks, camera systems for sensitive locations, etc	Quality, cost and availability	Per system and device
Compliance verification	Review compliance requirements of internal and external policies	Quality of reviews of policies, and quality of policies	Per user and time
Incident Response	Coordinates responses to incidents	Quality, incidents, performance; cost largely depends on the number and impact of incidents	Per user, time, and incident
Disaster recovery planning	Collaborates with other units to plan for recovering critical business functions	Quality and availability of disaster recovery plans	Per user and time

IT Service Catalog – Support Department

Support

This department provides VHC support by providing end-user and internal IT support and systems monitoring. The department will maintain expertise in technical support (tier 1-3) and systems administration.

Responsibilities of this department include:

- Providing technology assistance to internal and external customers

- Maintain and troubleshoot technical issues

- Perform root cause analysis to reduce instances of technical problems

Service name or title	Brief description of service	Metrics or KPIs	Business Cost
Systems monitoring	Centralized monitoring of environmental, power, and redundant solutions	Cost and quality based	Per user access to monitoring software
Situational analysis (ie. helpdesk software for issue identification)	Ability to quickly identify and correct system errors or needs with remote access applications	Cost based	Per user or system
Web-based support system	Provides an intranet-based automation system for reporting system errors	Cost based	Per system
Tier 2 support	Elevated technical support for internal systems and end user devices	Cost based	Per user
Tier 3 support	Systems administration and networking support	Cost based	Per user
Help desk (Tier 1 support)	Provides desk side support to end users	Cost based	Per user

Conclusion

As the Victory Harmonica Corporation continues to build upon the legacy of Einstein Harmonicas in the United States, the anticipated growth and success is expected to inspire a new generation of harmonica players and musicians around the world.

With new products, digital innovation, a diversified marketing and sales strategy, VHC will be the new brand of harmonica that can be shared across generations.

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Thank You!