Case Study: Will the PedalSpark regime continue

Thoughts and concerns on *Case Study: Sell Direct-to-Consumer or Through Amazon?"*

Looking at the website, which is flushed with several options, varied from cheaper versions to expensive models, Mark Ellinas, the CMO of the PedalSpark, is wrestling with a series of thoughts fighting in mind whether or not to sale the product on Amazon. This Chinese e-bicycle company is known for its signature bike of $4000, the luxury model available only through the company's website and has its own market as the 'best-e-bike'. The CMO, being the small maker of high-end electric bicycles, is now looking out for selling strategies to introduce a cheaper entry-level model to the broader level of consumers. He is struggling whether to put this product for sale on Amazon website and take the risk or to continue the previous marketing strategy, which is selling on its own company's website.

The two key players are Gideon Bear, the sales manager and Tamar Nourse, the product manager. Their characters are split like sides of the coin. The sales manager is inclined to sell the new model on Amazon. His theory is that not only would it widen the consumers list but also letting Amazon resell the product would decrease the risks of handling warehousing and shipping. By this strategy, the delivery time would be shortened, which excites the buyers and increases the overall purchasing capacity. On the contrary, the product manager who has recently been on board is thinking about the practical problems that would rise if the company's Prestigeous e-bikes are sold on foreign website. She phrased the selling on Amazon to be a 'terrible move'. She believes that putting the e-bike on Amazon would leak all the information about the company's potential, its customers and margins. She is also worried that putting all the e-bike information on Amazon would give others a chance to create a xerox version of the original product. Moreover, in the worst

case it may let Amazon get into the e-bike business in alliance with other upcoming e-bike companies.

Mark Ellinas, excited about the challenges involved in choosing the selling strategies, equally exhibits leadership qualities in weighing the options that the company has had to introduce the brand-new product to a wide range of customers. He takes a step ahead and meets the sales manager and product manager separately and collects their views on selling the introductory product on Amazon website. In this process he argues with them contrarily and gets an idea. Uninfluenced with the thoughts given by them, he then makes his own study whether or not to proceed with the ideas given by his colleagues.

The understanding of Porter's Generic Strategy and Dynamic Environmental Strategy would help Mark Ellinas how to withhold the market in unusual circumstances. Since the PedalSpark's product is being introduced under the new platform, the previous business strategy may not be applicable. Hence there is a need to get prepared by shifting towards Dynamic Environment Strategy, as Tamar Nourse's theory of giving a chance to a 'bunch of copycats'; to continue its Porter's Generic Strategy, as per Gideon Bear.

PedalSpark, being one of best-e-bike companies, has aligned its strategies perfectly whole before the introduction of the entry level bike. But in future, to sustain unforeseen circumstances, there is a need to re-write the strategies. Previously, when the products were sold on PedalSpark's own website, the quality of the bikes, its information system on website and on-going sales were aligned proportionately. But in the current scenario of selling lower quality, larger quantity of bikes at low prices, the organizational strategy might need to be changed, unaffected by the selling strategy. Also, the information systems strategy would need to change if they wanted to sell their product

on Amazon. Overall, the business strategy needs to be changed based on whether PedalSpark wants to continue its own brand capabilities or to increase its sales by lending itself into Amazon and letting the copycats take a chance.

Techazon-Amazon!

Thoughts and concerns on

Case Study 1-1:  Amazon in 2019 (page 31 in your textbook)

Case Study 2-1:  Amazon Go:  How Far Can it Go? (page 56 in your textbook)

And the articles, "*Fresh Disruption from Amazon*" and "*Why Amazon's Future Depends on Moving from the Internet to the Physical World*".

From the times of "Earth's Biggest bookstore" to the times of "Biggest store on Earth," the Amazon has consistently changed its business strategy. Now it is taking the initiation to become "Earth's biggest selection and being the Earth's most customer-centric company" by introducing "Amazon Go!" This leading website is the best example of strategically using information systems and information resources. The "flywheel" strategy is now slowing down with its own inertia. Hence the time has come for Jeffery Bezos to change the business strategy. Apart from the past billions of turnovers the company has started operating at a loss over 9 years. It eventually revealed that the growth in key areas like North American retail, Prime membership, and its AWS cloud division has started falling. Hence Amazon started to shift its business strategy by concentrating on offline retailing.

With the introduction of physical shopping store ‘Amazon Go’ the customers experience new type of shopping interface. It's like a child visiting the places which he had read in social history books. Amazon introduced a massive change in the whole shopping interface. It is like free shopping where the customer visits the store takes their desired items into a basket, bag, pockets and even eaten and then leaves without stopping by any cash registers. Which is made possible with the help of hundreds of cameras, weight sensors and shelf cameras. It secured patents for several technologies to run the store. This in-store shopping platform used information resources to deploy the use of image recognition, artificial intelligence, machine learning and 3d representation of each customer. The ‘Ask Alexa’ feature also helps the new customers.

Amazon, which understands its customers and always thriving to innovate new easy methods to makes things easy for the customers combined with its inventory and information system resources, is strongly rooted which makes the other new companies difficult to enter market to compete with or substitute the company’s products, meaning, it is well positioned to resist the threat of new entrance and bargaining power of suppliers and threat of substitutes. Equally, the other force of Porter’s five competitive forces, that is bargaining power of buyers is also not a threat to the company since amazon offers extraordinary user interfaces by its payment method, managing the customer’s address above all, the ‘Amazon’s one click’ option. Out of all the main threat would be the industry competitors, chief among Amazon’s rivals is Walmart. In an article, I found ‘Amazon has to become Walmart before Walmart becomes Amazon’ which is a self-explanatory and reveals how close the Walmart is competing with Amazon either in the new and growing category of grocery stores and online ordering or in the inventory.

The information resources which have developed in past years coupled with its customer base have driven them to take a new path of establishing in-store shopping windows. With its newly introduced shopping experience, the business critics all over the world are keenly observing the strategies that Amazon is taking on. But this is just the start and has long way to go. The main risk involves competing with the companies already leading in the market like Walmart.

Also, will the Amazon be able to fit in the online business strategy of shaping the whole food, grocery, pharmacy and bookstore with brick-and mortar to the physical stores!?

## The lost reign of Gap

Thoughts and concerns on case study *Predicting Consumer Tastes with Big Data at Gap*

Gap Inc., established in 1969, has shown its incredibility since then. The five brands – Gap, Banana Republic, Old Navy, Athleta and Intermix were known for their own iconic labeling. It has operated on a business strategy of providing luxurious clothing apparel, mainly concentrating on the millennials, though the Old Navy stands out as an exception. Gap has been in a consistent rise since its establishment and seen its peak in the period 198-2000 when 'the merchant prince' Mickey Drexler was CEO. In later years, Gap Inc lost its charisma and the sales started declining. Despite its online and offline retailing, at a point, it failed in withstanding Porter's five competitive forces: 'Threat of new entrants' being one of them. New competitors, H&M and Zara, took over Gap in terms of new clothing designs, delivery speed and low pricing along with heavy and frequent discounts. Also, the classic styles of Gap Inc failed to read the customer's wants. Although Art Peck, the later CEO of Gap Inc, has implemented new techniques of designing and marketing, like using big data, the company couldn't root itself.

Art Peck, HBS MBA, has struggled a lot to regain its footing in the sales of Gap Inc, as President of Growth, Innovation and Digital and as Chief Executive Officer. Though creative directors are the visionaries of a fashion brand, Peck displayed his leadership style by taking a dynamic decision of permanently removing this position. As CEO of a global company which had glorious decades of heritage, it was not that easy for Peck to make this decision. This was not a hasty decision. From the time of holding president position, Peck believed in information strategy. He introduced various techniques to analyze customers, track them and worked on giving them what they wanted. Even as a CEO, he continued this strategy and followed flat organizational strategy so that the company goes unlimited in styles. In a way Gap goes indebted to Peck for stepping into various new strategies which only targeted a single theme of attaining customer bond. Though he failed to improve the sales, he strived a lot in maintaining the sales. Peck's decision making has created an impact and his leadership style has played a vital role which would leave a mark on the information system strategy of Gap Inc.

Despite its fall in every quarter of sales, Gap has stopped nowhere in implementing new strategies. It made changes in IT capabilities by removing the creative designer and started following flat organizational structure. Peck introduced maximum utilization of IT assets by using 'Big Data'. Product 3.0, a strategy of implementing big data is nothing but spotting trends in real time sales and acting faster in that. In this, Gap listened to consumer's voice through the retail stores and digital storefronts. Peck made to company to use mining of big data obtained from Google analytics, Google trends, Geo sniffing, social media and company's sales and customer databases instead of relying on one person's (creative director) artistic view, to sustain its competitive advantage. Art Peck's Gap has done everything possible to gain its previous business position by using information resources to influence the out tracking competitive forces, including retailing

with through Amazon. It has also cut down television advertising and store window merchandising and invested more in the company's digital platform.

The Organizational strategy works best when aligned with information system strategy. But in this case study, after the removal of creative director's position and introduction of Product 3.0, though the organizational strategy aligned with information systems strategy, there is one soul idea which the Gap has forgotten, the organizational aspects. Post creative directors, there is no one to work on decision rights, following flat organizational structure under reporting relationships, is also an aspect which led to the downfall of Gap. Gap also failed in maintaining the cultural aspect by neglecting the desires of the community in this organization. The control systems of Gap are perfectly aligned with information systems, which play three important roles- Data collection, evaluation and communication; Product 3.0, is an example for control systems explained by the lines of Peck "spotting trends (data collection) in real time sales (evaluation) and acting faster (communication)". Finally, though Gap Inc has followed some outstanding strategies of using information systems and organizational aspects, like using big data by Product 3.0 to read the costumer and analyze their tastes, it failed to restrain its unique style.

One of the facts in this case study, which the Gap has failed to consider, is customer behavior. The fact is that customers are unpredictable. The fashion which customers want is unpredictable. Though Gap gained strength over information system strategy, where it lagged is going on with the trend. The Gap, in a trial to root its image as a classy iconic brand, failed and felt bored or outdated to the customers which is why the global company couldn't cope up with its sales even after instigating new trends and technologies. It went out from its track of brand image for millennials in red carpet to just a struggling company that is immediately available at everyone's

fingertip in Amazon. After failing to retrospect, itself, in a hurry to increase the sales, it failed to acknowledge the importance of creative director. It operated as a software company on its information, neglecting the concentration on designing the new models.

Despite using big data and customer assortment, neglecting the soul spirit and strong attitude of the clothes, can Gap Inc cope up with its sales?

My answer is a clear No.

Leading Change: Leading with the change

Thoughts and concerns on Case Study 4-1 *Automation at Southern Glazer's Wine and Spirits LLC* and John Kotter's *Leading Change: Why Transformation Efforts Fail*

The largest alcoholic beverage distributor, Southern Glazer's Wine and Spirits LLC is highly automated by using integrated automation system technology including voice-directed picking and human machine interface master control station which resulted in increased efficiency when compared to earlier use manual machinery. Many of the workers have been rehired after getting laid off by the machines. The low-skilled workers job in the warehouse of Southern Glazer's company listen to the machines and manually work according to their commands. Since the workers are working with machines, and machines are not new, I think workers have accustomed themselves to the new technological environment. Though it is a bit weird having to work with robots, they all are the machines and machines are not new to any industry. Though some of the voice commands are new, I think the workers will continue with the work flow and merge the machines or robots into themselves as colleagues. Change is something which is constant, so

I would go on and work with the robots and would write new algorithms to improve their style and pace of the work.

The Southern Glazer's Wine and Spirits LLC would definitely have faced challenges while introducing the automation process. Through this automation process few changes and challenges may rise. Since the working environment is a combination of human resources and machinery, there must be co-ordination between them. The workers should listen to the machines and work as per its commands. The working platform will completely change when compared to the previous. Hence, I would first train the workers-skilled or unskilled, to drive the machines and act accordingly. Since the automation process includes heavy capital amount, it is important for the workers to handle it carefully. Also, a simple mistake would take to ceasing of the entire process, hence the workers should be more careful and accurate in listening or receiving their commands. Importantly, there should also be few maintenance activities that should carry on to operate the automation process at optimum speed.

As said in the Editor's note of the article, "Guiding change may be the ultimate test of a leader-no business survives over the long term if it can't reinvent itself". Kotter having said that every company, small or big, must change to remake themselves to a better competitor. He formulated the approach to lead the change with eight errors, not to follow. His approach is to see that what rules should the company follow or the errors to check before implementing a change. His approach starts with introducing a change no matter if it is necessary or not. Because a static style of business would lead to failure and gives a chance for the new competitor to come on board.

I completely agree with the Kotter's approach for leading technology induced change. Because the approach towards implementing the change gives a chance for the company to retrospect

its stamina for change. It is a critical check for any organization, leaders at managerial level and workers, if it could withstand the change.

Applying Kotter's formula for Gap Inc., Peck was not successful in leading the change. He followed the errors instead of eliminating or solving it. Gap Inc., took many years for implementing the change in organizational level. Peck, though implemented change by introducing the Product 3.0 though big data, he failed in not showing urgency towards the change. Though he has the vision of implementing big data he failed to set guiding rules in informational level. Though Peck have not lacked the vision of the change, he failed to plan and communicate throughout the organization. Obstacles are upcoming results of unplanned change, so Peck did not prepare the organization for the change. Hence the company resulted in dilemmatic approach and lost its co-ordination between organizational resources as well as co-ordination between the company and the customer.

Has Gap Inc., followed the errors in Kotter's approach in spite of eliminating them?

Sunrise Constructions: Ahead or behind the 'Time'

Thoughts and concerns on case study "Sunrise Construction: Time Tracking System Crisis"

Ben Smith started his career at Sunrise Constructions as a full-time general laborer, soon promoted to Project Manager. He opined that there has to be a sorted information systems strategy for Sunrise construction to be able to deal with certain problems, time tracking system (TTS) being the major. For this he hired Derek Robertson to help him deal with the problems in TTS, system requirements to be considered along with the evaluation of off-the-shelf procedure of TTS and solution for certain re-engineering processes. Smith realized the essentiality and visioned to

deploy technology in the construction company to carry on the operations with more efficiency. His goal is set to make Sunrise's systems and processes work more efficiently, which is possible by setting new information systems goals. His main idea is to eliminate paperwork, especially in solving the TTS problem by re-engineering and automating the existing TTS procedure. Though Sunrise has some incorporated productivity and collaboration operations like Google G-Suite for sharing storage and limited Quickbooks software, it could not solve the time tracking problem.

To achieve Smith's visions, since the organizational and information systems goals must align with the business goals. The information systems goals should be such that there is a complete environment to support the newly used information systems strategy. Though Sunrise is more dependent on paperwork for time tracking and other operations, there should be sufficient machinery and trained human resources to take the newly set goals reach every nook and corner of the Sunrise.

The main challenge for Smith is solving the TTs problem. Since the employs in a construction company are distributed and following the paper to note the work timing, there is huge confusion in calculating the payroll of an employee. The working time of an employee is more important because it is related to many other problems including employers' level of risks and insurance and so on. This has become significant as the Financial Administrator, Joanne Jones retirement has been approaching and there is no one in the Sunrise to look over the manual payroll calculations. The currently used TTS system is a huge process of manual work where there are multiple checks to be done to validate an employee's presence or absence.

I would recommend a radical approach to redesign the business process. An incremental approach occurs is a step-by-step procedure which takes place in a series of small steps whereas a

radical approach directly works on the problem. In this issue of solving time tracking problems, there is no scope for the incremental approach, though there are few changes to be made at various levels, Smith envisioned to eliminate the paperwork which is not possible in steps. The enforcement of new method of TTS is a complete transmission from the existing one and hence radical approach works better. Though there is a least possibility of approaching the incremental change, it is a time taking process which is not advised in case of Sunrise Constructions as the experienced President and Financial Administrator are retiring from the services and thus a radical approach is solely recommended in this case as this is a quick process when compared to incremental approach.

Smith, in his position, is leading the Sunrise in the right direction. His leadership qualities are driving the company in a sustainable direction. I, from a civil engineering background, can completely understand the trickiness involved in tracking the time of an employee. As there is no fixed allotted workplace for an employee with on-ground construction activities, it is difficult but equally important to manage the working time and pay them. In Smith's position, I would fasten the radical approach and integrate software to track the timings with the punch-in and punch-out machines. Simultaneously I would tell my team to work on workshops in training human resources at each level to learn how to use it and track the time out of it. Also, the financial department should be completely aware of the new tracking approach and should be trained well in it to create pay checks fast and efficiently without depending on any single person. Most importantly, I would make sure that my employees trust the functionality of the new time tracking approach.

Do you think Smith would consider all the above specified points in his style of work? if there are any more to be considered, please specify

Amazon Go-Prone to AI and ML cyber threats?!

Thoughts and concerns on Amazon Go!

The Amazon's physical shopping store 'Amazon Go' s providing the customers a new type of shopping interface. It is a free shopping where the customer visits the store takes their desired items into a basket, bag, pockets and even eats and then leaves without stopping by any cash registers. Which is made possible with the help of hundreds of cameras, weight sensors and shelf cameras. This in-store shopping platform used information resources to deploy the use of image recognition, artificial intelligence, machine learning and 3d representation of each customer. The 'Ask Alexa' feature also helps the new customers. The key aspects in business point of view in this store are the functionality of quick scanners, managing the grocery items, maintaining the functionality of hundreds of security cameras, weighing sensors, image recognition, payment methods before a buyer leaves, working with Alexa including with the management activities of database of all the items in the store, customer database. Since there are no physical persons available in the store, it is important and necessary for the Team to look over all the functionality of Amazon Go.

Since the physical store is completely under artificial intelligence and machine learning, the infrastructure must be checked for critical operations. Coming to the security in the physical store, there should be super security regarding the monitoring of scan systems, quick pay and security cameras. The main sensitive areas in this store are scanners, security cameras and weighing sensors

where there needs to be more focus when compared to other aspects. The quick paying system should also work well, which would otherwise result in a huge loss. The system alerts must operate efficiently as in case of any theft. The system logs always play a major role in security infrastructure as they are the only way to detect any malfunction or unauthorized software installations. Along with these, since all the machines in the store are smart operating devices, and can be attacked easily, they must be protected with effective antivirus/ antispyware along with strong firewall protection. Also, there must be high end system encryption regarding the working of all the devices in the store. Since the store is highly prone to cyber-attacks, there must be wireless protected access as well as a highly secured virtual private network.

The main security policy that Amazon Go must include is MSSP, managed security service providers. The service providers should be trusted ones because the whole store is at a stake in any cyber-attack at any time. Since there is a very huge database of all the materials and customers, strict data policies must be implemented. Also, the mobile device management system is also more important. Because there are few cyber-attacks which were operated by the own company employees. So, BYOD must be restricted to a few devices and there must be high end confidentiality in the password management. All the smart devices must be checked for any vulnerabilities and the patch must be given if any vulnerabilities are discovered in the currently running software or in updated versions.

Though Amazon Go has patented several technologies used in the store, they must be gently protected from the security threats. The store is more prone to all kinds of cyber-attacks. Since most of the devices in the store are based on artificial intelligence and machine learning, the store is at a stake of AI cyber threat, AI fuzzing and machine learning poisoning. More of zero-day

attacks are expected. Hence there is a need to build a protection wall regarding these terms in the store. The company should detect vulnerabilities and address the patches for them in advance to the human hackers. The security team should be strong enough to detect these types of activities. The team should also be well prepared for the attacks and be ready and should hold backup software or additional installations in case of any attacks. Jeff Bezos, in spite of his vision of developing a wonderful insight shopping interface, I don't think he is unaware of the edge in the security issues. Since many technologies are patented by the company itself, the company can tackle the bugs in the system in advance of any threat. But as AI and machine learning are easily undetectable there must be a strong information security strategy to be implemented beyond the scope of the company.

Question: Other than AI and ML security threats, what are the other types of cyber-attacks that are possible in this scenario of Amazon Go

CEO-CIO; is there still a gap?!

Thoughts and concerns on case study "Bridging the CIO-CEO gap: It takes two to tango"

A maturity model is a way of doing business in a systematic and organizing way. It is a valuable tool to assess business processes. The business IT maturity model is imposing information technology management in organizing certain aspects of business in a systematic procedure which thereby increases the company's business ability. The business IT maturity model allows the company to follow best information technological practices. The imposition of business-IT maturity model in an organization is categorized into three levels based on the level of understanding and implementation of information technology in achieving or implementing the

business goals. All these levels including business-IT maturity itself direct the company towards higher achievements in all aspects, either profits or business challenges, by deploying information technology.

In order to implement the structured levels of these maturity models an idea of flow of decisions is required. This is governed by governance frameworks. The governance frameworks help the company to react to a specific challenge and gives a road map to solve. They specify the directions of implementation and specify the patterns in dealing with an IT related issue. Hence, the governance frameworks influence the business-IT maturity model in several ways and their coordination is required for a company's information systems development.

In the article "Bridging the CIO-CEO gap: It takes two to tango", Krotov focused on the importance of CEO and CIO coordination. Though their concentrations are different, there is however a need for flow of information to and fro between CIO and CEO, since only then are the company's information system standards reinforced. Though there are different standards and approaches in the duties of CIO and CEO, the level of understanding between both ensures their efficiency. In my view, the relation between CEO and CIO puts the company in one of three levels of business-IT maturity model. The consequence of higher level of understanding between the two is seen in Air France/KLM Airlines case study. There is a level three implementation of business-IT maturity model in this company. A perfect bridging of CIO and CEO of the company, and extended relationship by promoting the Boet Krieken including welcoming all the ideas of Jean-Christopher Lalanne, depicts how the company can grow and increase its margin.

I worked as an Assistant Executive Engineer in a water distribution organization under state financing. Since the state took it as a prestigious project, the officials asked time to time

developments and improvements. To make it easy for all the delegates and for all the organization to retrospect its own developments, Engineer-in-Chief, the Head of the department introduced a thought for developing a website where the engineers from each remote place must update their daily progress of construction and which, when needed, the developments are presented in State meeting and the reports are sent to officials without any difficulty. Being a water distribution organization, it is difficult to track down daily developments, but with the development of websites, the engineers are communicated to and fro and action plans from the HOD have also been communicated via website. This led to the need for a separate IT wing in the organization, which has been established and me with the team of 10 members were included in that wing. Now that I have an idea on levels business-IT maturity model, I rate my former company as a level 3 user.

Question: In these times of explicit use of information systems, is there still a need to bridge CEO and CIO relations? Don't you think it happened already with the increasing development of information systems and information technology?

## The RPA and the Time

Thoughts and concerns on Case Study 10-1, O2 and RPA, and the articles by Davenport & Brain (2018) and Lacity & Willcocks (2015)

The Telefonica O2 has engaged Indian Business Process Outsourcing (BPO) provider for its back-office works. This United Kingdon based company has got employees in its place with relatively expensive labor costs. In the process of cost-cutting, it has increased its offshore team in India, simultaneously, reduced the team size in UK. Along with this cost-cutting purge, the company has

taken a different route than ever, which is switching on to an automation process called Robotic Automation Process. O2 has achieved tremendous results with the RPA where three-year business cases were built by 2 pilot tests. Practically, it has achieved a three-year return on investment of over 650% within a payback period of 1 year. This is financially equivalent to a million benefit with zero net finance.

These tremendous results of RPA have taken a way onto many iterated activities, but the RPA does not apply to business processes if the goal is to improve existing processes or redesigning it. RAP, as the name indicates, is an automation process which iterates a tedious and repeated mechanical operation. Other than that, it does not learn or modify any business processes. It depends on a company's proficiency to use RPA on cycling an activity. Any execution before implementing the RPA must undergo analysis or redesigning of an automation before deploying RPA on it. There are companies which have got mere results with RPA, the difference being the process of deploying the tool. Unlike O2, there are several companies which haven't implemented in a correct manner; it requires a process before it gets processed. But there is a lot of inclination towards getting tremendous results like O2 when implemented in correct manner.

In the process of using RPA there are a few challenges that the company faces. One challenge being the implementation of processed automation through RPA while another holds management and behavior of human resources. While the first was discussed in the above para, the second challenge is a clear delusion of decrement in human resources. It is a common concept that when some of the work is automated, there is a chance of losing or decreasing the resource to whom the automated work is attached. But as the case studies mentioned, there is no such decrement of resource happened so far where RPA has been implemented. Moreover, the employees in the

organization got attached to them that they named a few robots and treated them as coworkers. And some employees automated the robotic process such that it replicated themselves in performing the work. This is a notable change where the employees are feeling free to work amidst the robots and own them as a peer employee. The employer's perspective to automation is an important challenge which the company needs to train them to adopt the new working environment.

Yes, I do agree that RPA is the new automation revolution since it eliminates the looped processes and decreases the tedious and repetitive works which an employee needs to perform in day-to-day activities. Moreover, automation eliminates the errors which are made while performing the activities mechanically. With the increase in RPA, many tools emerged in markets other than Blueprism. I think the scope of RPA is wide and it is flexible to all fields of business from sorting emails to end-user works.

Every business has got a common challenge to come up with-Time. A company is sorted with its competitive peer company in compliance with the ease of delivering in optimum time and RPA is one such tool where the time is further decreased with increase in productivity. When the looped activities are automized with little effort and when this time and mind is invested on further innovations, there is a scope for a company to expand its vision broadly to wide horizons.

Question: Can RPA in an organization be categorized under information system strategy