

SURVEY ON DECISION-MAKING IN IT INVESTMENT

Company: _____

Industry: _____

Employees number: _____

Company size: ☐ Micro ☐ Small ☐ Medium ☐ Big

Responders' name: _____

Job: _____

Company Structure

1. Does the process of value creation is structured through clearly defined areas and processes?
2. What are the critical processes of the value chain?
3. Value chain / Processes map
4. Does it exist customer segments? Which ones?
5. What is the volume of customers?

Company's IT Structure

6. Does it exist an IT department?
7. If it exists, what are its characteristics? Organization, size, structure.
8. Does it exist an IT investment plan?
9. Which are the core elements of the company's technological infrastructure?
10. What is the budget percentage assigned to the IT department?
11. What are the items that represent operation costs?
12. How many computers does the company have?
 - ☐ 1-20
 - ☐ 20-40
 - ☐ 41-60
 - ☐ 61-80
 - ☐ 81-100

13. How many servers does the company have?

- ☐ 1
- ☐ 1-2
- ☐ More than 2
- ☐ None

14. Does it exist an intranet that connects different departments and processes?

- ☐ Yes
- ☐ No

15. Does it exist servers for:

- ☐ Data bases
- ☐ File servers
- ☐ Application servers
- ☐ Network management
- ☐ Telecommunications

16. What percentage of computers are connected to Internet?

- ☐ 0% - 25%
- ☐ 25% - 50%
- ☐ 50 % - 75%
- ☐ 75% - 100%

17. From the following list of systems, which of them are implemented or are planned to be implemented in the company?

- ☐ ERP – Enterprise Resource Planning
 - ☐ Accounting
 - ☐ Inventories
 - ☐ Billing
 - ☐ Sales
 - ☐ Purchases
 - ☐ Marketing
 - ☐ Human resources
 - ☐ Payroll
 - ☐ Logistics
- ☐ CRM – Customer Relationship Management
 - ☐ Campaigns
 - ☐ Customer management
 - ☐ Portals
 - ☐ Contact center
- ☐ SCM - Supply Chain Management
 - ☐ Logistics
 - ☐ Strategy
 - ☐ Procurement
 - ☐ Information management
 - ☐ Supply chain planning
 - ☐ Asset management
- ☐ Knowledge management
- ☐ Document management
- ☐ Missional systems
- ☐ Others. Which ones? _____

16. Is there any infrastructure or service element that is managed by a third party?

17. If there is, which are the services, costs, and service level agreements offered by this(ese) provider(s)?

Structure of Decisions on IT Investment

18. The budget assigned to the IT department corresponds to:
- ☐ USD \$5.000 to USD \$10.000
 - ☐ USD \$10.000 to USD \$50.000
 - ☐ USD \$50.000 to USD \$100.000
 - ☐ More than USD \$100.000
 - ☐ There is no budget
19. Investment decisions are taken by:
- ☐ Projects office
 - ☐ Technical committee
 - ☐ Interdisciplinary committee
 - ☐ IT management
 - ☐ General management
 - ☐ Other. Who? _____
20. Does it exist a policy or strategy that supports decision-making on IT investment?
- ☐ IT process (e.g. COBIT, ITIL). Which one? _____
 - ☐ Risk analysis
 - ☐ Cost analysis
 - ☐ Benefit analysis
 - ☐ Financial (ROI, NPV, IRR). Which one? _____
 - ☐ Tangible (costs reduction, production increase, resources optimization). Which one? _____
 - ☐ Intangible (organizational culture, strategic alignment, quality). Which one? _____
 - ☐ IT (performance, flexibility, scalability, recovery, usability, availability). Which one? _____
 - ☐ Other. Which one? _____

Implementation of Enterprise Information Systems

Planning and decision-making

21. What enterprise information system was selected for implementation?
22. From the following business drivers, which ones were considered in the decision-making process?
- | | |
|--|--|
| <input type="checkbox"/> New sales processes | <input type="checkbox"/> New supply processes |
| <input type="checkbox"/> New processes of customer service | <input type="checkbox"/> New processes of order management |
| <input type="checkbox"/> Research on new markets | <input type="checkbox"/> Decrease operating costs |
| <input type="checkbox"/> Increase market participation | <input type="checkbox"/> Decrease IT costs |
| <input type="checkbox"/> Improve customer knowledge | <input type="checkbox"/> New processes of human resources |
| <input type="checkbox"/> Increase customer base | <input type="checkbox"/> Improve financial processes |
| <input type="checkbox"/> Support strategic decision-making | <input type="checkbox"/> Improve processes control |

- | | |
|--|--|
| <input type="checkbox"/> Increase sales | <input type="checkbox"/> Increase incomes |
| <input type="checkbox"/> Improve operating incomes | <input type="checkbox"/> Improve profit margin |
| <input type="checkbox"/> Law requirements | <input type="checkbox"/> Solve a specific problem from the business core |

23. From the following criteria, which ones were considered during evaluation?

- | | |
|---|--|
| <input type="checkbox"/> On-premise vs. outsourcing | <input type="checkbox"/> Commercial vs. open source |
| <input type="checkbox"/> Own infrastructure vs. cloud | <input type="checkbox"/> Procurement cost |
| <input type="checkbox"/> Support, service, and maintenance cost | <input type="checkbox"/> Ownership total cost |
| <input type="checkbox"/> Cost vs. budget | <input type="checkbox"/> ROI |
| <input type="checkbox"/> Ease of systems integration | <input type="checkbox"/> Flexibility / Customization |
| <input type="checkbox"/> Scalability | <input type="checkbox"/> Availability |
| <input type="checkbox"/> Existing infrastructure | <input type="checkbox"/> Platform / OS |
| <input type="checkbox"/> Extensibility | <input type="checkbox"/> Security |
| <input type="checkbox"/> Ease of use | <input type="checkbox"/> Tool for information analysis / Reports |
| <input type="checkbox"/> Users training | <input type="checkbox"/> Documentation |
| <input type="checkbox"/> Ease of implementation and configuration | <input type="checkbox"/> Ease of management |
| <input type="checkbox"/> Support and maintenance | <input type="checkbox"/> Licensing type |
| <input type="checkbox"/> Number of providers | <input type="checkbox"/> Cases of success in the same industry |
| <input type="checkbox"/> Implementation time | <input type="checkbox"/> Required human resources |

24. If a provider was used, which ones of the following criteria were considered for its selection?

- | | |
|---|---|
| <input type="checkbox"/> External evaluation | <input type="checkbox"/> Cost |
| <input type="checkbox"/> Internal evaluation | <input type="checkbox"/> Cases of success |
| <input type="checkbox"/> Previous relations with a provider | <input type="checkbox"/> Reputation |
| <input type="checkbox"/> Experience | <input type="checkbox"/> Industry knowledge |

25. How the evaluation of obtained benefits will be performed? What metrics are related to this evaluation?

System implementation and results

- 26.** During the implementation process, which was the area in charge of the project management? Was the company or a third party in charge of the process?
- 27.** How much time did the implementation process take?
- 28.** Did the company use a methodology for the project implementation?
- 29.** How long have the system been working? Or in how much time is the project expected to work?
- 30.** Are the obtained times aligned with the expected results in the plan?
- 31.** Which were the resources employed in the project (human resources, infrastructure, time)?
- 32.** What was the obtained real benefit?
- 33.** Which were the risks related to the implementation process?
- 34.** Does it exist a users' training plan for the new enterprise information system?
- 35.** Who is in charge of this plan?
- 36.** What are the costs related to this training?
- 37.** If a provider was involved during the system implementation, does it exist a contract for technical support?
- 38.** Does it exist a warranty with regards to the agreed quality, resources, and time?
- 39.** Does it exist a budget for the system support and maintenance?
- 40.** Does it exist a plan for performing the transition or adoption of the new system?
- 41.** Does it exist a plan for users' communication or awareness about the new system?
- 42.** If there was a previous implementation process, did the company use previously acquired knowledge?
- 43.** What challenges or drawbacks were obtained during the process execution?
- 44.** What changes were obtained between the implementation and its corresponding plan?