

## Written Assignment 1 - ENTR 3400

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### Innovation and Human Capital

iQmetrix: The Customer Is Always Right? *Ivey Publishing* (Ivey 9B16M028)

### Executive Summary

Software provider IQMetrix has routinely been named one of Canada's top 50 small-to medium-sized businesses. However, now that it has entered this industry, it is having difficulties continuing to grow. These difficulties are brought on by the lack of a clear management structure and the company's limited experience. While their sales force is excellent at serving small and medium-sized enterprises, dealing with larger corporations presents confusion and inexperience. The case study centres on Kelly Markewich and Roland Waluk, both account managers at IQMetrix, as they struggle to onboard a key phone retail company, which might lead to enormous potential. The best course of action to deal with this is to concentrate on the here and now by working well with bigger retail companies and then leveraging these relationships to create more opportunities for themselves.

### Problem Statement

The present state, IQmetrix, involves considering Prolific Phones' request in their software for a single sign-on (SSO) factor. Disruptions of existing development Plans will be prominent if the requested demand is considered.

In the Future, iQmetrix should create a balanced strategy between solving customer needs and managing developmental goals, ideally satisfying the demand of Prolific Phones while accomplishing the demands of its other customers within specified time frames.

IQmetrix is currently thinking about modifying it's application to support a single sign-on (SSO) feature for Prolific Phones, which might result in delays and reorganisation of resources. The task is to solve the difficult situation by developing a viable solution which fulfils Prolific Phones' needs while staying consistent with their current development strategy and promises with other clients, thus striking a harmony between personalised and long-term growth.

### Overarching issue surrounding the company

Firstly, the challenges in resource allocation to satisfy its customers and employees, sustainability and company cultural restrictions

Secondly, the challenge of aligning its development efforts with the ever-changing technological landscape while meeting the needs of its wide client base, which includes both major corporate clients and smaller regional customers.

Finally, the scenario of how to balance short-term financial advantages from the Prolific arrangement with the possible consequences of diverting from their product development plan.

## **Users and Objectives**

### **The Users:**

#### **1. Prolific Phones - Large Enterprise Client**

Stakeholder: Prolific Phone is the parent company of mobile phone retail outlets who have a chain of more than 1200 mobile phones.

Primary User: Prolific is a very important client with challenges, their actions will have an important impact on the present scenario.

Importance ranking: Prolific has sustainable growth and income. Their growth opportunities make the context very important for IQmetrix to hold the business with them and hold top priority.

#### **2. IQmetrix - Software Company**

Stakeholder: Management and Development Teams of iQmetrix including the company's leaders.

Primary User: These Teams are the primary users since it is up to them to distribute resources and develop plans in an effective way.

Importance Ranking: The IQmetrix teams are highly important as they hold responsibility for overall resource distribution, strategic decision-making, and general sustainability of the corporate company.

#### **3. iQmetrix Clients (Existing and Potential)**

Stakeholders: All current and future users of IQmetrix software solutions are stakeholders.

Primary Users: The company's long-term success depends on meeting its clients' demands and satisfaction.

Importance Ranking: Current and Future Clients jointly have enormous worth

which makes iQmetrix's business foundation.

### **The Objectives:**

#### **1. Prolific Phones - Large Enterprise Client**

Prolific will alter the application for iQmetrix so that a single sign-on (SSO) feature is included into its infrastructure, with the aim of optimising efficiency and user experience inside its 1200+ mobile phone retail stores. Their primary goal is to give the employees a seamless and uniform user interface.

#### **2. iQmetrix - Software Company**

Owner: To increase the company's income and worth, owners aim to have contracts with large enterprise level Clients like Prolific.

Development Team: The goal of the development team is to efficiently distribute resources and set importance in order to meet the needs of customers particularly, Prolific requests for modifications.

Employees: While contributing to business development, they are also focusing on personal development, employment stability and professional growth.

Managers: To ensure overall employee satisfaction with work, efficiency and the success of corporate goals. Besides, they also have monetary goals like receiving pay and bonuses.

#### **3. iQmetrix Clients (Existing and Potential)**

Clients' objectives relate to quality, reliability and customization of software solutions based on requests.

### **Company Analysis**

In the external environment analysis for iQmetrix, several promising opportunities and significant threats have emerged. On the positive side, the acquisition of 1,200 retail outlets from Prolific presents a golden chance for market expansion, potentially bolstered by revenue generation if Prolific commits to using iQmetrix's services. Additionally, the development of new APIs holds the promise of boosting competitiveness and drawing in a more extensive customer base. Moreover, the prospect of offering customised products tailored to individual clients could further fuel market expansion. However, there are notable challenges to navigate. iQmetrix faces fierce competition from software companies already providing POS and e-commerce systems for small to mid-size retailers, which could potentially replicate iQmetrix's offerings given their experience and customer base. Managing resource allocation, particularly with regard to the priority of Single Sign-On (SSO) development, may strain employees and impact development

schedules. Furthermore, customization, while an opportunity, could lead to a reduction in revenue due to resource-intensive efforts. Lastly, the need for diversification is pressing, as certain POS markets may already be saturated with competitors, necessitating a strategic shift for long-term sustainability.

Within iQmetrix's internal environment, several strengths and weaknesses shape its operational landscape. On the bright side, the company enjoys a devoted and sizable customer base, a testament to its effective growth strategy. Their innovative product offerings, known for their modularity and flexibility, set them apart in the market. iQmetrix fosters a positive corporate culture that fuels employee engagement, boosting morale and productivity. The company's history of consistently developing new products, such as RetailiQ and RQ4, underscores its commitment to staying at the forefront of advanced technology. Moreover, iQmetrix maintains financial stability, with no debt and no external investors recorded as of 2015. However, challenges persist. The firm contends with fierce competition, which poses a constant threat to its market position. Furthermore, a significant portion of its revenue relies on existing customers, necessitating a diversified revenue stream for resilience. The absence of the Single Sign-On (SSO) capability, not initially in the development roadmap, leaves a gap in their offerings, and competition for resources may lead to project delays.

### **Sub-Issues**

The overly positive company culture, though well-intentioned, may inadvertently discourage risk-taking and cause anxiety due to the suppression of negative emotions. It also creates Role Ambiguity by encouraging employees to step outside their defined roles, potentially leading to confusion about accountability and overburdening certain individuals. These issues can have adverse effects on employee morale, performance, and overall organisational effectiveness. To mitigate these challenges, the company should prioritise Role clarity and implement performance tracking measures.

### **Alternatives to Problem**

In addressing the problem, two key alternatives emerge. The first option suggests iQMetrix should internally cater to Prolific Single Sign-On (SSO) requests, offering long-term benefits like expanding market shares, enhancing the company's reputation, and providing an SSO API to attract potential customers. However, in the short term, it may strain existing resources, require a contract with Prolific for revenue generation, and entail extra costs to meet tight development deadlines. On the other hand, the second option proposes outsourcing the SSO development. This approach may foster long-term relationships through partnerships, potentially easing future resource allocation without overburdening the in-house team. Yet, it could come at a higher cost, potentially impacting profitability. In the short term, it would still involve a contract with Prolific for revenue, extra expenses for outsourcing partners, and the potential to boost Prolific satisfaction and reputation. The choice between these alternatives requires careful consideration of the short and long-term implications.

## **Recommendation**

To move forward, it's essential to improve our Single Sign-On (SSO) deployment strategy, tailoring it to precisely meet Prolific requirements. Additionally, let's work on refining our implementation plan for an alternative development strategy, ensuring it's more effective and in tune with long-term sustainability goals. We need to think beyond the immediate horizon and strategize how we can extend the use of SSO to serve a broader customer base. This involves crafting a robust SSO development approach and dedicating time and resources to in-depth research. By taking these steps, we can better adapt to evolving customer needs and maintain our competitive edge in the market.

## **Impact on Users and Objectives**

### **1. Prolific Phones - Large Enterprise Client**

The implementation of the single sign-on (SSO) ability is in line with Prolific demand. By reducing the login procedure, their cell phone retail locations will function more effectively while offering enhanced customer service. Additionally, it aligns with Prolific's goal of providing its employees with a pleasant and uniform user experience.

### **2. IQmetrix - Software Company**

Owner: Securing an important contract, possibly increasing income and potentially enhancing the business's financial net worth may all come from successfully changing the software based on Prolific requests.

Development Team: Keeping requests of Prolific has an impact highly on resource allocations and development planning actions based on the development team. The customization is given the most priority in accordance with their goals of productively meeting client demands.

Employees: The deployment of SSO will impact positively as there will be a better work environment, job satisfaction, more professional growth and personal improvement.

Managers: Fulfilling Prolific requests may result in a pleased workplace, more engagement, more efficiency, achievement of corporate goals, and keeping the place motivated and inspired.

### **3. iQmetrix Clients (Existing and Potential)**

Offering the SSO feature could benefit all clients' as it showcases iQmetrix's effort to improve and customise the product to ensure it fits certain organisation requirements. The approach shown to solve new requests will

add more value to the mission to deploy high value, reliable and modified software solutions while ensuring the expectations are fulfilled.

## **Conclusion**

In conclusion, iQmetrix faces complex challenges, trying to allocate resources effectively while catering to its diverse customer base and safeguarding its corporate culture. Navigating the ever-evolving tech landscape while serving the unique needs of both large corporate clients and smaller regional customers is no small feat. The decision regarding the Prolific partnership involves a careful balance between short-term financial gains and the potential long-term impact on the company's product development trajectory. The recommended course of action emphasises a focus on refining the Single Sign-On (SSO) deployment strategy to better suit Prolific needs, alongside improving the implementation plan for an alternative development strategy. This approach strives for long-term sustainability and broader customer reach, backed by a more robust SSO development plan and thorough research. By embracing these changes, iQmetrix can adapt to the shifting tech landscape, maintain customer satisfaction, and secure its competitive position in the market.